

The Queen Elizabeth Hospital Stage 3 Redevelopment Engagement Framework

A framework for engagement and collaboration v1.3



Government
of South Australia

Health

Central Adelaide
Local Health Network

Document Owner:	Rachael Kay
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Contributors:	Executive Director, Capital Projects and Planning, CALHN Director Communications and Engagement, CALHN Communications and Engagement Advisor, TQEH Redevelopment, CALHN Principal Workforce Manager, CALHN
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Executive Summary

The Queen Elizabeth Hospital (TQEH) Stage 3 Redevelopment Engagement Framework acknowledges the special role that consumers, clinicians and the broader community play in their local communities and the value that effective engagement can bring to ensuring a successful redevelopment of TQEH. The framework draws on a number of South Australian Government strategic documents and insights into best practice engagement, ensuring a broad whole-of-community perspective to participation and engagement.

The commitment to a partnership approach will support and encourage more effective engagement opportunities between CALHN, consumers, clinicians and communities in the planning, design, construction, commissioning and transition of TQEH redevelopment.

The Queen Elizabeth Hospital Stage 3 Redevelopment Engagement Framework applies the six key principles outlined in the South Australian Government's Better Together Program. This framework also leverages off CALHN's Consumer Partnering and Community Engagement Framework. Both frameworks encompass the principles and values of the International Association for Public Participation (IAP2).

Acronym Definitions

CALHN	Central Adelaide Local Health Network
IAP2	International Association for Public Participation
TQEH	The Queen Elizabeth Hospital

Setting the scene for engagement

The South Australian Government is committed to best practice stakeholder and community engagement. Through effective engagement practices, decision-making is improved, by bringing the voices of the community and stakeholders into the issues that are relevant to them.

Better Together, the South Australian Government's guide to engaging with communities and stakeholders was established in 2013 to create a consistent, high-quality approach to community and stakeholder engagement by public servants. The guide is centered on the following six engagement principles, to provide a consistent approach across government and to guide best practice:

1. We know why we are engaging
2. We know who to engage
3. We know the history
4. We start together
5. We are genuine
6. We are relevant and engaging.

Similarly the SA Health *Health and Wellbeing Strategy 2020 – 2025*, has a strong emphasis on the importance of engagement, with five strategic themes that all require effective engagement to be achieved.

The strategy focuses on people and partners being actively engaged in improving the health and wellbeing of all South Australians, and that consumers and communities are at the centre of decisions and inform the design and provision of health and wellbeing services.

Vision

Our Vision – TQEH Stage 3 Redevelopment

To be recognised and trusted by our community as providing quality, safe and reliable health services, flexibly and collaboratively.

This vision was developed through two phases of consultation with hospital consumers, clinicians and staff in 2018.

Our Vision – SA Health

South Australians experience the best health in Australia.

Our Mission – CALHN

Shaping the future of health with world-class care and world-class research

CALHN Values

Our organisational values and behaviours outline who we are, what our network stands for and what people can expect from us.

There are four main pillars, with key focus areas under each. TQEH Stage 3 Redevelopment and the way it is delivered encompasses the four pillars, with a particular focus on the areas outlined below:

Ideas driven

- > When considering the redevelopment we look and listen to ensure we fully understand the problem and find a solution.
- > As a team we also look for ways to break-down barriers and silos to hear new perspectives and solve complex problems.

Future focussed

- > We embrace leading practices and use them to evolve our ways of working.
- > We lead and support change to improve patient and organisational outcomes.
- > We are constantly on the look-out for opportunities to improve.

Put people first

- > We put ourselves in patients and colleagues shoes to understand their needs.
- > We go out of our way to make sure patients and colleagues achieve the best outcome and have a great experience.
- > We respect uniqueness in our colleagues, our patients and their families.

Community minded

- > We are accountable and focused on value.
- > We value and champion diversity.
- > We embrace collaboration and constructive partnerships.

Project background

\$314 million is being invested in The Queen Elizabeth Hospital (TQEH) redevelopment to ensure the community has access to high quality health care services in a modern hospital setting. The redevelopment will include the following new facilities:

- > Emergency Department
- > Operating theatres and day surgery suite
- > Cardiac Catheterisation Laboratory
- > Procedural suite
- > Intensive Care Unit
- > Central Sterile Services Department
- > Medical Imaging Department
- > SA Pathology laboratory
- > General Rehabilitation services
- > Staff support areas

The existing Cardiac Catheterisation Laboratories were refurbished and completed in July 2019. A new multi-deck car park with 500 spaces for patients and visitors was completed in December 2019.

The 500 space multi-deck car park paves the way for the new clinical services building to be located on the site of the existing northern open air car park. The construction of the new clinical services building will see services relocate from the tower block and the integration and relocation of general rehabilitation services from Hampstead Rehabilitation Centre (HRC).

Purpose and scope

TQEH is central to delivering on SA Health's Health and Wellbeing Strategy 2020 – 2025, including the strategic vision that "South Australians experience the best health in Australia".

The TQEH Stage 3 Redevelopment supports the goals of the Health and Wellbeing Strategy 2020 – 2025:

- > Improve community trust and experience of the health system
- > Reduce the incidence of preventable illness, injury and disability
- > Improve the management of acute and chronic conditions and injuries
- > Improve the management of recovery, rehabilitation and end of life care
- > Improve patient experience with the health system by positioning ourselves to be able to adopt cost effective emerging technologies and contemporary practice
- > Improve the value and equity of health outcomes of the population by reducing inefficiencies and commissioning for health needs.

Target audience

The target audience for the engagement framework includes CALHN staff, TQEH consumers and stakeholders who are impacted by the redevelopment:

- > Those who need to lead engagement as part of the redevelopment
- > Those who take part in or receive engagement.

The engagement framework is designed to:

- > Help guide the CALHN change leaders to engage staff and stakeholders in implementing change initiatives throughout the redevelopment
- > Provide an understanding to CALHN staff and stakeholders about what the engagement processes and methods will be.

The engagement framework is not intended to:

- > Identify individual and or stakeholders that will need to be involved to deliver specific activities to implement the redevelopment
- > Replace the need for continual review of stakeholders and engagement methods during the different stages of a change initiative.

The framework acknowledges the important role that Aboriginal consumers play in improving health outcomes for Aboriginal people and communities. We will partner and engage with Aboriginal and Torres Strait Islander peoples throughout the duration of the project so they can guide and shape health outcomes for their people. The project team will constantly seek ways to actively engage with Aboriginal and Torres Strait Islander stakeholders including consumers and the community for TQEH redevelopment, to complement the work that CALHN has underway such as the Reconciliation Action Plan and Closing the Gap strategies.

For the redevelopment project to be successful, CALHN also acknowledges that representation by other consumer, carer and community groups at various levels throughout the redevelopment is essential. This framework provides the foundations for ensuring that these representatives are engaged at the right time in the right way.

CALHN also acknowledges that TQEH Redevelopment is a significant workplace change that requires consultation with staff and unions to occur in line with industrial instruments. Consultation provides a genuine opportunity for staff and relevant representative bodies to contribute effectively to any decision making process, and as such, TQEH Redevelopment Engagement Framework acknowledges that consultation is one method of engagement. It also acknowledges that good engagement is broader than consultation in the industrial context.

Benefits of TQEH Stage 3 Redevelopment Engagement Framework

For CALHN staff who will lead the implementation of change initiatives, the framework:

- > Provides a model to use when planning engagement with staff and stakeholders
- > Lays the foundation to stakeholder engagement by outlining ways to:
 - Identify the likely stakeholder groups impacted
 - Effectively engage and partner with them
- > Provides methods that stakeholders can be engaged (i.e. workshops, forums, newsletter etc.)
- > Provides a mechanism to deliver messages and seek feedback
- > Provides a process to prevent key stakeholders being omitted as part of the change initiative
- > Supports a partnership approach between change leaders and recipients of change.

For those stakeholders and communities who will participate in the engagement process, the framework:

- > Confirms that CALHN has made a commitment to engage with stakeholders
- > Ensures involvement in the process if impacted by the changes
- > Supports understanding of involvement and when it is required
- > Confirms engagement will be done in a meaningful way
- > Supports a partnership approach between recipients of change and change leaders.

Principles

The framework will encompass the principles of the Government of South Australia's *Better Together* program.

By considering each of the principles as we plan and implement an engagement process, we can have confidence in our interaction with consumers, staff, and other stakeholders.

The six principles are inter-related and will be applied throughout TQEH Stage 3 Redevelopment process.

1. We know why we are engaging
2. We know who to engage
3. We know the history
4. We start together
5. We are genuine
6. We are relevant and engaging

Principle 1 – We know why we are engaging

We need to understand the purpose of engaging with communities and stakeholders, and communicate this clearly to our participants. Consumers, staff and stakeholders will help to determine the final outcome.

The CALHN TQEH Redevelopment Project Team will:

- > Know the purpose of the engagement
- > Understand the public's level of influence
- > Communicate clearly
- > Measure our impact
- > Plan for flexibility.

Principle 2 - We know who to engage

Who should we be engaging with? Is there more than one community? Are there hidden audiences, hard-to-reach groups or people who may not be obvious stakeholders? These questions will help determine which methodologies will attract people to our engagement.

Throughout the engagement there are likely to be different voices that need to be heard, and it may be appropriate to engage them at different stages and in different ways.

When thinking about who to engage, TQEH Redevelopment Project Team will consider:

- > Who is affected and interested?
- > Connecting with community leaders
- > Moving beyond the stakeholder list
- > Identifying hard-to-reach groups and individuals
- > Collaborating
- > Connectors (link people up), 'mavens' (experts, topic specialists) and salespeople (persuaders, charismatic)
- > Local government

Principle 3 - We know the history

Failing to build on previous engagement activities can be detrimental. Understanding the history of previous projects at TQEH and engagement methodologies will enable reflection and trust between stakeholders to build new ways of engaging.

The TQEH Redevelopment Team will:

- > Determine what is already known
- > Understand what has been done before
- > Reflect on lessons learned
- > Research background information

Principle 4 - We start together

Early engagement results in better outcomes for TQEH community, including patients, carers, staff and surrounding residents and businesses. Starting together to define the purpose and objectives can reduce problems at a later stage.

For communities, starting together can build a sense of ownership and stewardship. It can help to bring people together for a positive purpose. A co-design process that is started

together can also create collective action by stakeholders and communities in implementing the solution.

The CALHN TQEH Redevelopment project team will:

- > Engage early and throughout the journey
- > Build relationships
- > Work together towards outcomes

Principle 5 - We are genuine

Being genuine is vital when it comes to engagement. If people think the process is not genuine, cynicism sets in and they disengage from the process. Engagements that are not genuine can damage the public's trust in CALHN and SA Health.

Trust is one of the most important foundations upon which the legitimacy and sustainability of government systems are built, including the health system. Building and maintaining trusting relationships is vital to the effective functioning of SA Health.

The TQEH Redevelopment project team will undertake engagement with:

- > Honest intent
- > Listening to understand
- > People at the centre
- > Accessibility
- > Recognition and celebration
- > Closing the feedback loop

Principle 6 - We are relevant and engaging

Engagement activities should inspire and prompt responses and goodwill.

The CALHN TQEH Redevelopment project team will:

- > Shape engagement tools for participants
- > Be creative in its approach

Method

Using CALHN's Consumer Partnering and Community Engagement Framework, the four levels of the IAP2 continuum of engagement provide a broad road-map for engagement, that can be used with stakeholders at each phase of the redevelopment project.

Inform - A one-way process where we provide information (verbally, in written format, on our website and via social media).

Ask - A two-way process where we actively seek information from consumers or the wider community.

Involve - Two-way communication where structures and processes are established.

Partner - Acknowledges consumers as the critical partner for staff in designing (especially co-designing), delivering, monitoring and evaluating services and programs.

To achieve this engagement, engagement tools and activities have been incorporated that can be used throughout the entirety of the project. They include:

Inform – Newsletters, bulletins/emails, intranet, SA Health and CALHN website, notice boards, newspaper advertising, social media posts, media coverage

Ask – Online surveys, user groups, email, phone conversations, town hall forums

Involve – Reference groups, committees, user groups, workshops, public/staff forums

Partner – Stakeholders engaged and consulted with throughout the planning and design stages via methods mentioned above.

The outcome of this process ensures that the design of the Clinical Services Building is based on the needs of stakeholders, namely staff and consumers, and that they feel a sense of pride and ownership over the project.

This method will be used with stakeholders throughout the life of the project, ensuring they are informed and engaged in a meaningful way at the right time.

Governance

The following groups have been set up to support TQEH Stage 3 Redevelopment throughout the lifetime of the project – from planning to delivery.

Capital Works Executive Leadership Team (CWELT)

Will provide an executive governance framework and leadership for the delivery of the capital works projects required for TQEH including:

- > The development of the new car park
- > The development of the new clinical services building.

The CWELT will undertake the over-arching governance of the capital works for the TQEH Redevelopment. This includes scrutiny of each capital works project within the scope of the program to ensure successful delivery within the approved budget and program.

Accountability

The Executive Director Infrastructure and the LHN Chief Executive Officers are jointly accountable to the Chief Executive, SA Health for the successful delivery of these projects. The nominated LHN representatives on the CWELT are acting on behalf of the SAH Chief Executive in providing appropriate executive governance on these projects.

Collectively, the executives within the CWELT are accountable for the delivery of project outcomes to the Chief Executive, SA Health.

Integrated Management Team (IMT)

Will provide the day to day operational management for the capital work sub components i.e. the car park, clinical services building and be accountable to the CWELT.

Redevelopment Leadership Committee (RLC)

The Redevelopment Leadership Committee provides a forum for CALHN clinical programs and operational services to raise redevelopment related risks and issues with the project team. The Committee will also be called upon to provide high level clinical and operational advice and guidance to the Executive Director, Capital Projects and Planning and Executive Director, Operations on the strategic management and implementation of CALHN redevelopment projects (TQEH Stage 3 Redevelopment and other projects as relevant).

Consumer and Community Reference Group

TQEH Redevelopment Consumer and Community Reference Group supports CALHN and is accountable to the Executive Director Capital Projects and Planning to provide input and advice to the clinical and health facility planning for Stage 3 Redevelopment at TQEH. They provide guidance to ensure that consumer and community engagement is consistent, genuine and meaningful to both the consumers, community and the local health network. TQEH Redevelopment Consumer and Community Reference Group is a termed reference group reporting to TQEH Redevelopment Leadership Committee (RLC). The group meets as needed, monthly during peak times of activity.

Aboriginal and Torres Strait Islander Reference Group

TQEH Redevelopment Aboriginal and Torres Strait Islander Reference Group supports CALHN and is accountable to the Executive Director Capital Projects and Planning to

support and advise the redevelopment program by ensuring that Aboriginal and Torres Strait Islander consumer and community input is consistent, genuine and meaningful to Aboriginal and Torres Strait Islander consumers, their communities and the network. TQEH Redevelopment Aboriginal and Torres Strait Islander Reference Group is a termed reference group reporting to the Redevelopment Leadership Committee (RLC). The group meets as needed, monthly during peak times of activity.

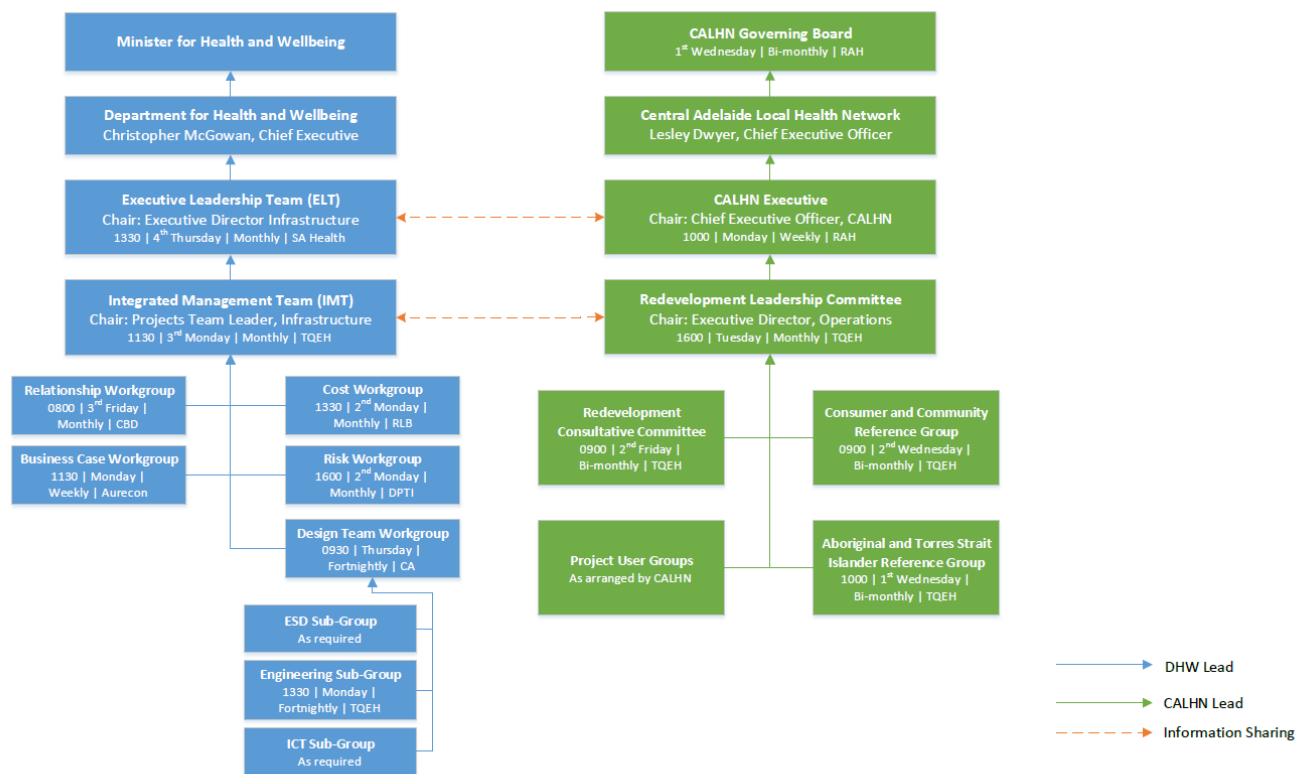
Consultative Committee

CALHN Redevelopment Consultative Committee aims to support best practice stakeholder engagement with staff and unions in relation to the Redevelopment projects within CALHN, including TQEH Stage 3. CALHN Redevelopment Consultative Committee is a bi-monthly held, termed committee reporting to the Redevelopment Leadership Committee (RLC).

As the project evolves the governance arrangements will need to be monitored and refined to meet the changing needs of the project and its scope. It is foreseen there may be further Reference Groups established to provide critical input from a site perspective and several working groups required for different functions.

Industrial frameworks will also need to be in place to ensure appropriate levels of engagement and consultation with staff occur.

TQEH Stage 3 Redevelopment - Governance Structure



Stakeholder Engagement Staffing Resources

The Redevelopment team has a dedicated Communications and Engagement officer (0.7 FTE) who has a responsibility to provide timely, relevant and engaging communications to stakeholders throughout the project’s lifetime.

There are three Project Managers (each 1.0 FTE) who have been assigned specific stakeholder groups to consult with – particularly clinical staff who will be end users of the facility – for the planning and design of the redevelopment. They are responsible for working collaboratively with the leads from these service areas and capturing feedback from these groups to ensure the final design meets user needs for service delivery.

A Project Officer (1.0 FTE) also supports stakeholder engagement by assisting the team with coordinating, facilitating and documenting engagement activities – i.e. user group workshops, staff forums, reference group meetings.

The Executive Director Capital Works and Planning has oversight of the whole project. The Executive Director is the spokesperson at staff and community forums and has direct contact with Reference Group and Committee members.

This team is responsible for the engagement of staff and community stakeholders, with a focus on people who will be using the facility.

The Department of Planning and Infrastructure is responsible for engagement with stakeholders who will construct and deliver the facilities.

Evaluation

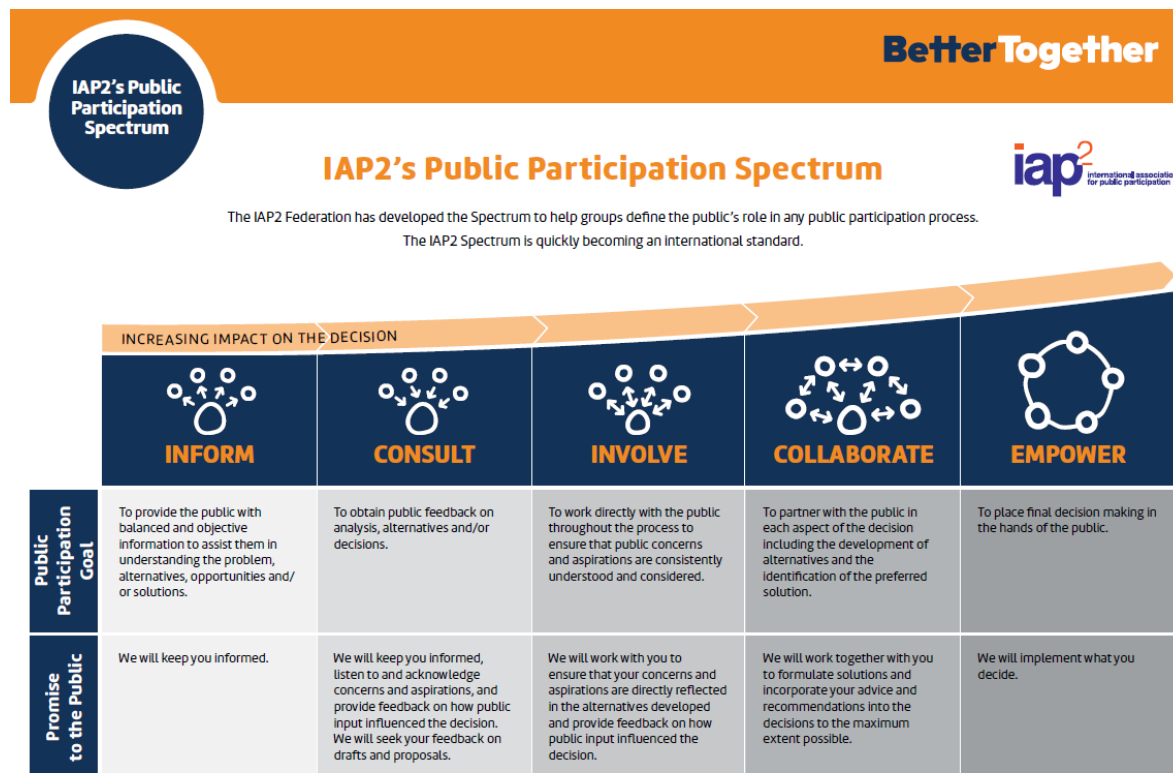
Stakeholder engagement will be formally assessed via online surveys with staff and community stakeholders following each phase of the project: Planning, Concept Design, Detailed Design, Construction, Commissioning and Relocation. Feedback will be used to continuously improve engagement and stakeholder relations.

Other informal avenues of feedback will also be encouraged and welcomed, including use of a generic email for any questions or feedback, discussion with stakeholders throughout the process etc.

The framework will be evaluated through an annual review and reporting processes.

Appendices

Appendix 1: IAP2 Public Participation Spectrum



Appendix 2: Policy Context

The development of this engagement framework is informed by national and state policies and frameworks including:

- > Better Together Program
- > CALHN's Consumer Partnering and Community Engagement Framework
- > SA Health's Health and Wellbeing Strategy 2020 – 2025
- > Aboriginal Cultural Respect Framework
- > SA Health Guide for Engaging with Aboriginal People
- > National Safety and Quality Health Services Standards (NSQHSS)

Appendix 3: References

Australian commission on Safety and Quality in Health Care (ACSQHC) 2011, National Safety and Quality Service Standards, ACSQHC, Sydney www.safetyandquality.gov.au

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For more information

Rachael Kay, Executive Director Capital Projects and Planning

TQEH Stage 3 Redevelopment
The Queen Elizabeth Hospital
28 Woodville Road, WOODVILLE SOUTH SA 5011

Telephone: 8222 6762

Health.CALHNR redevelopment@sa.gov.au
www.sahealth.sa.gov.au



www.ausgoal.gov.au/creative-commons