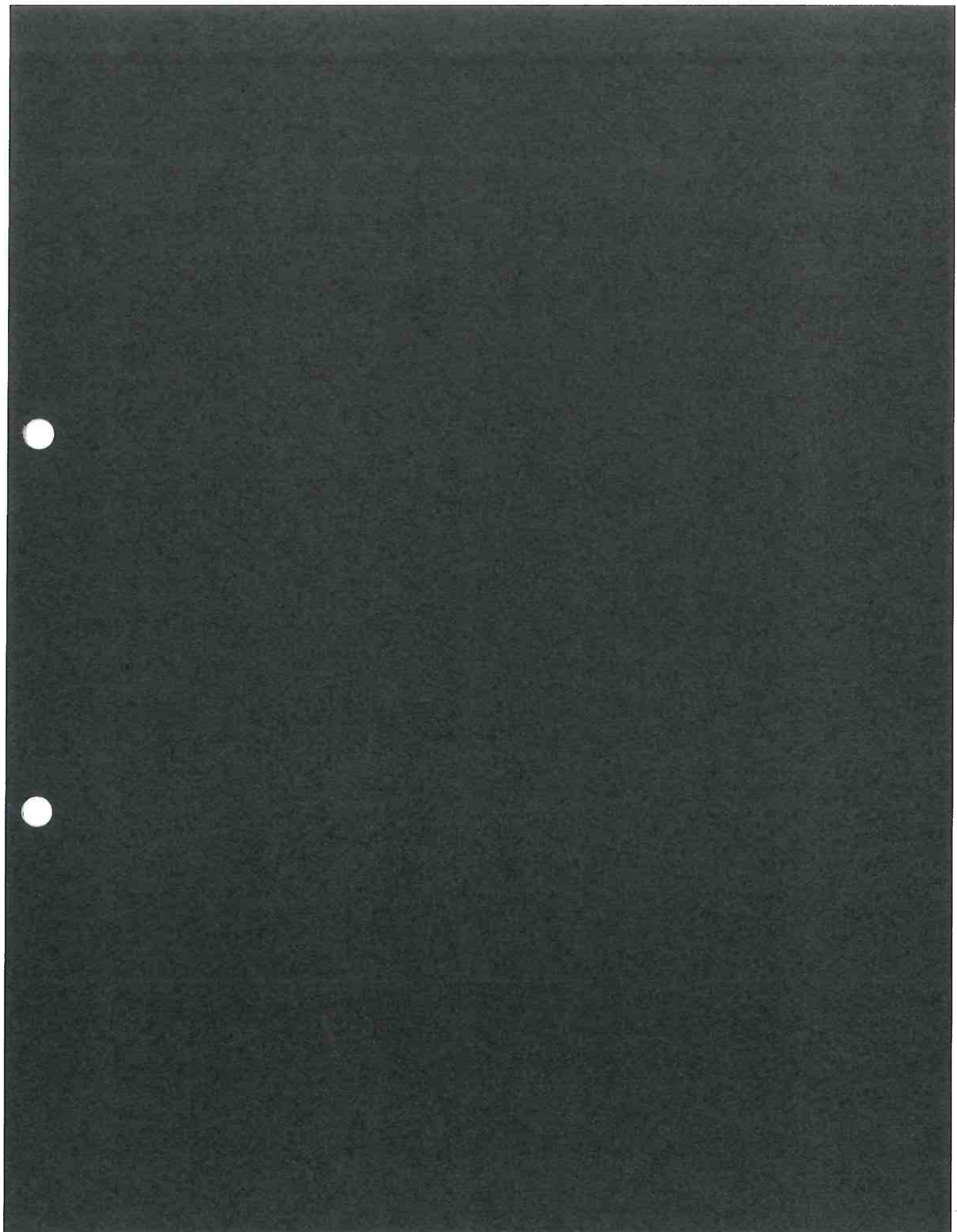
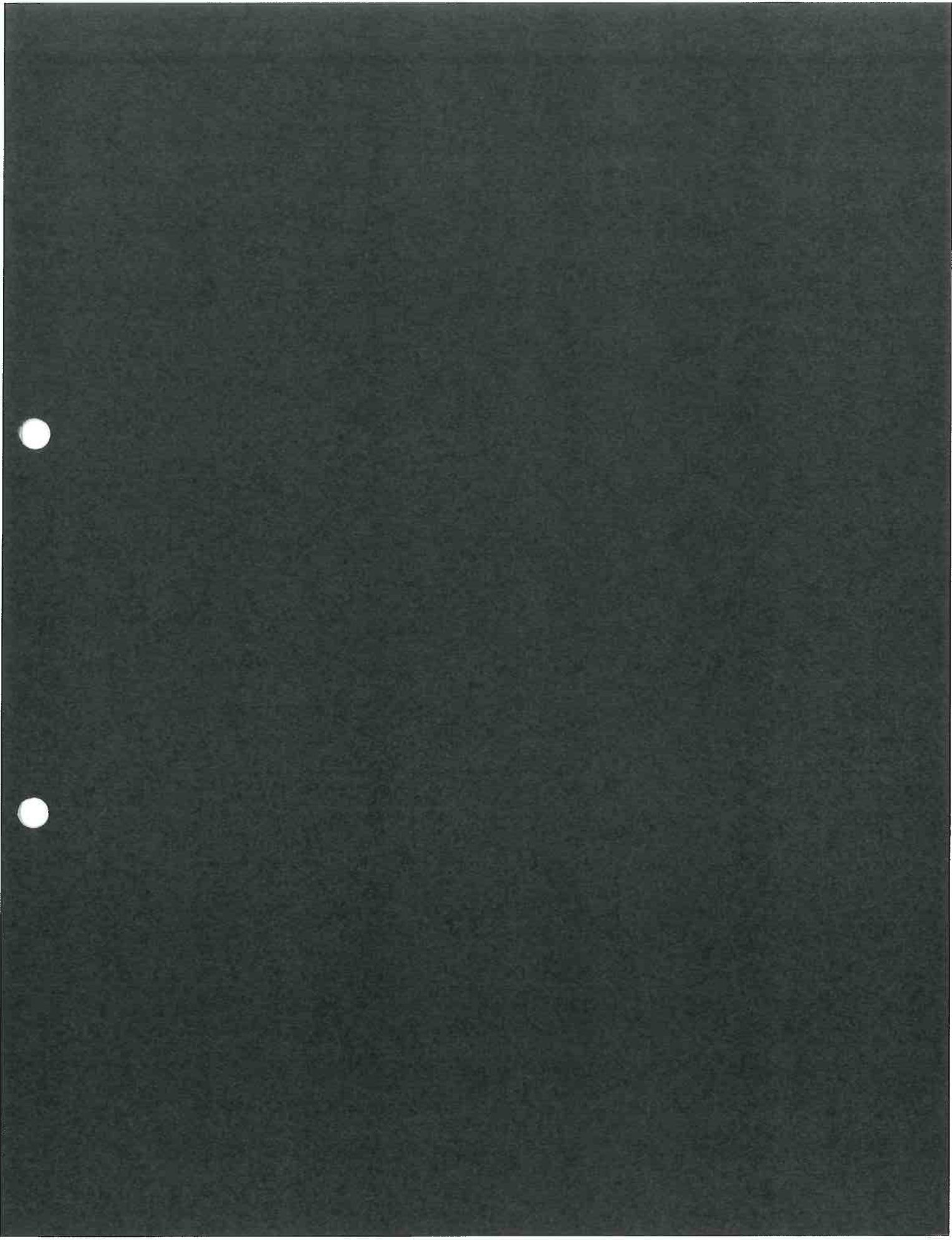
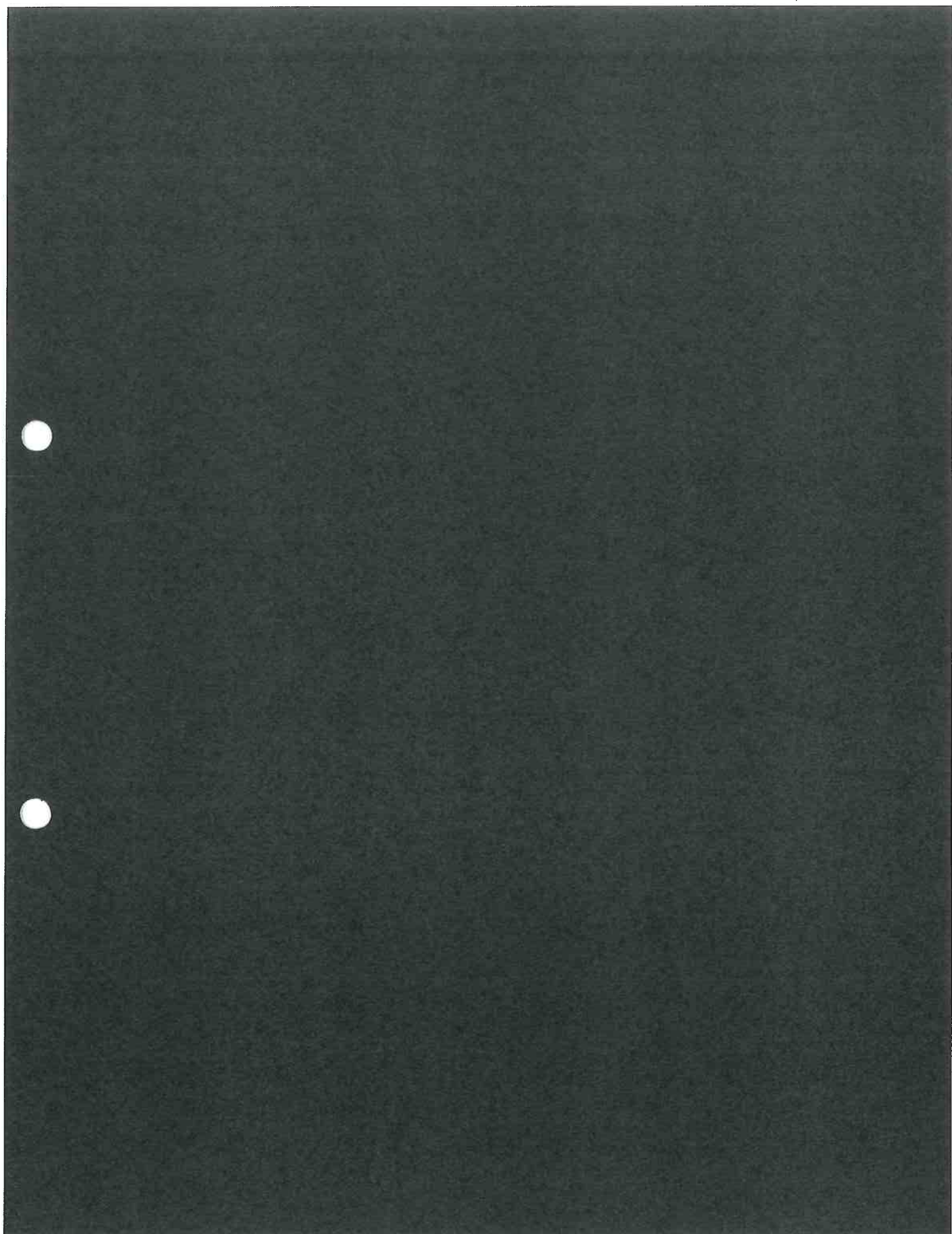




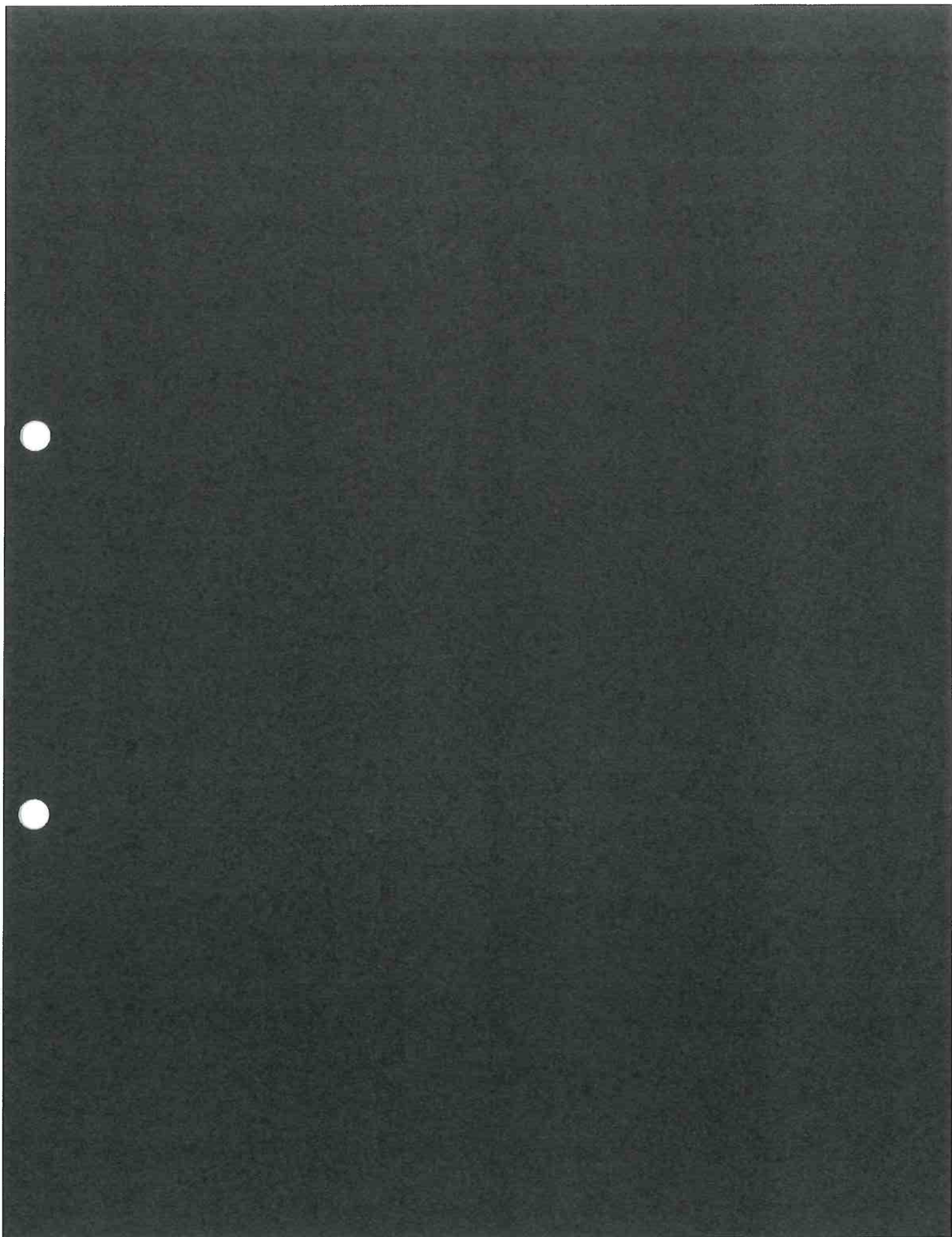




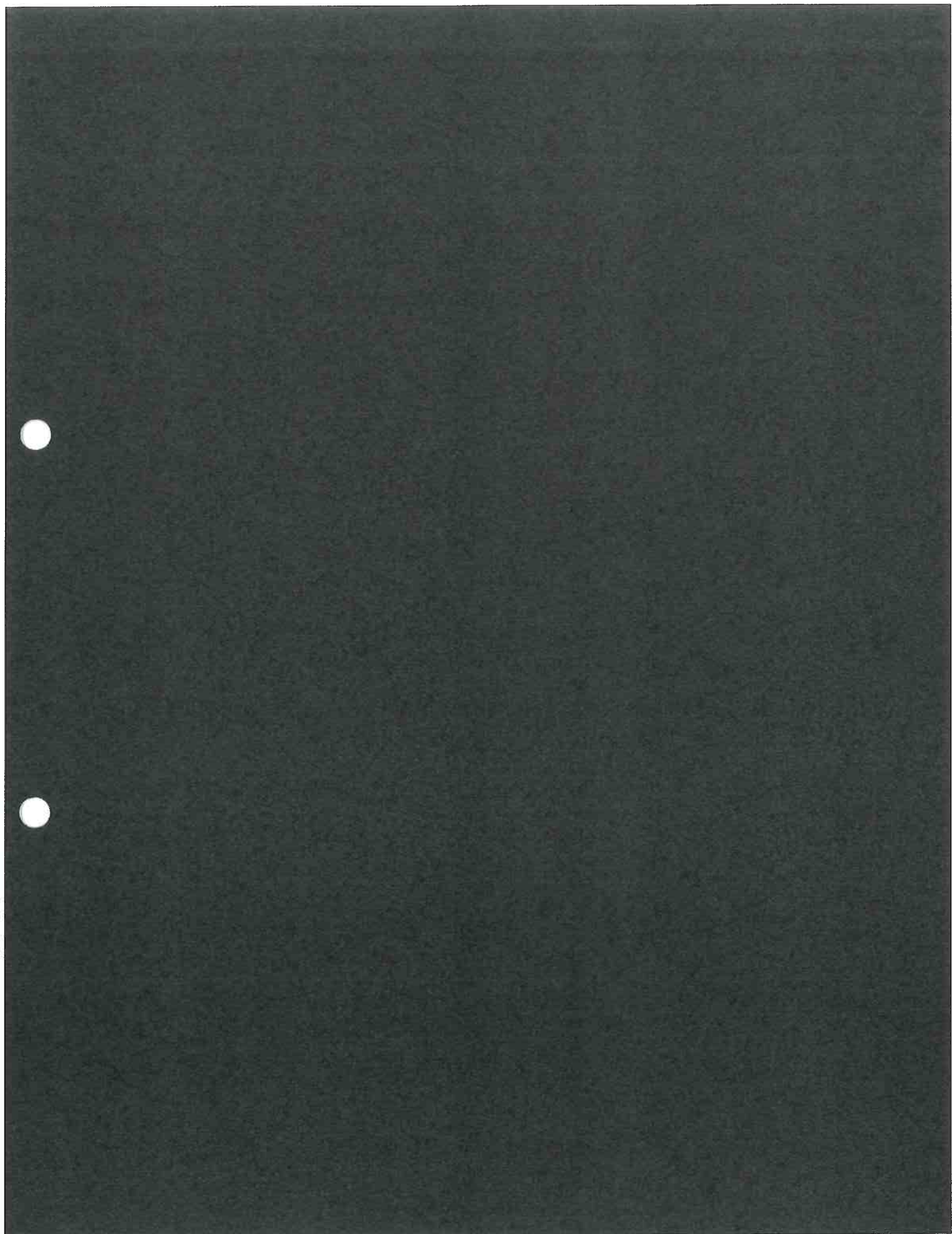




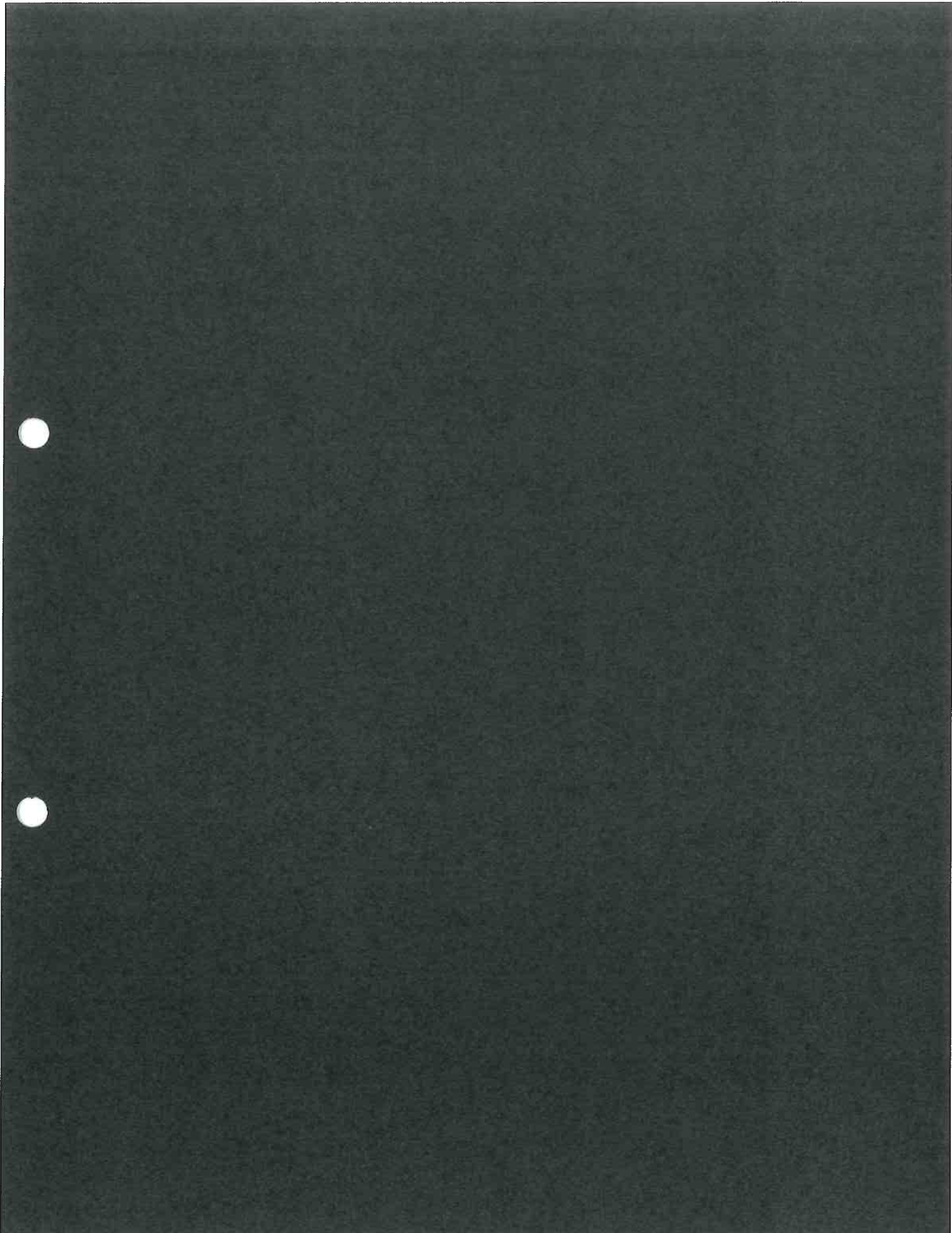


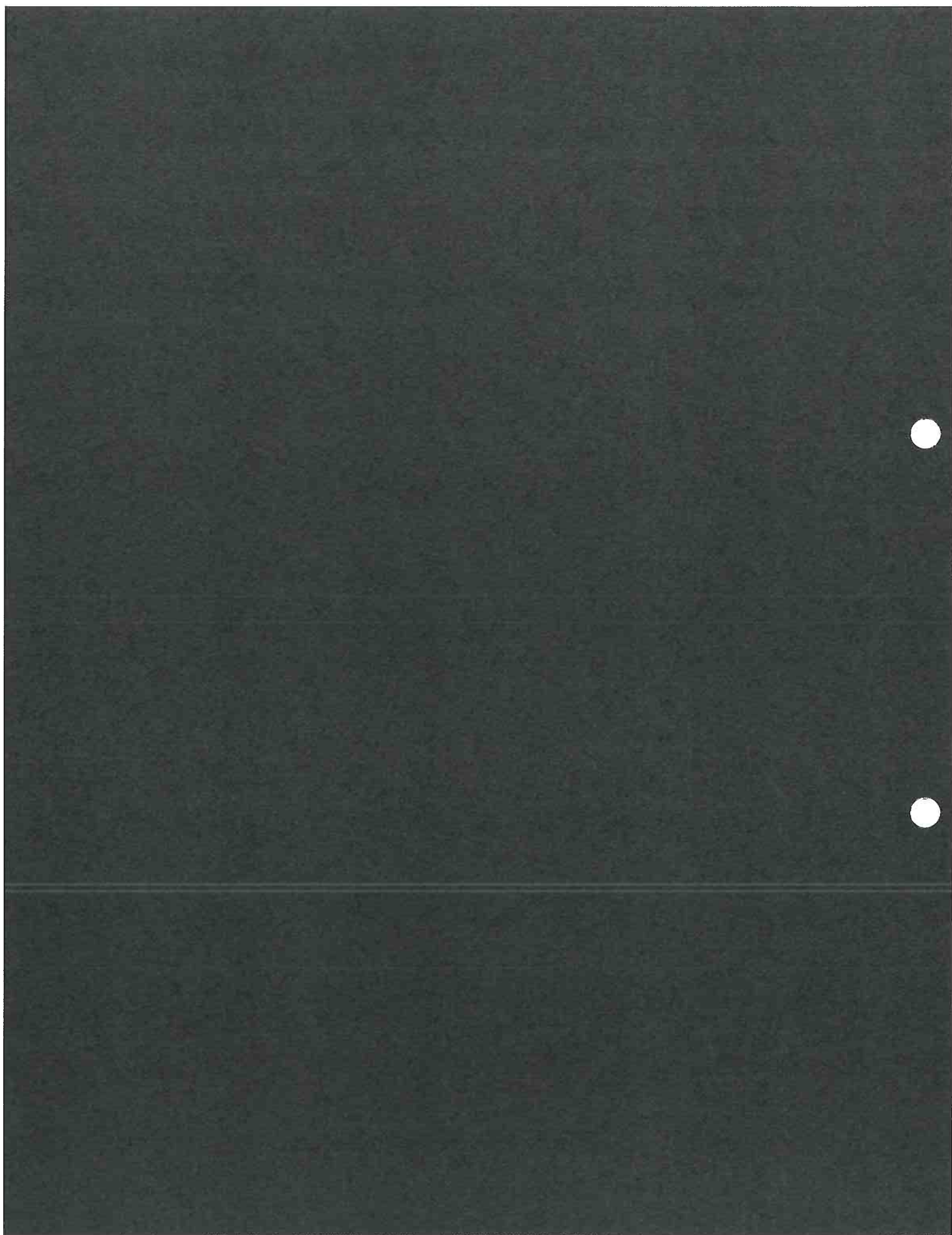


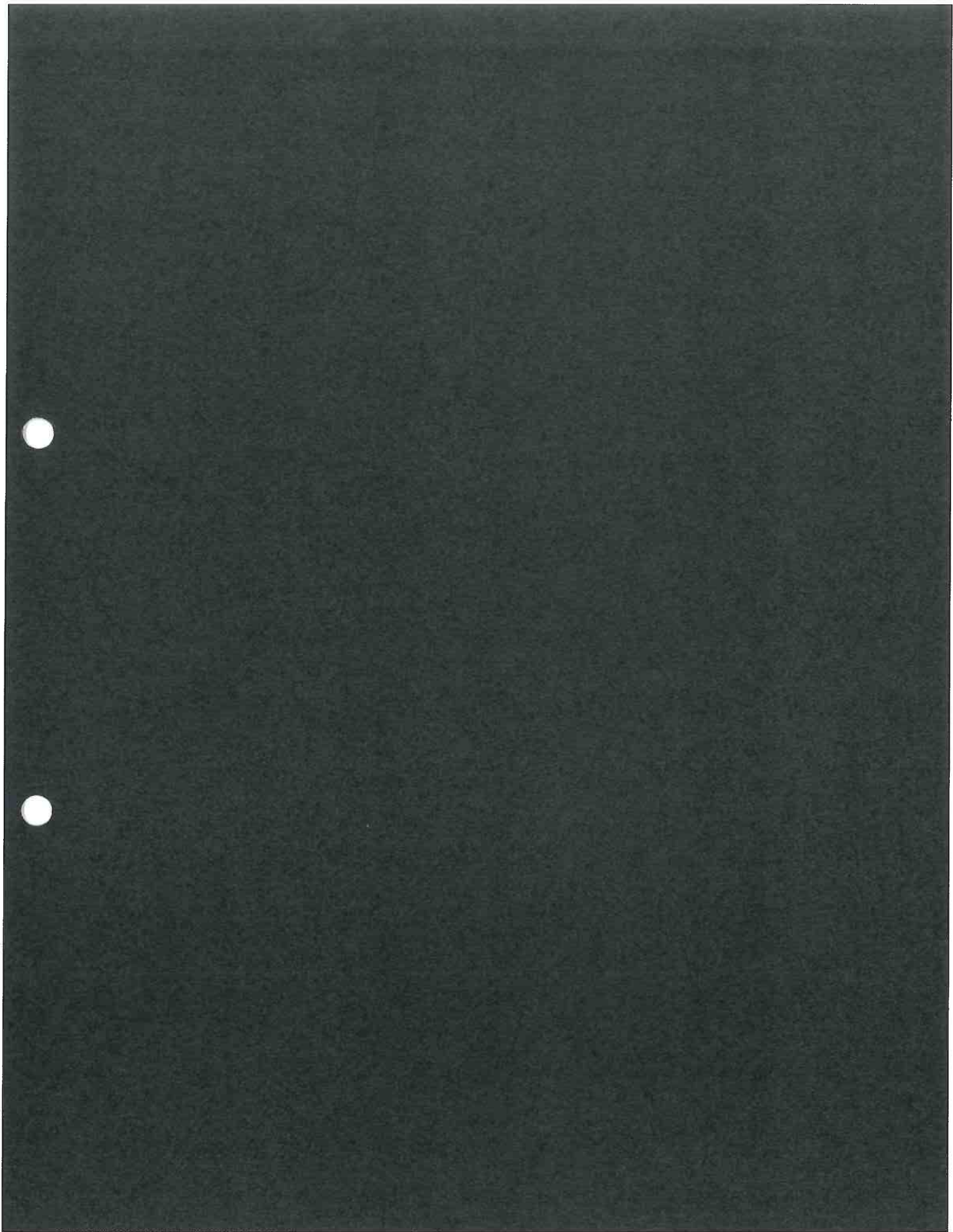




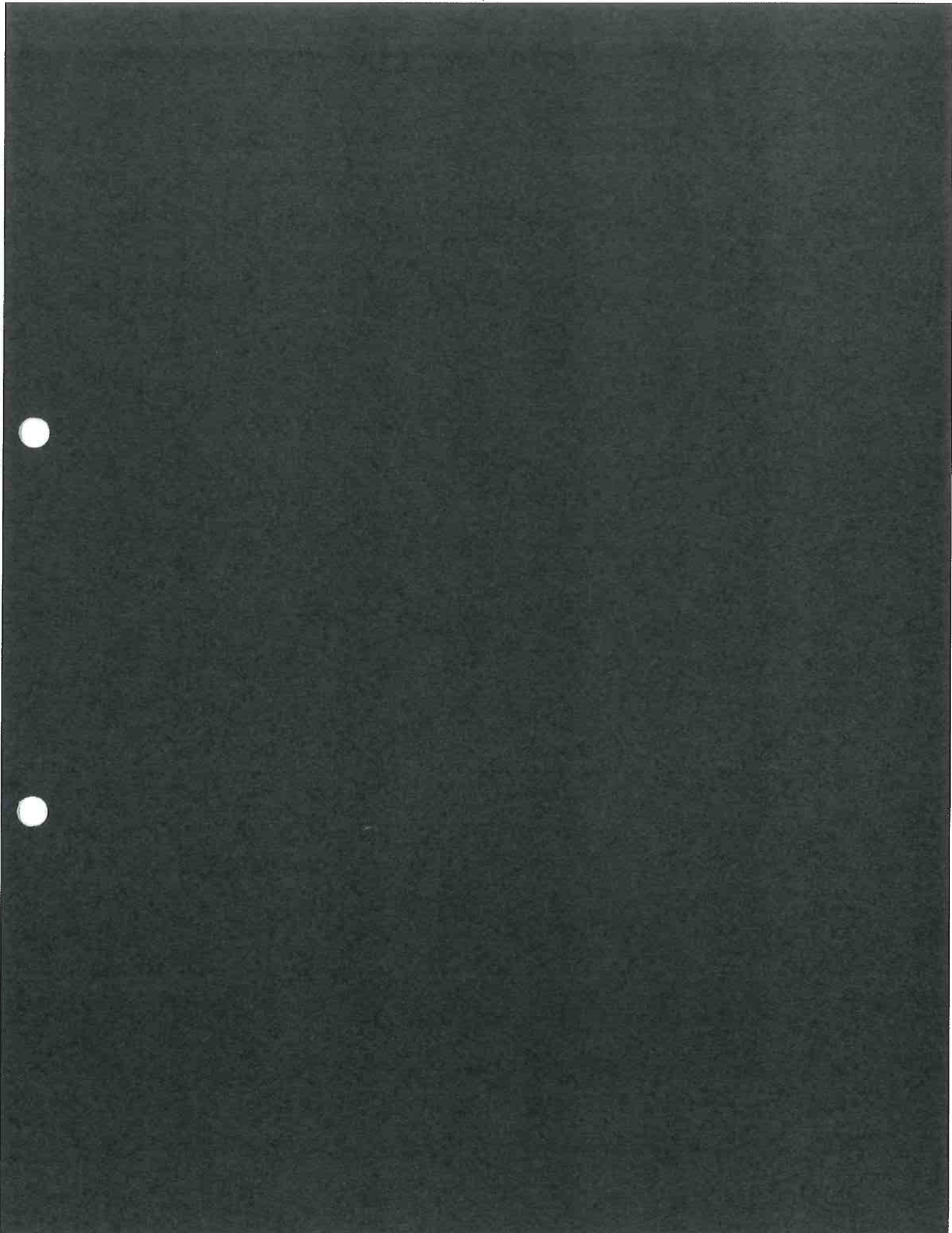




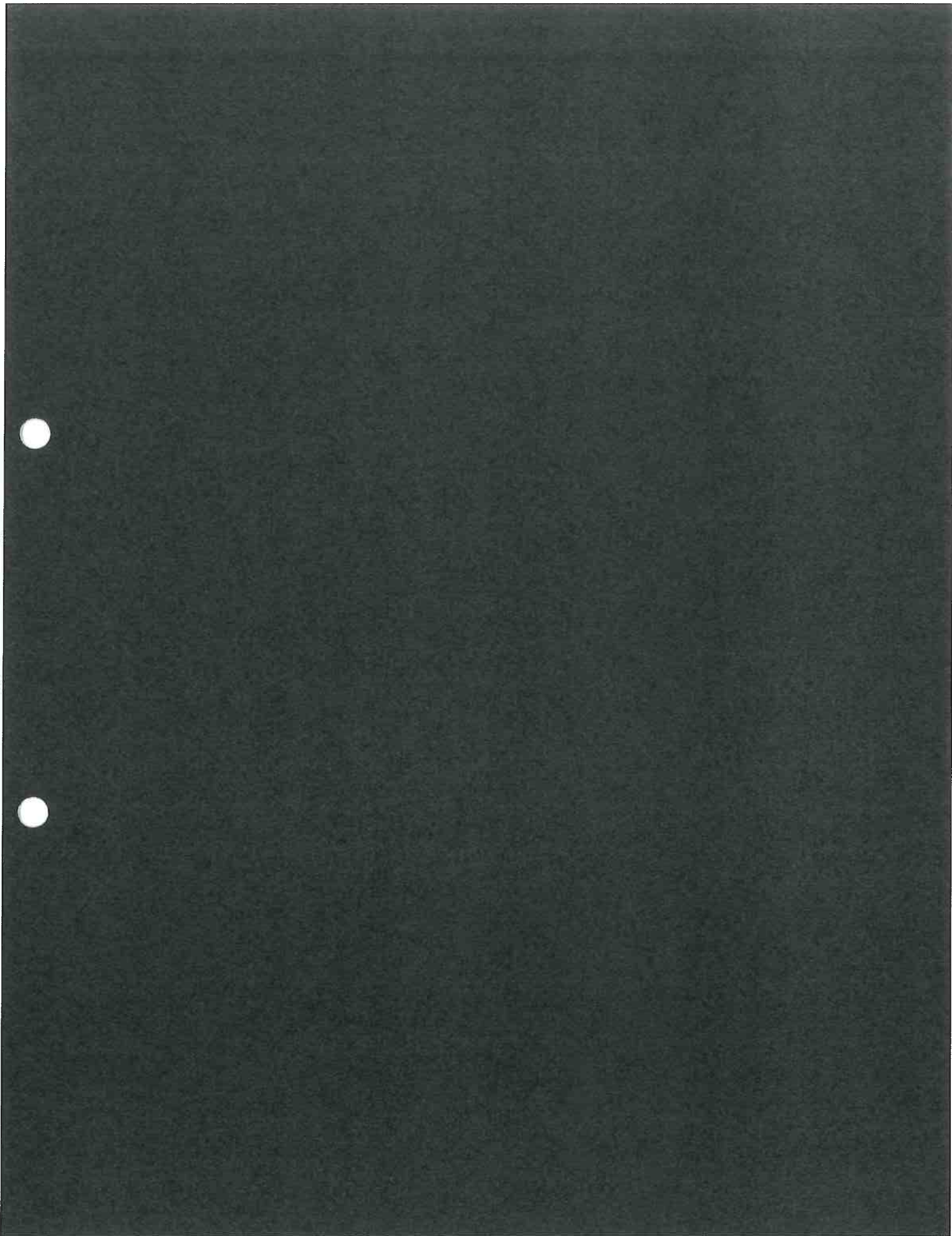




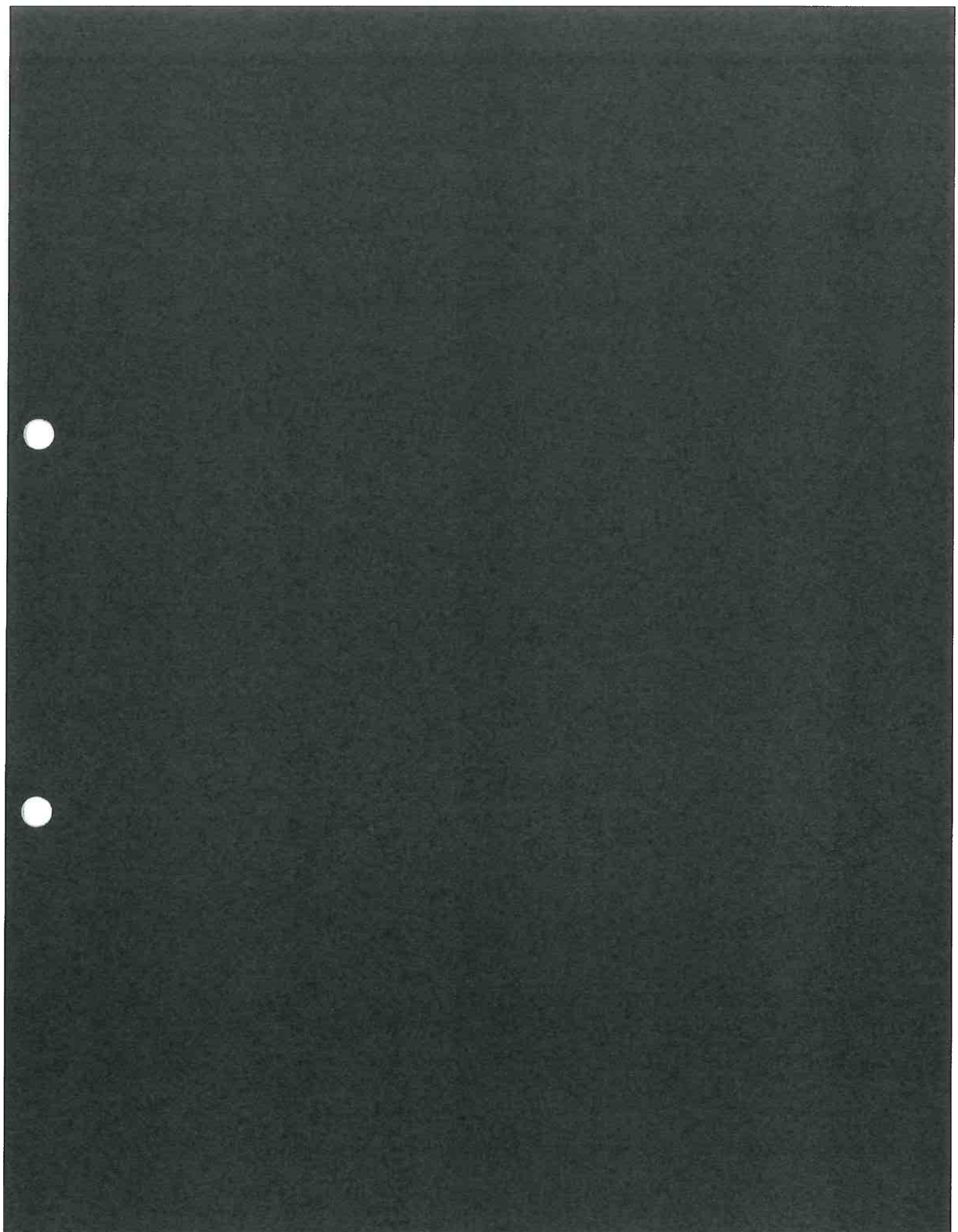






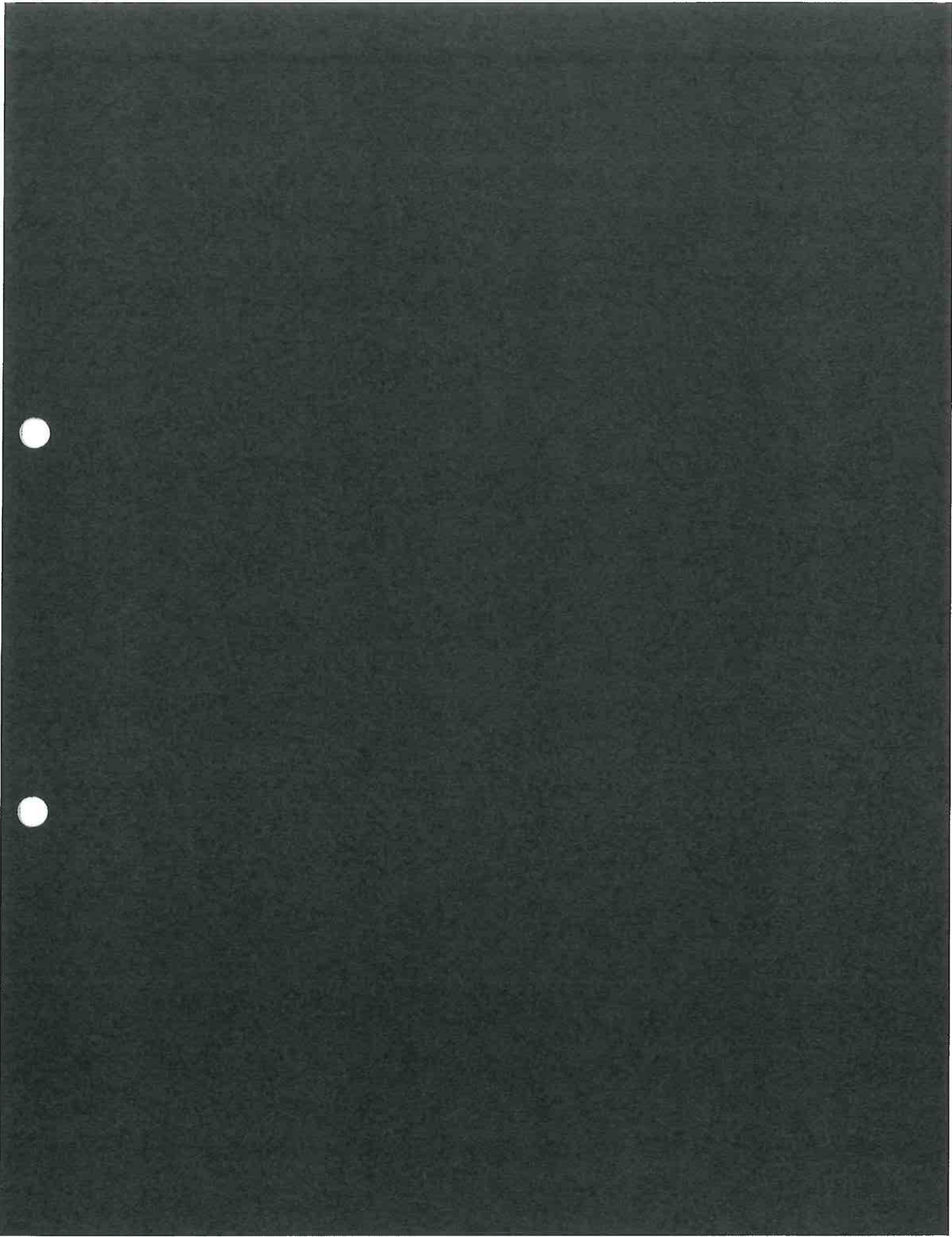




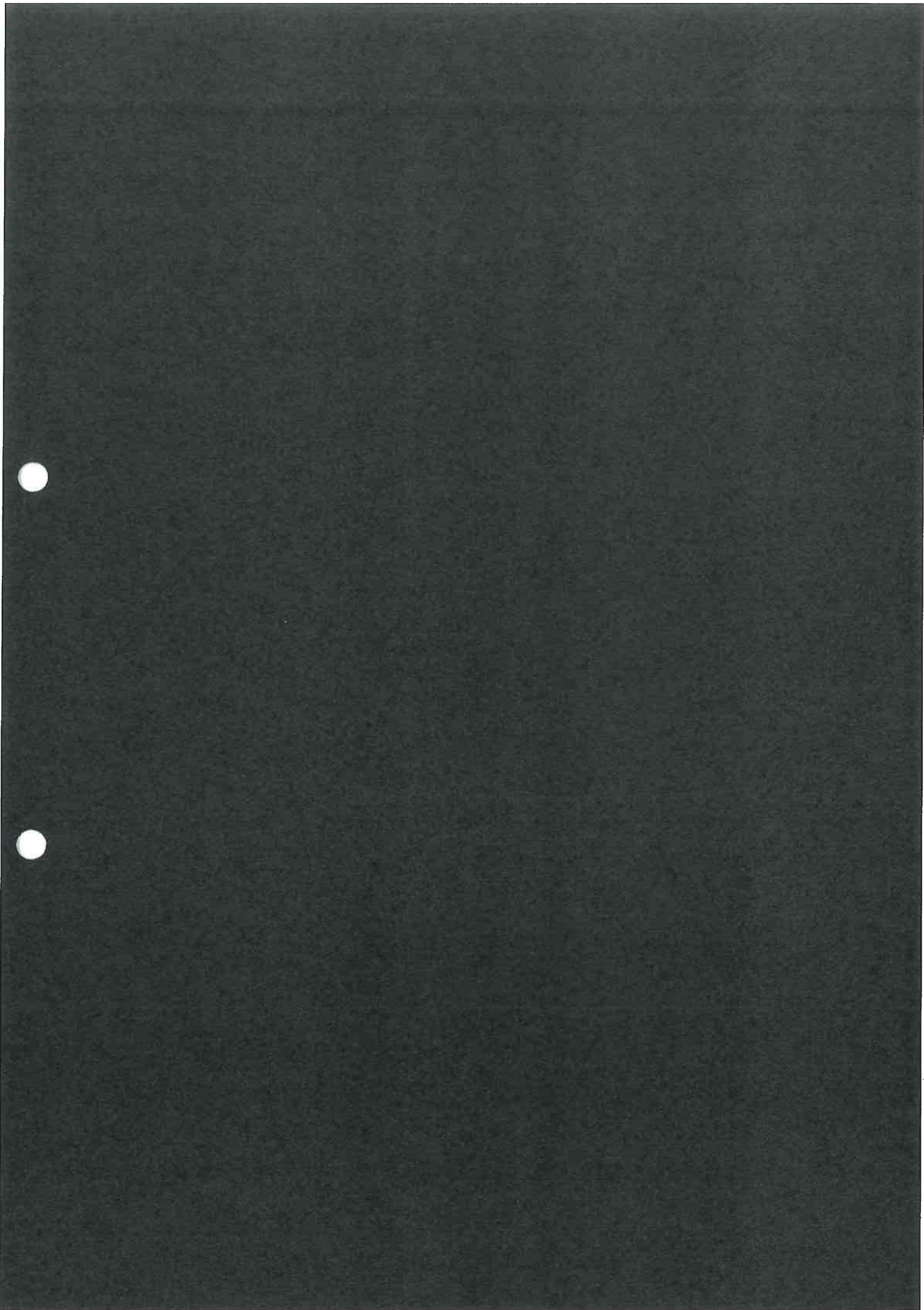




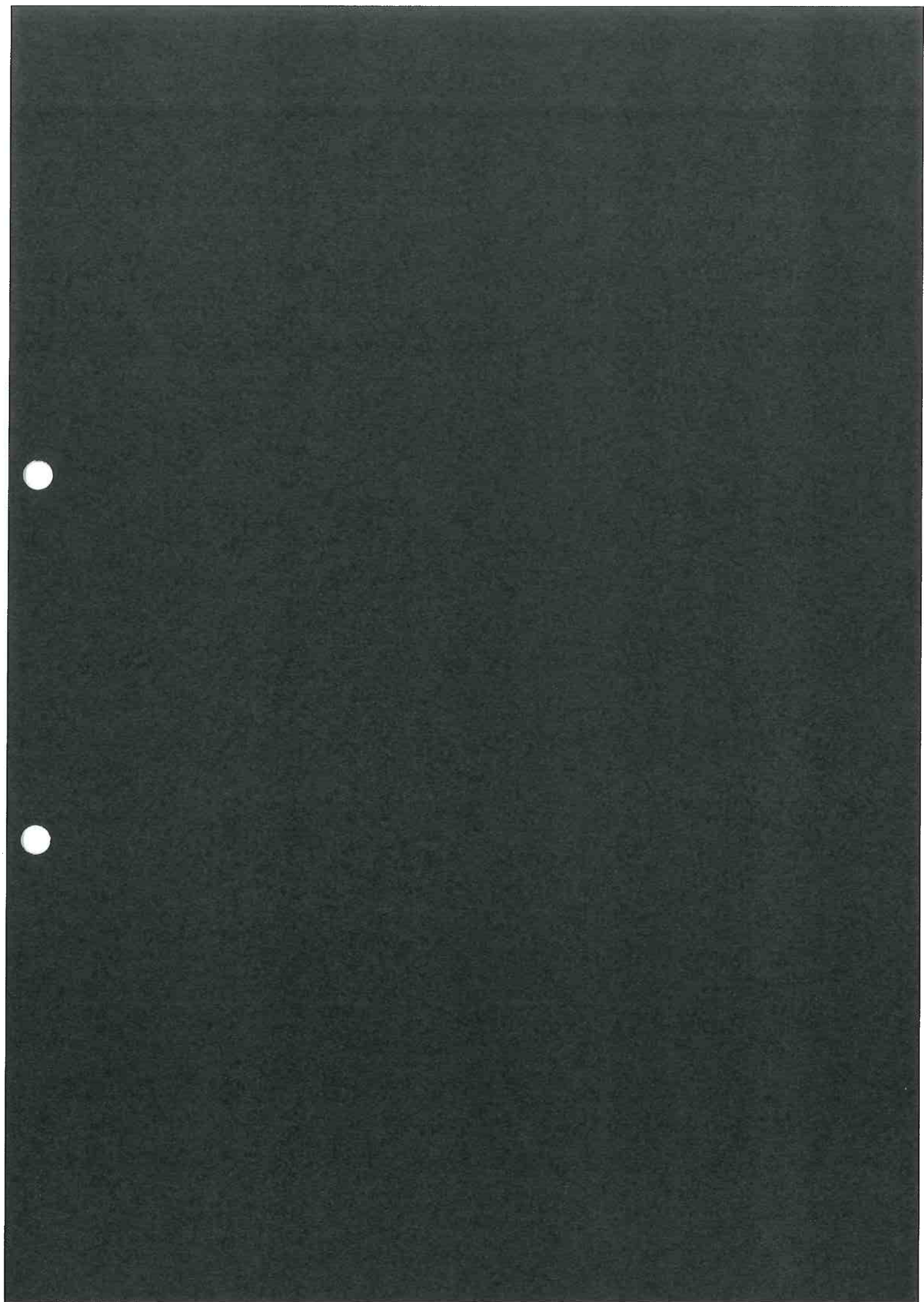




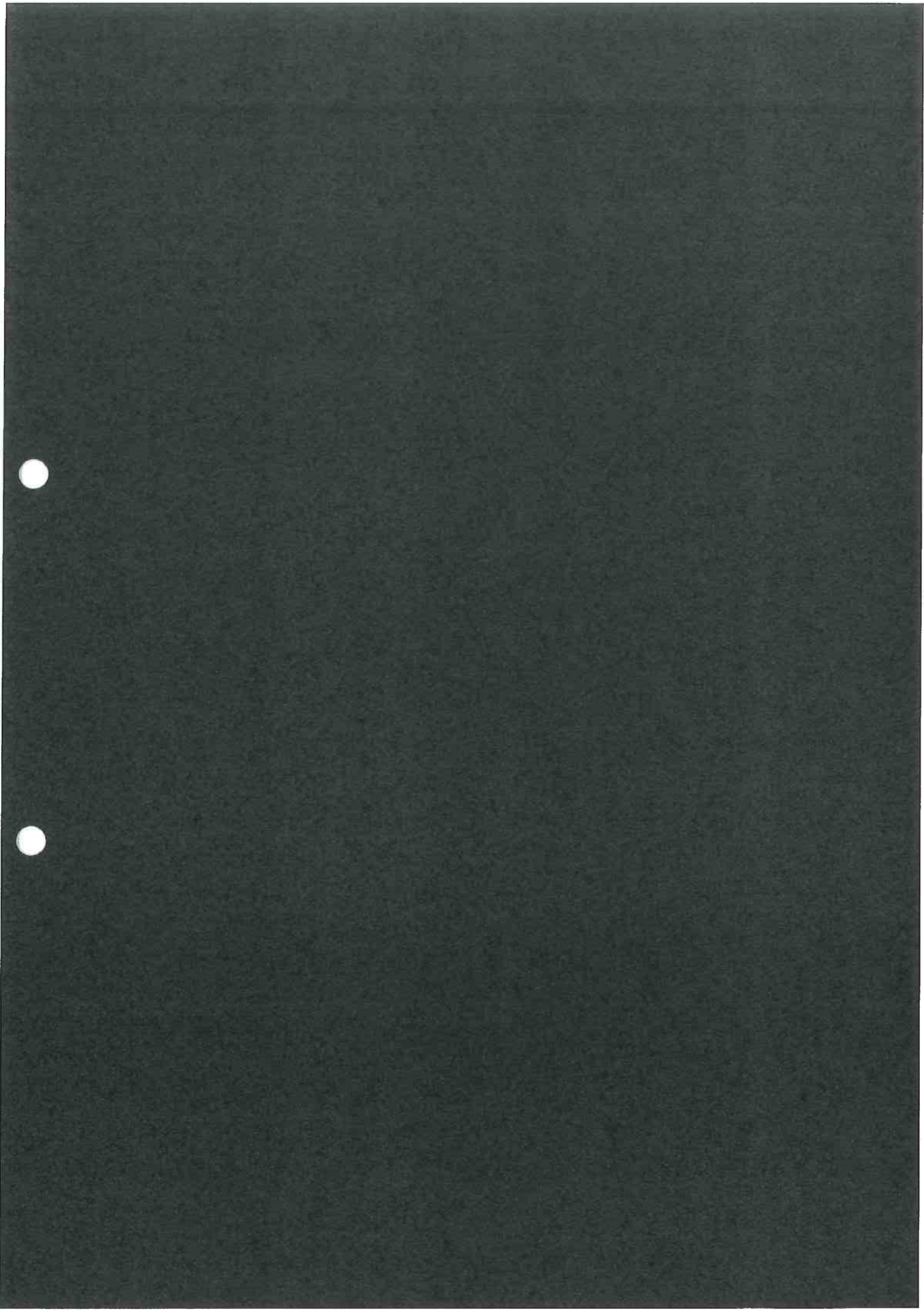




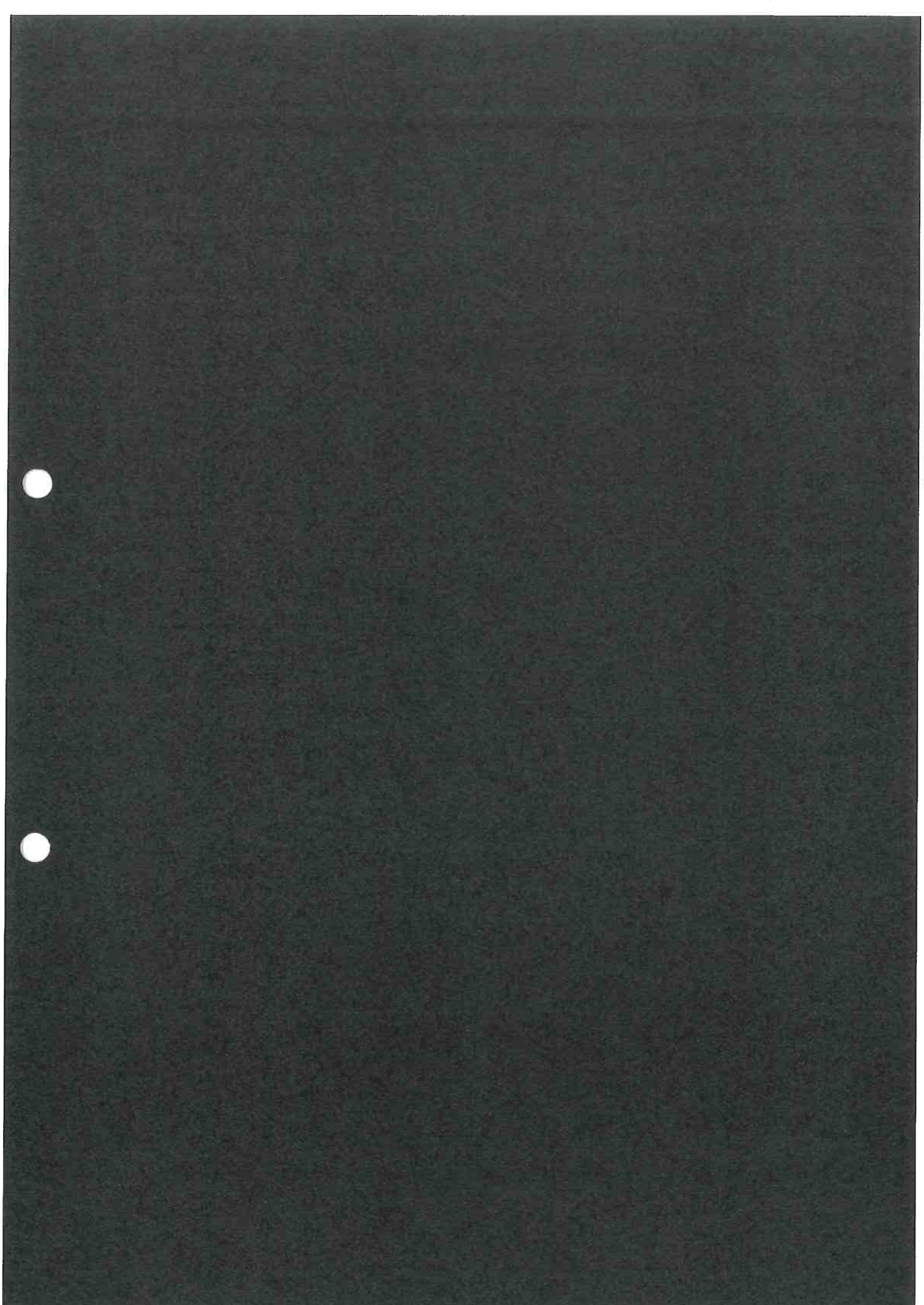


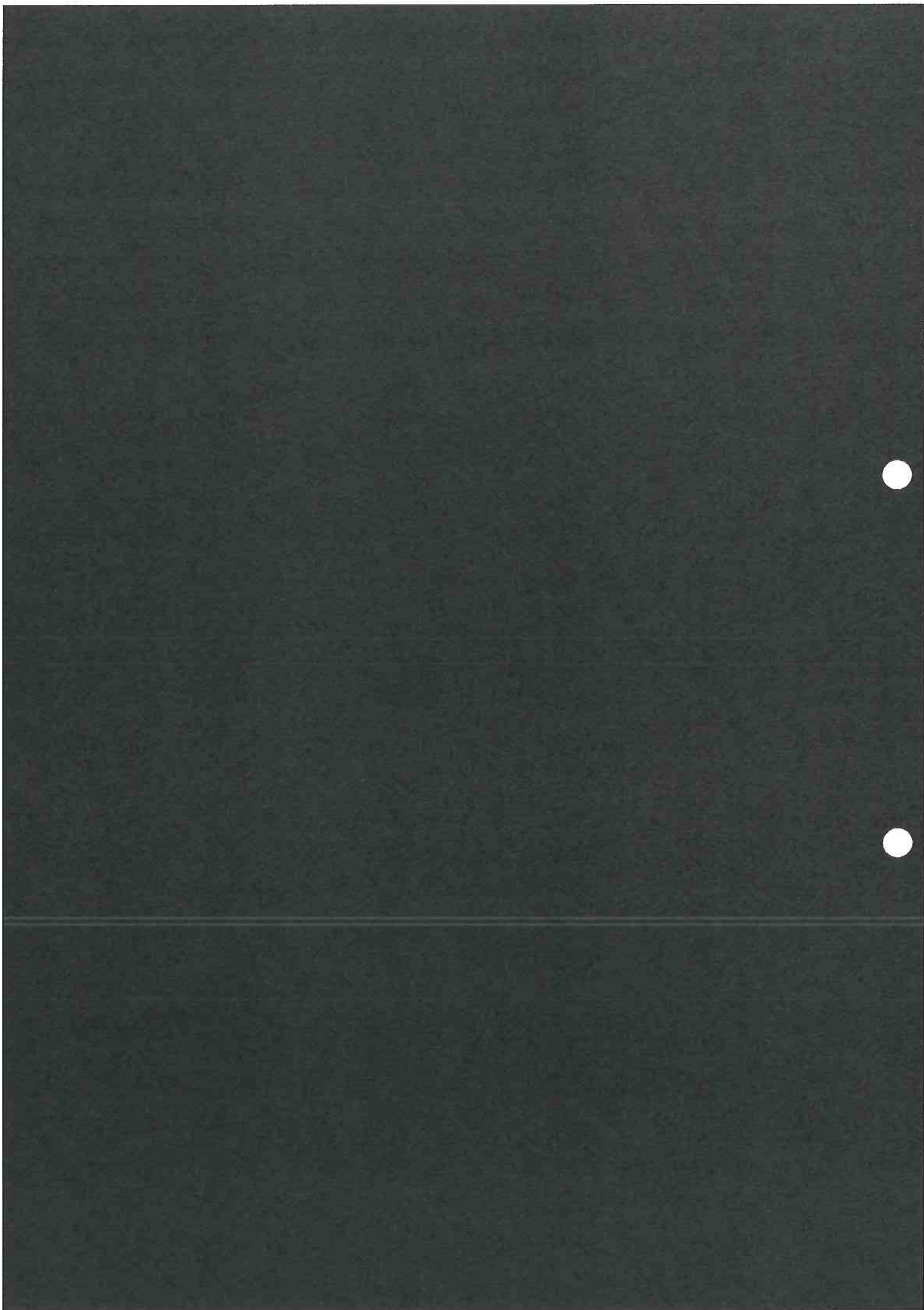


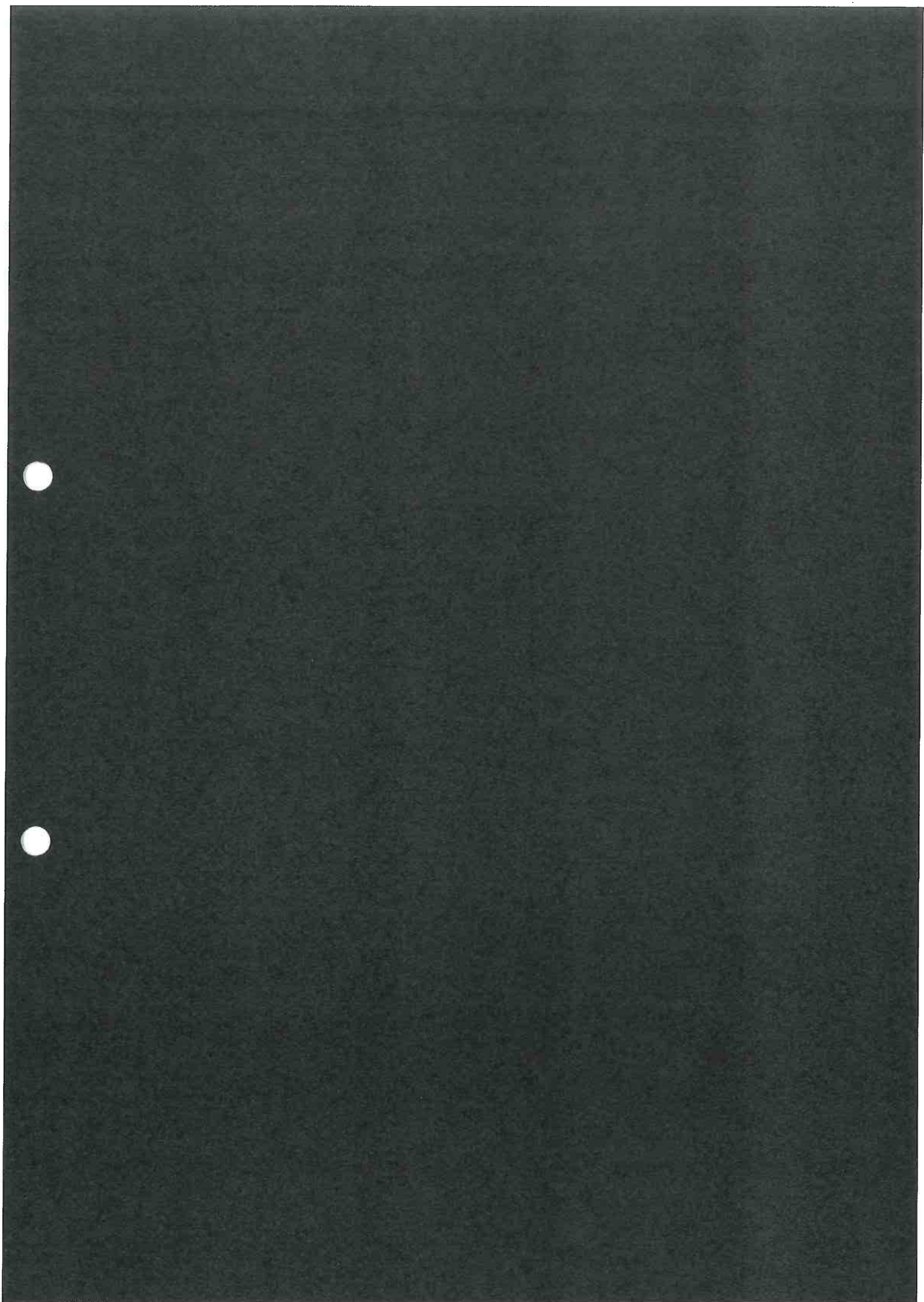




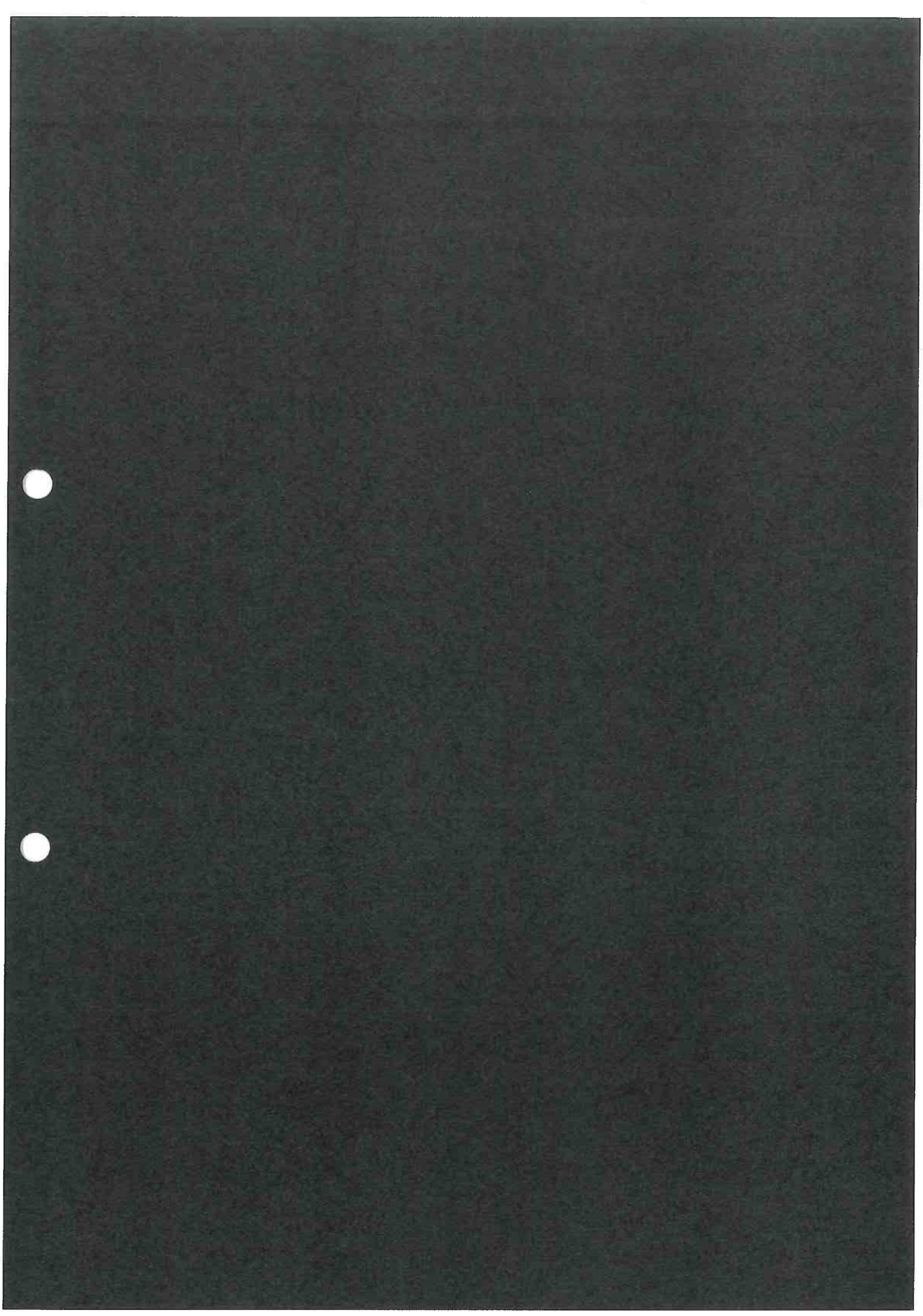








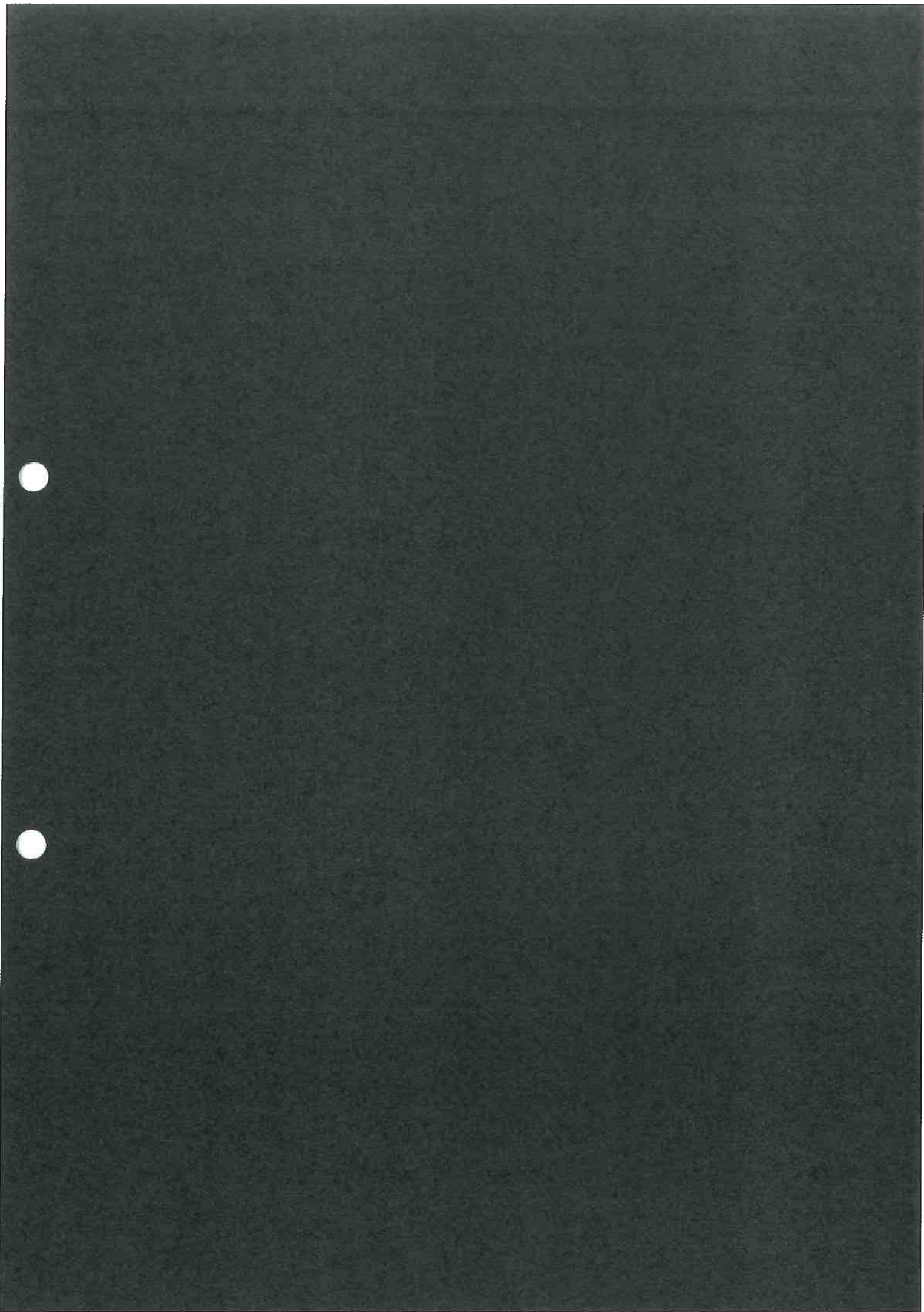




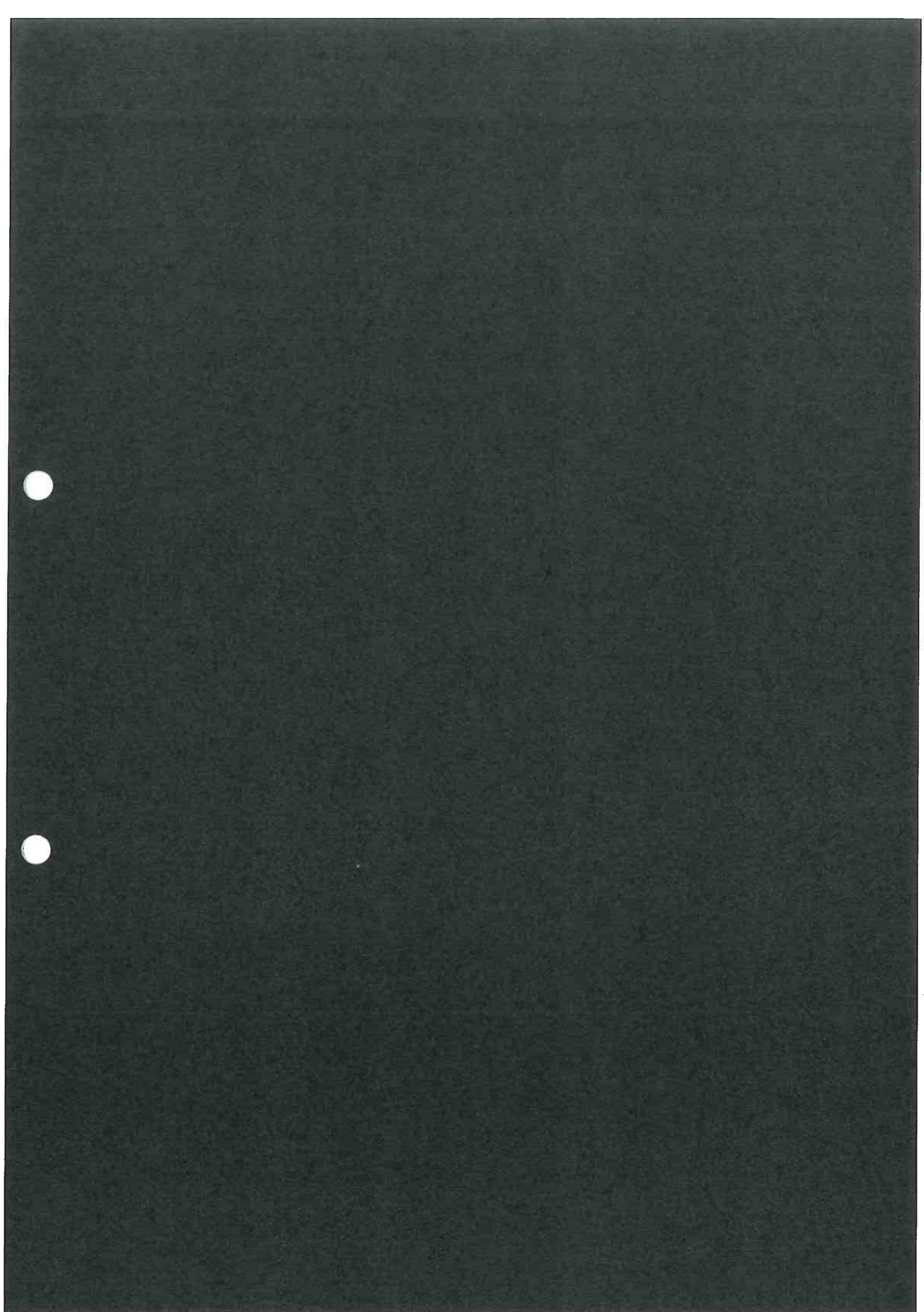




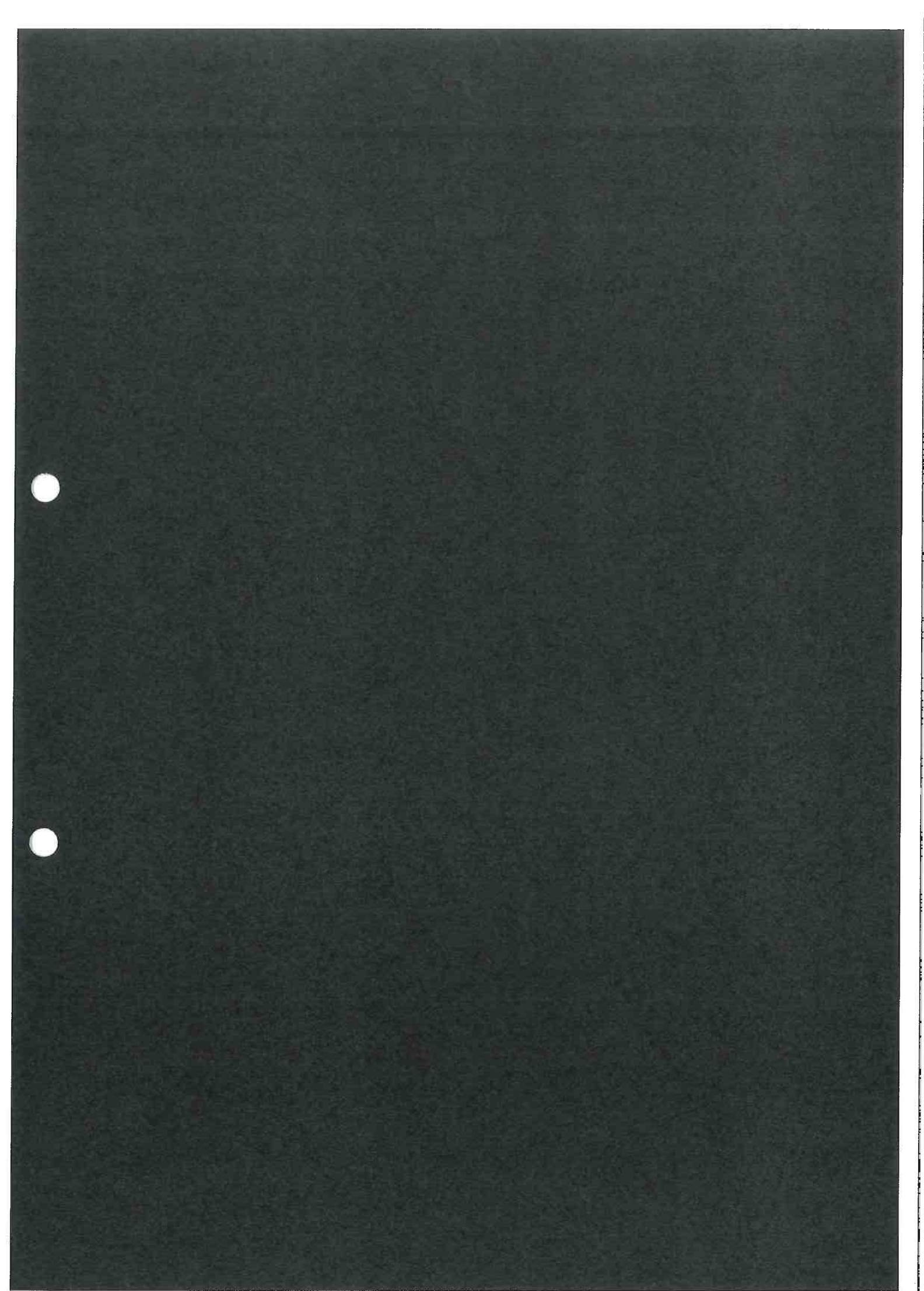




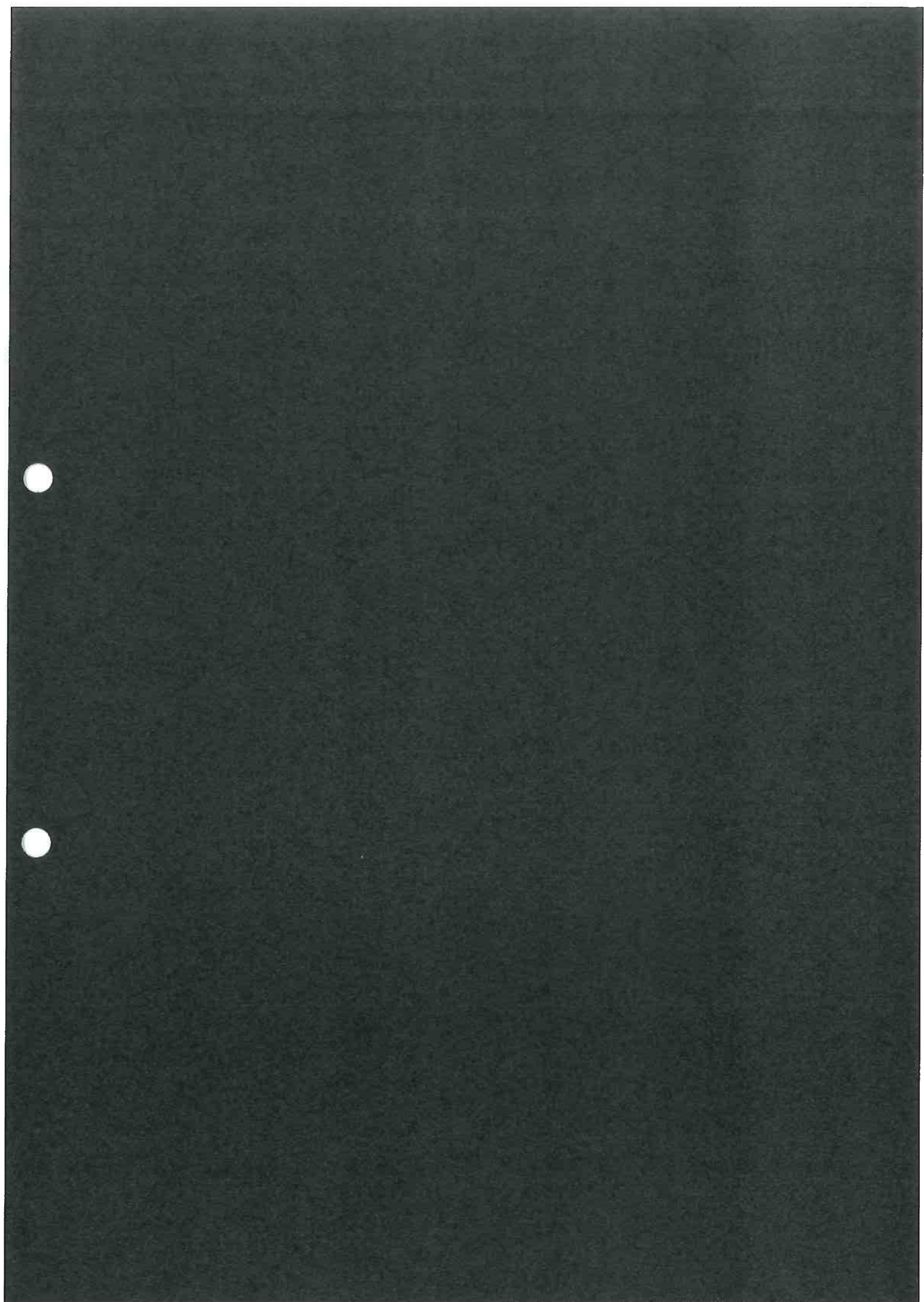




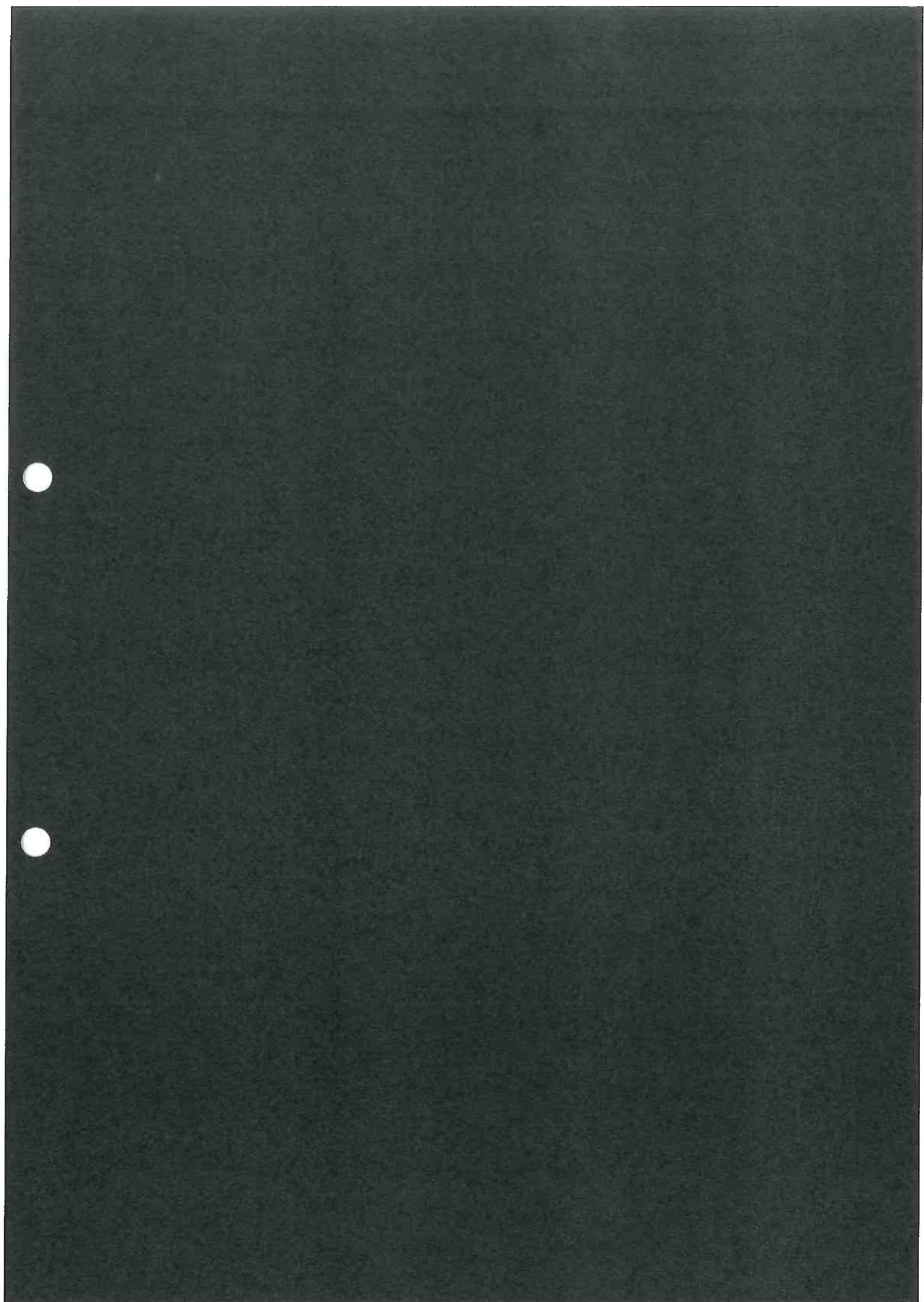




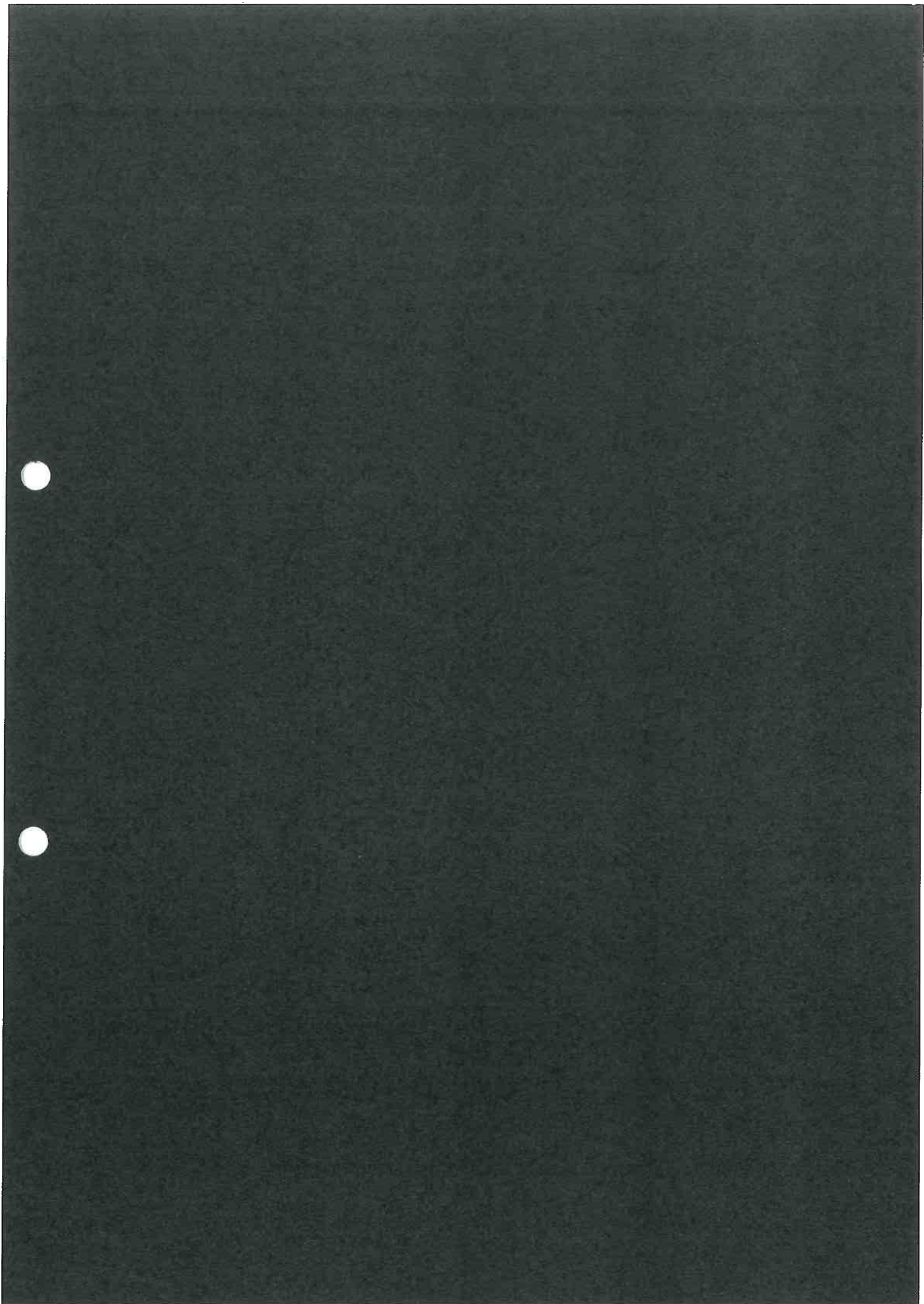




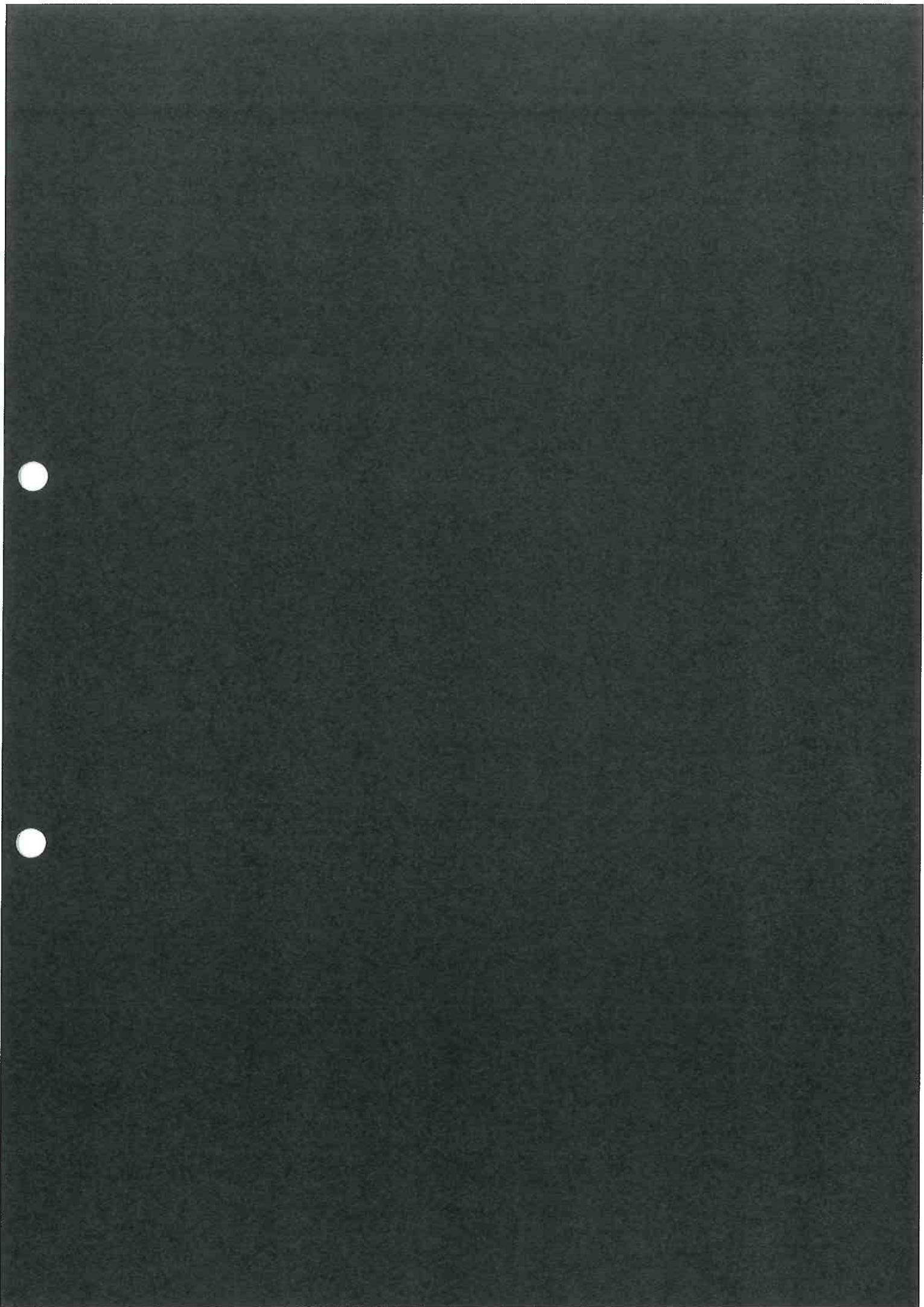








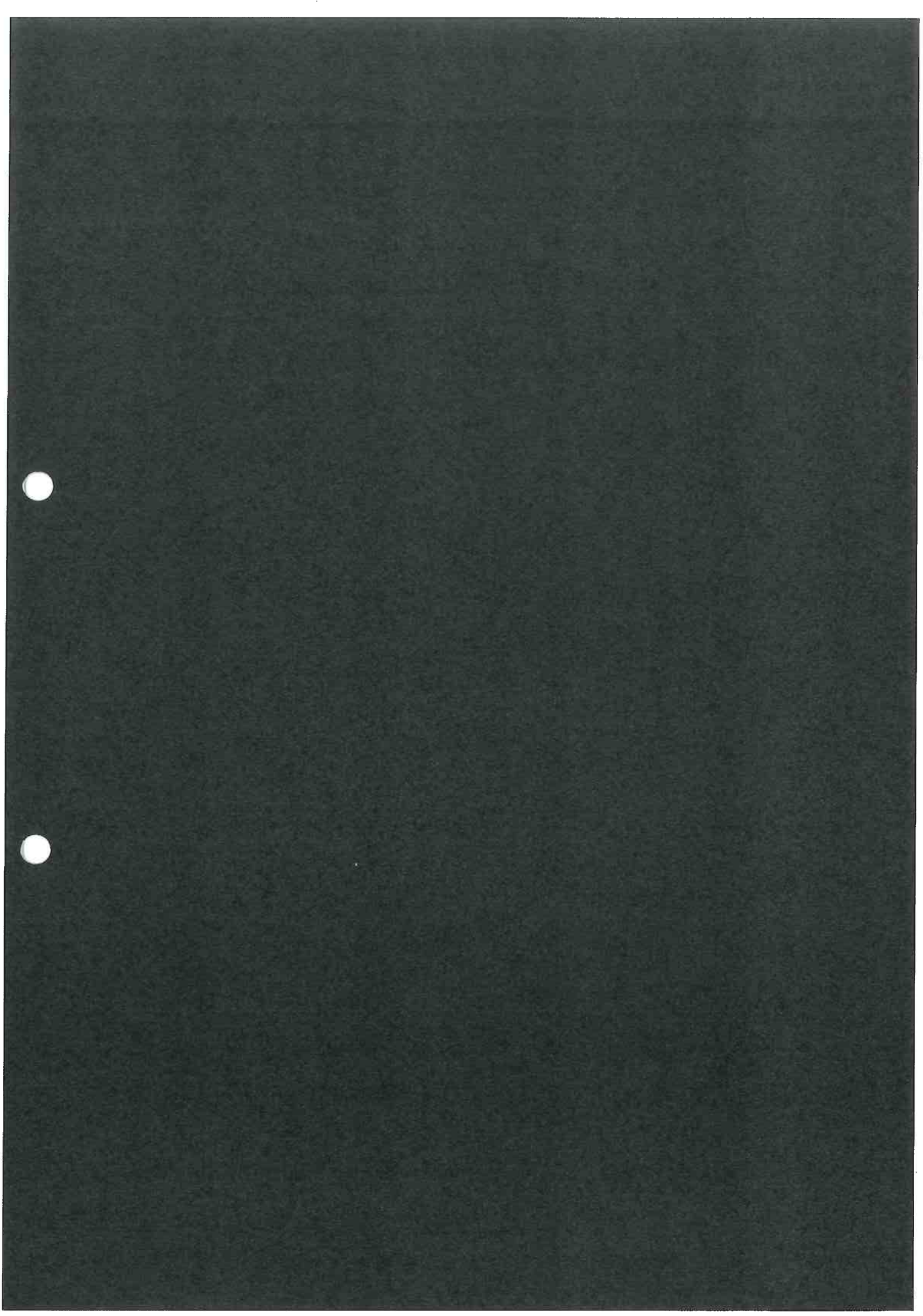


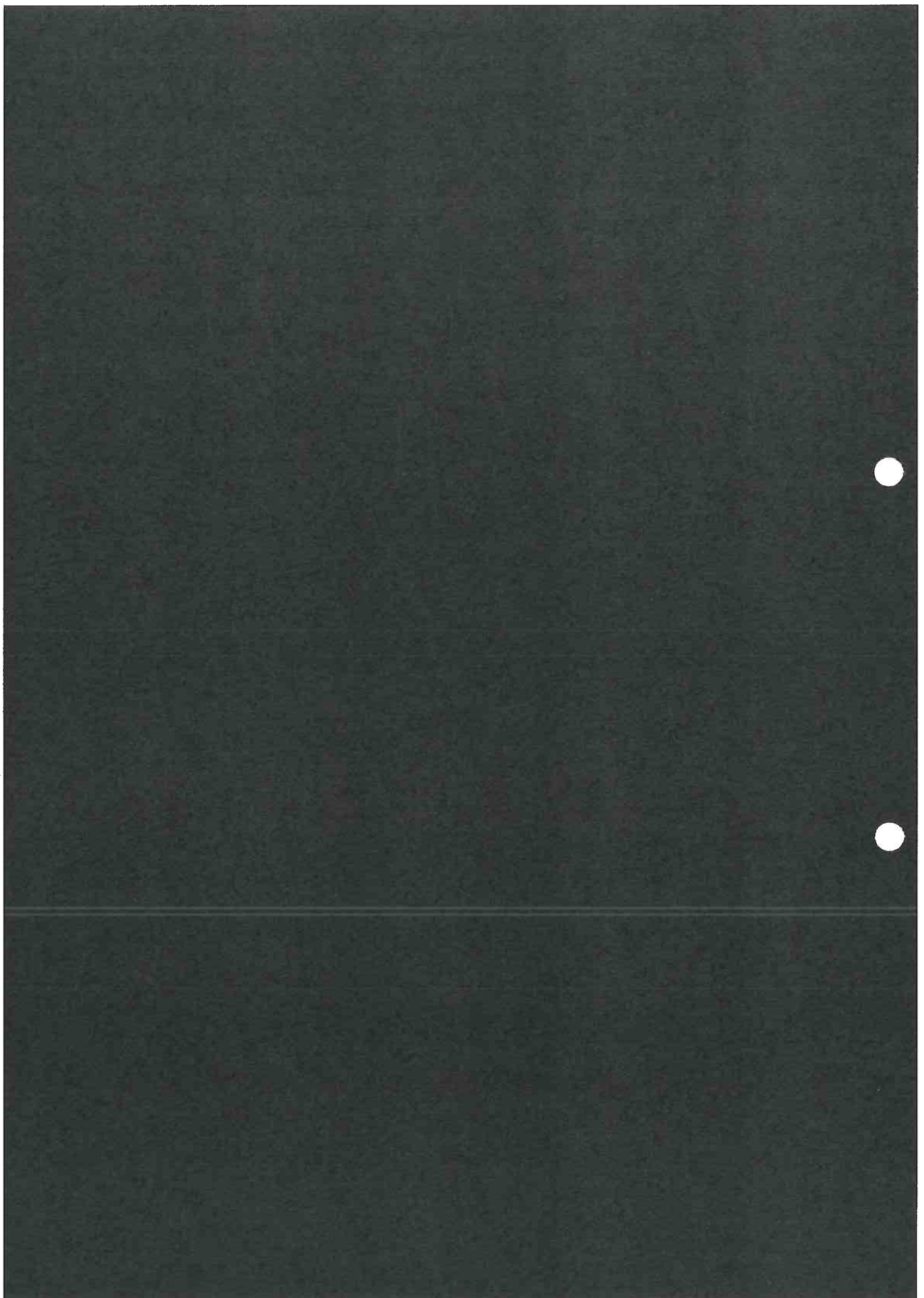


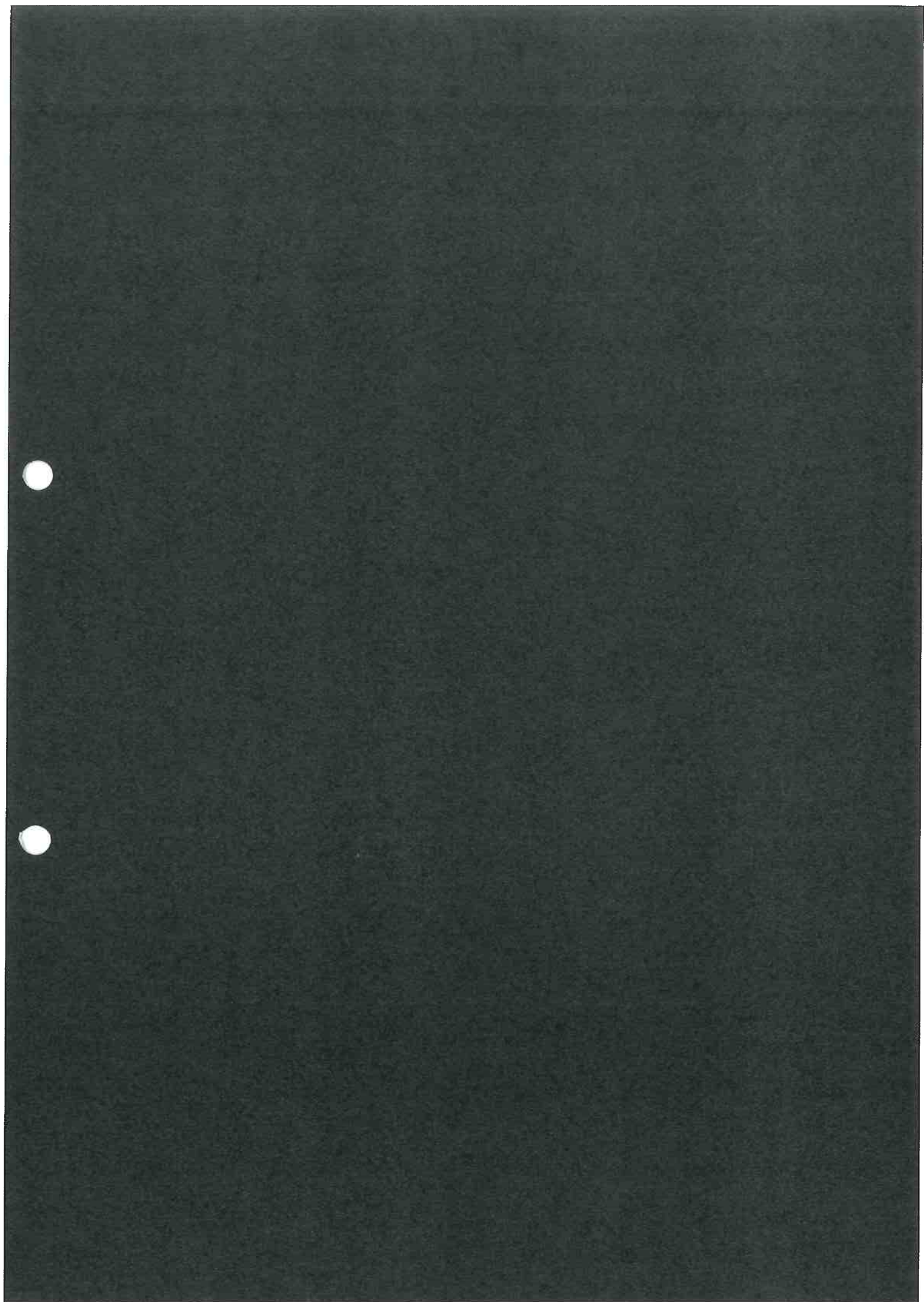






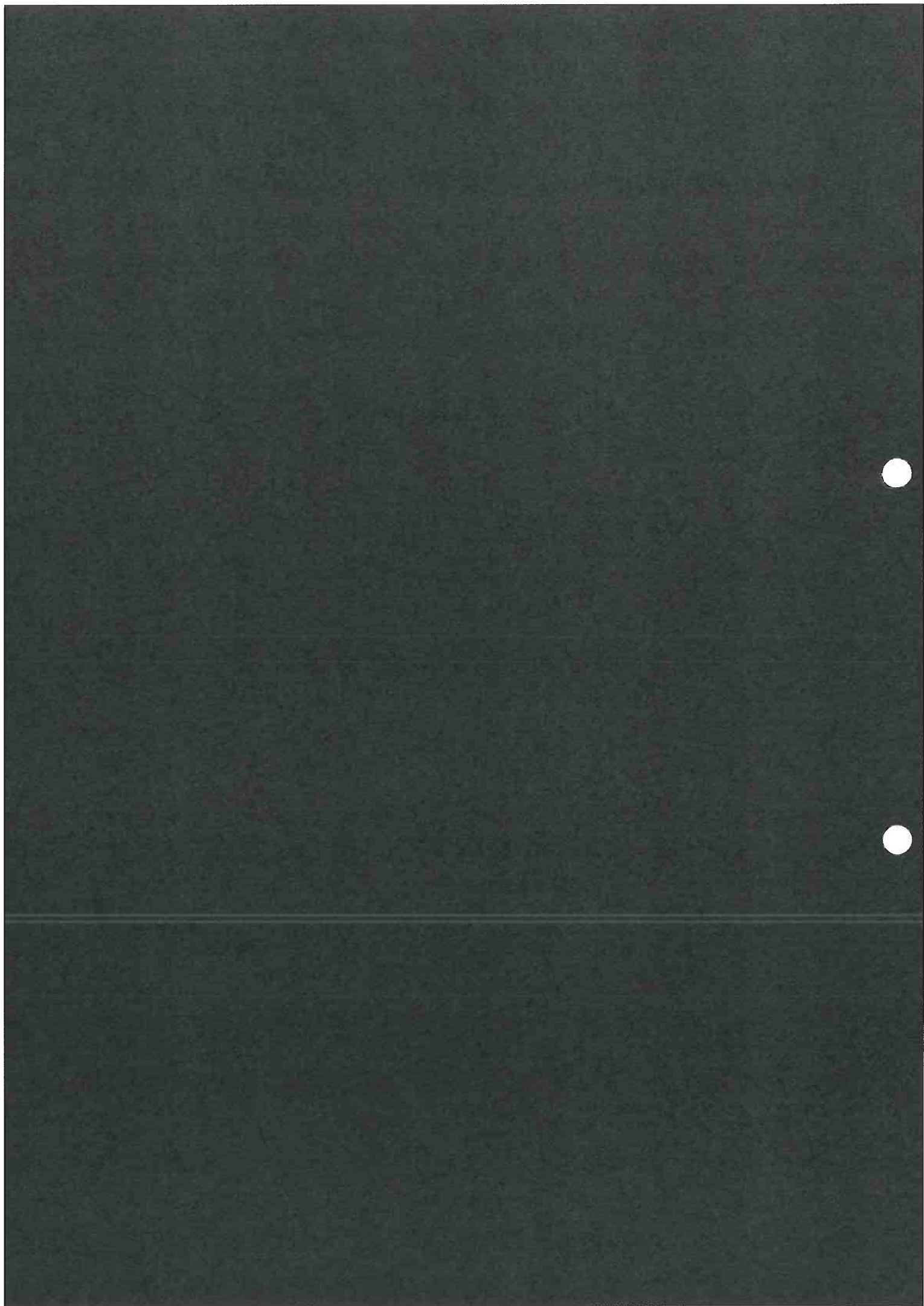


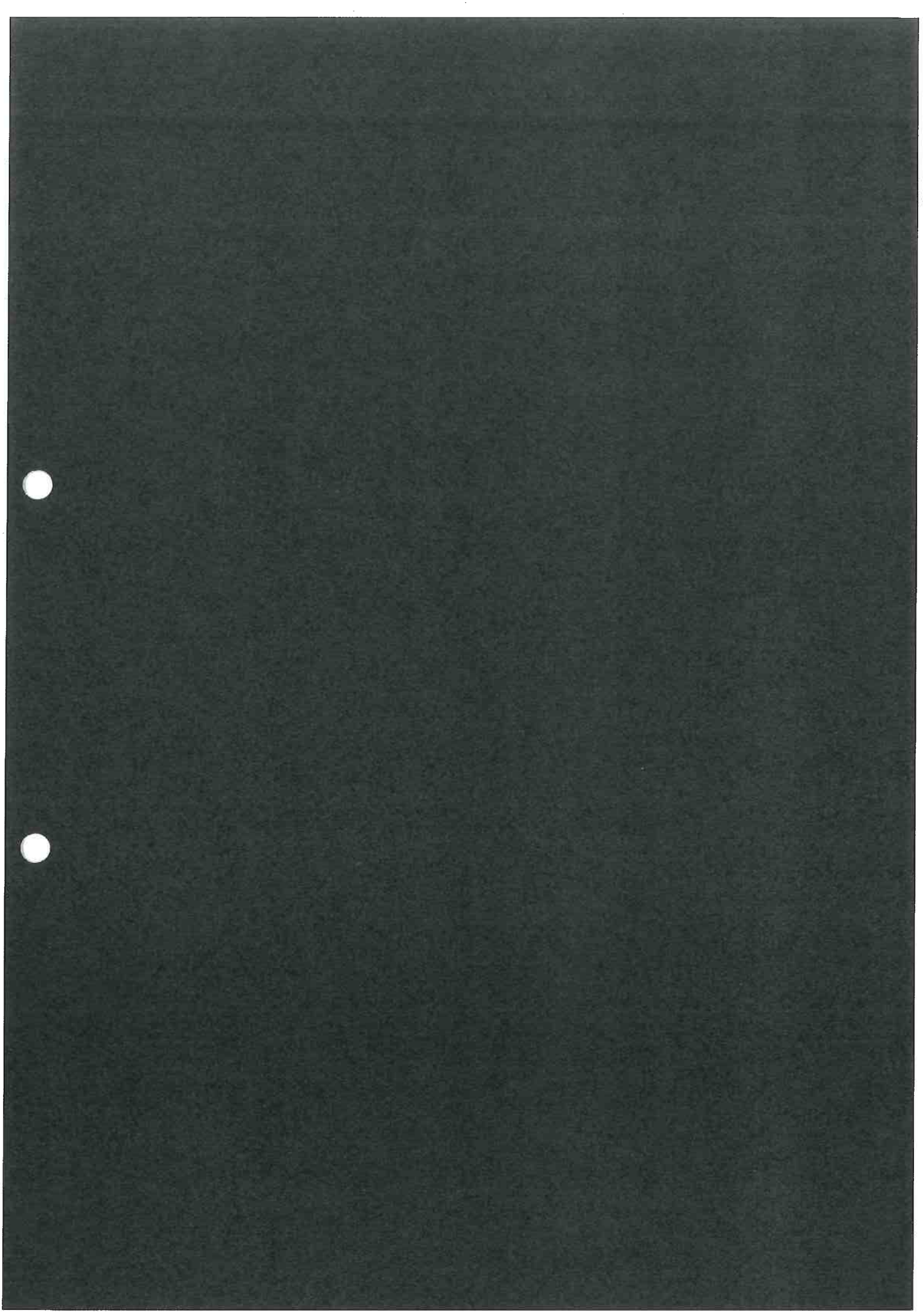




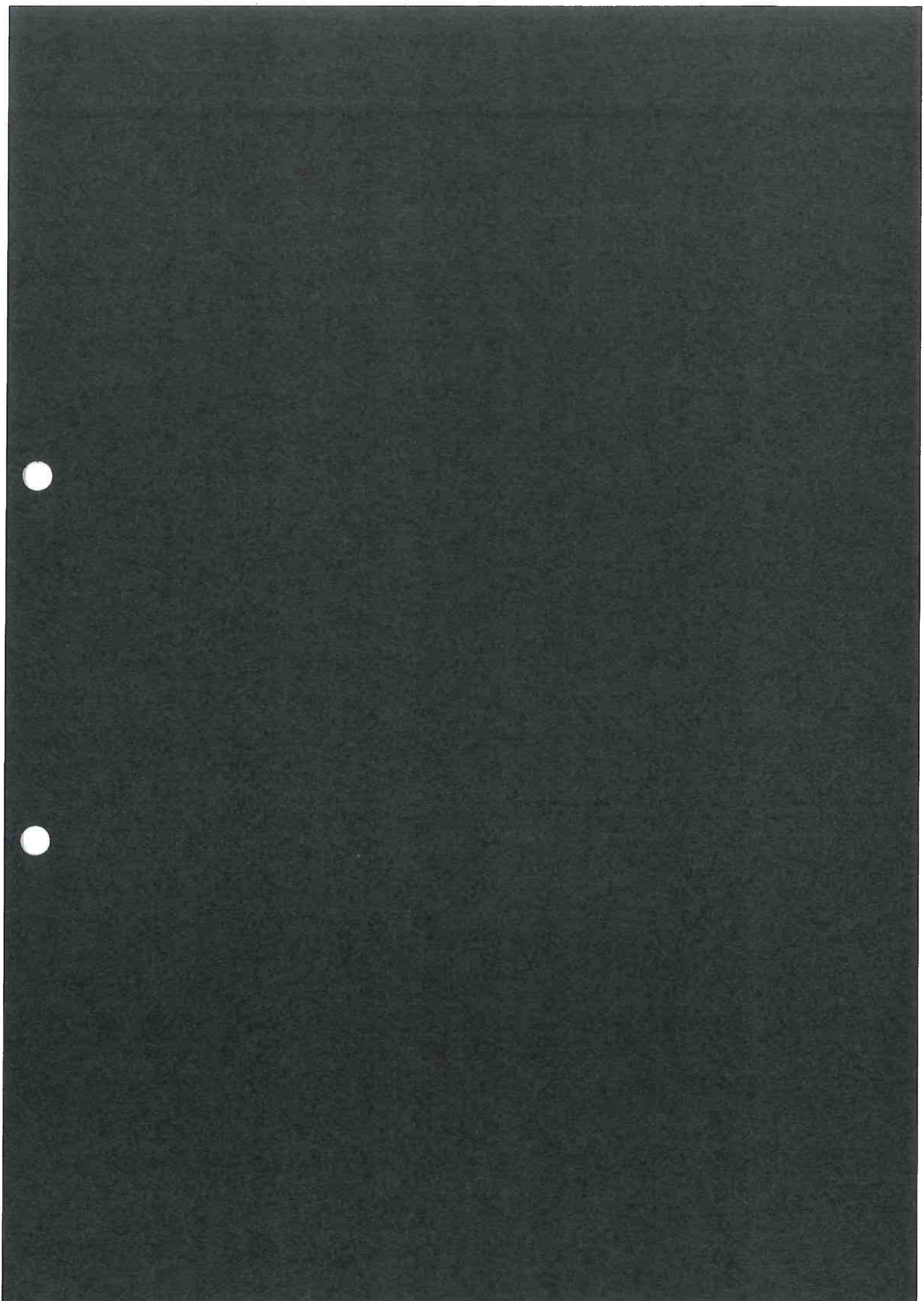




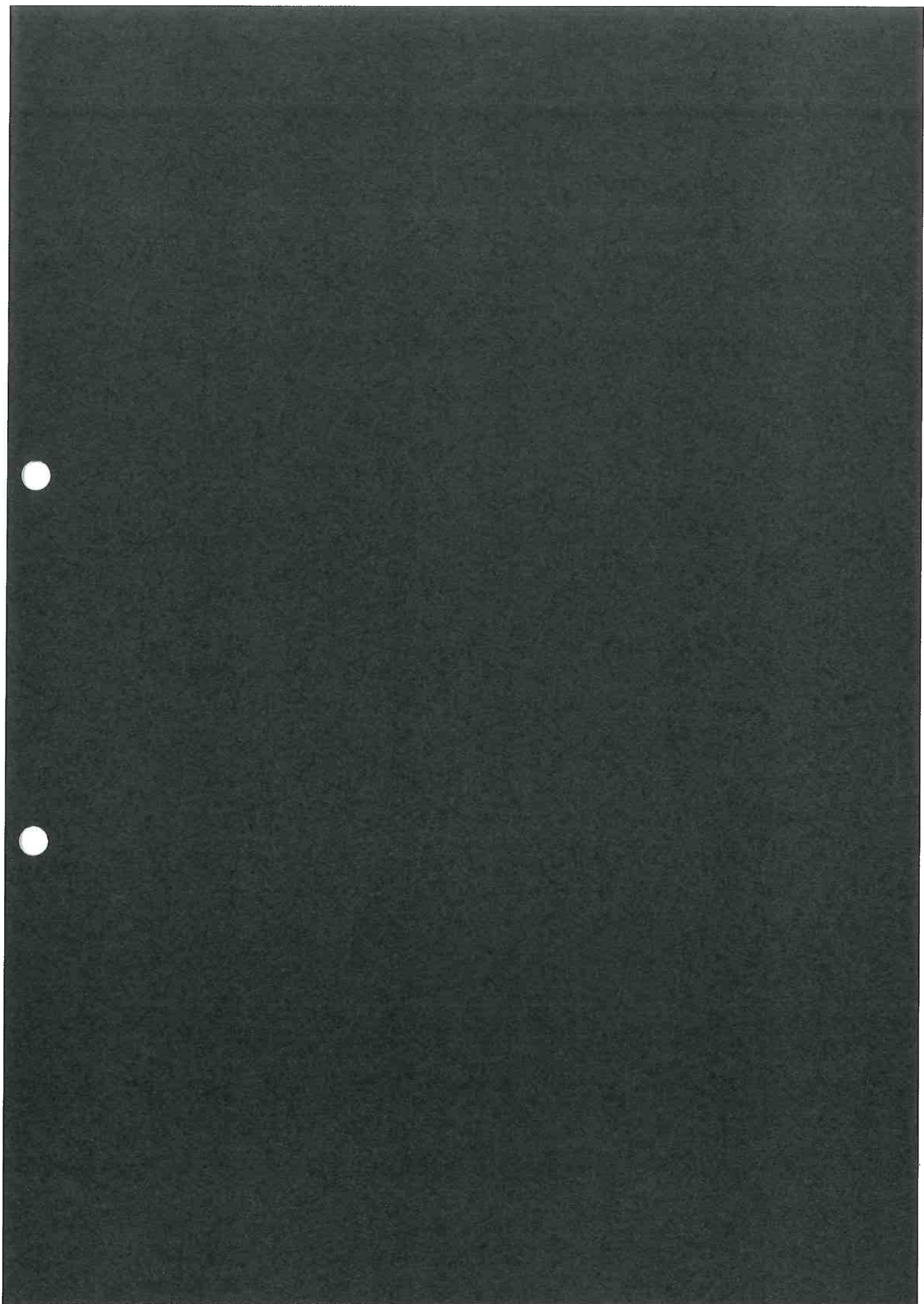


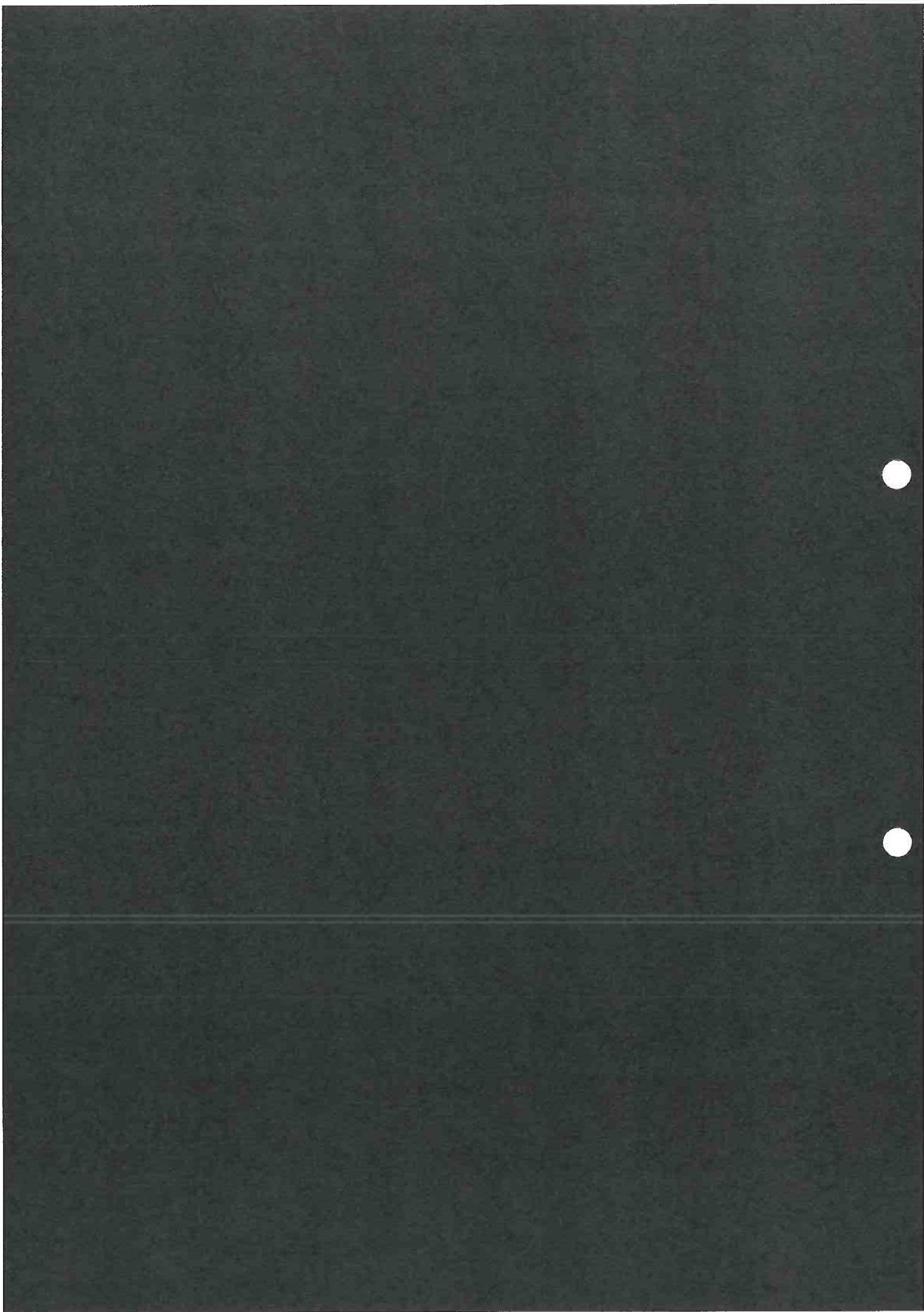


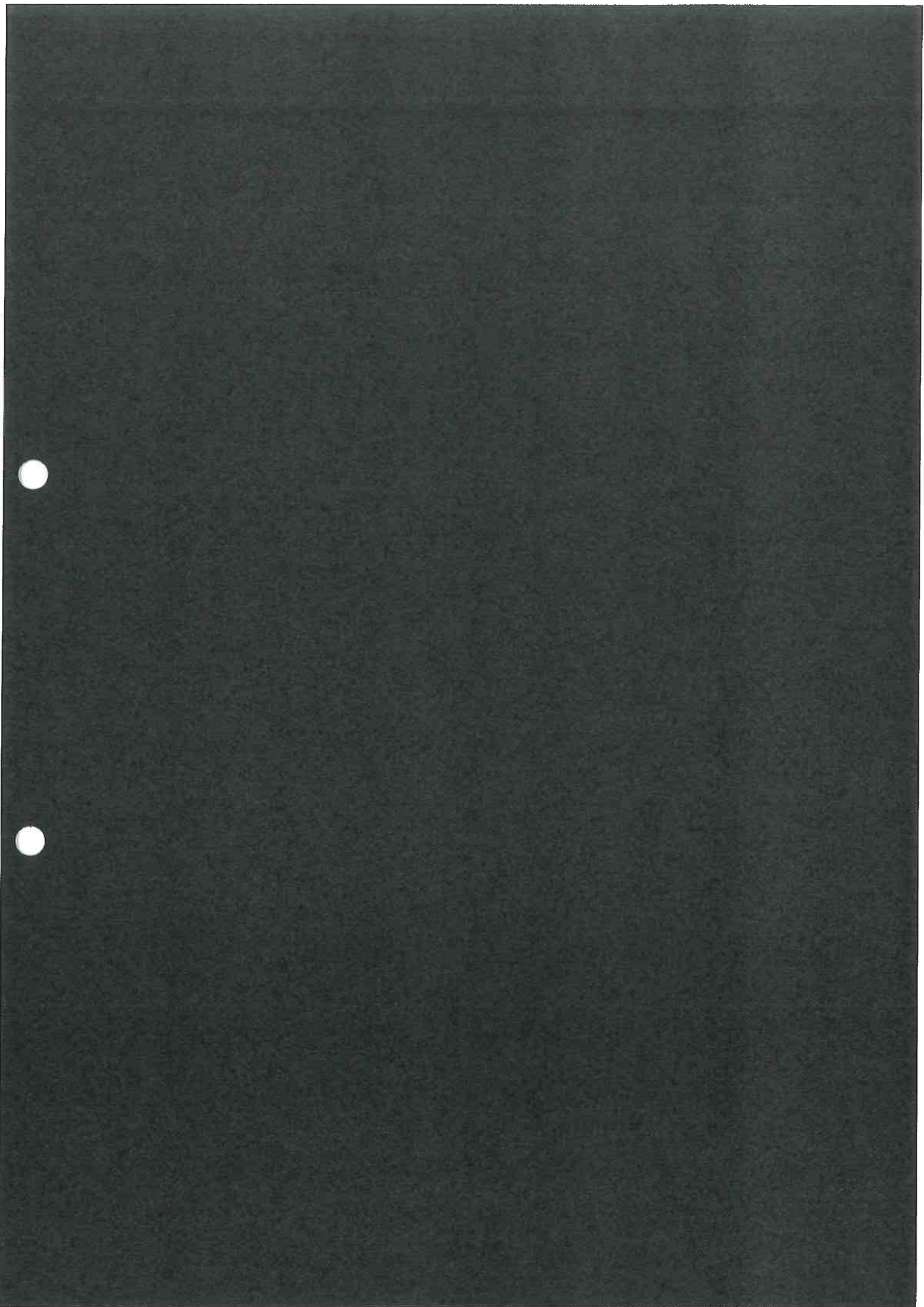




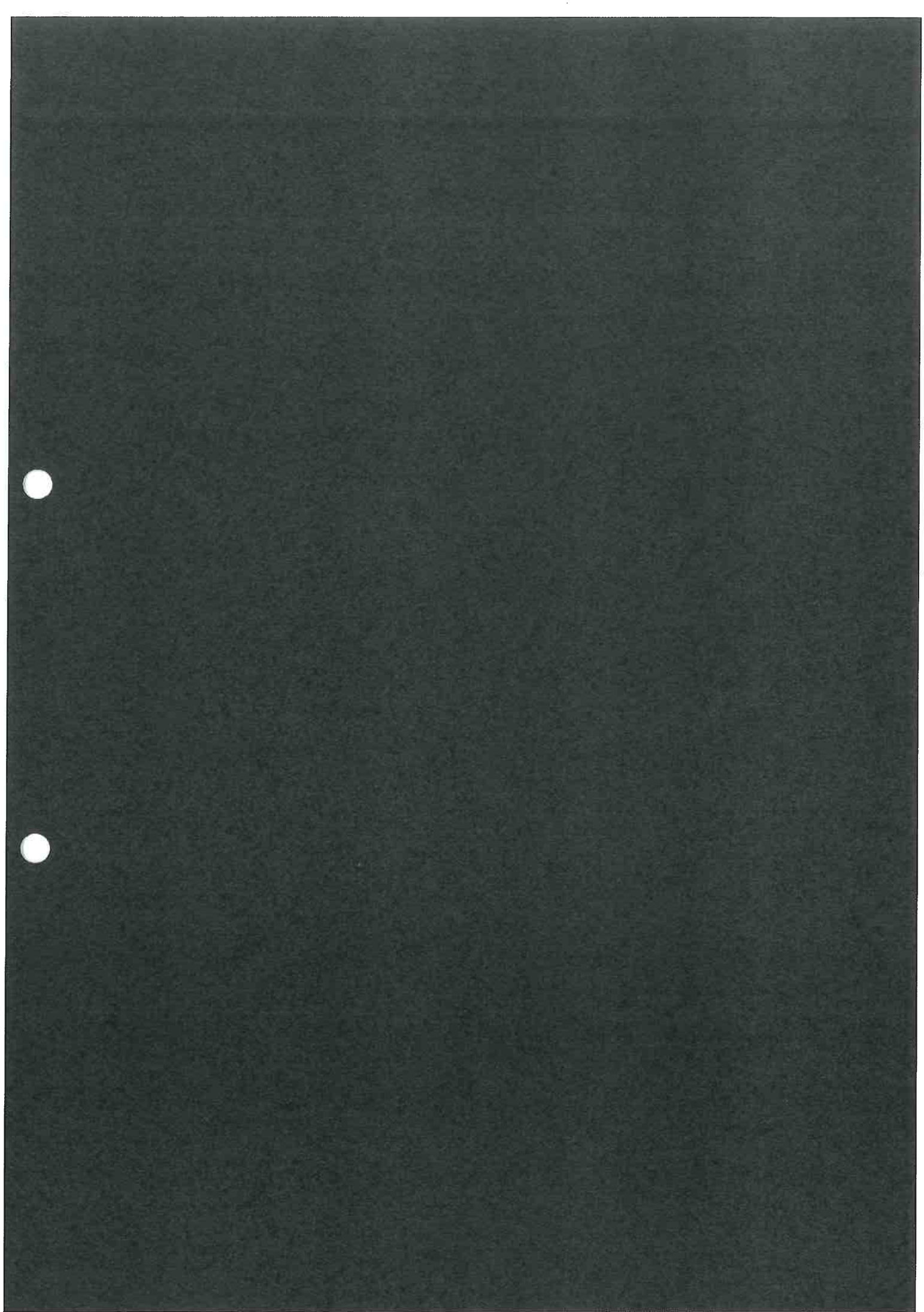




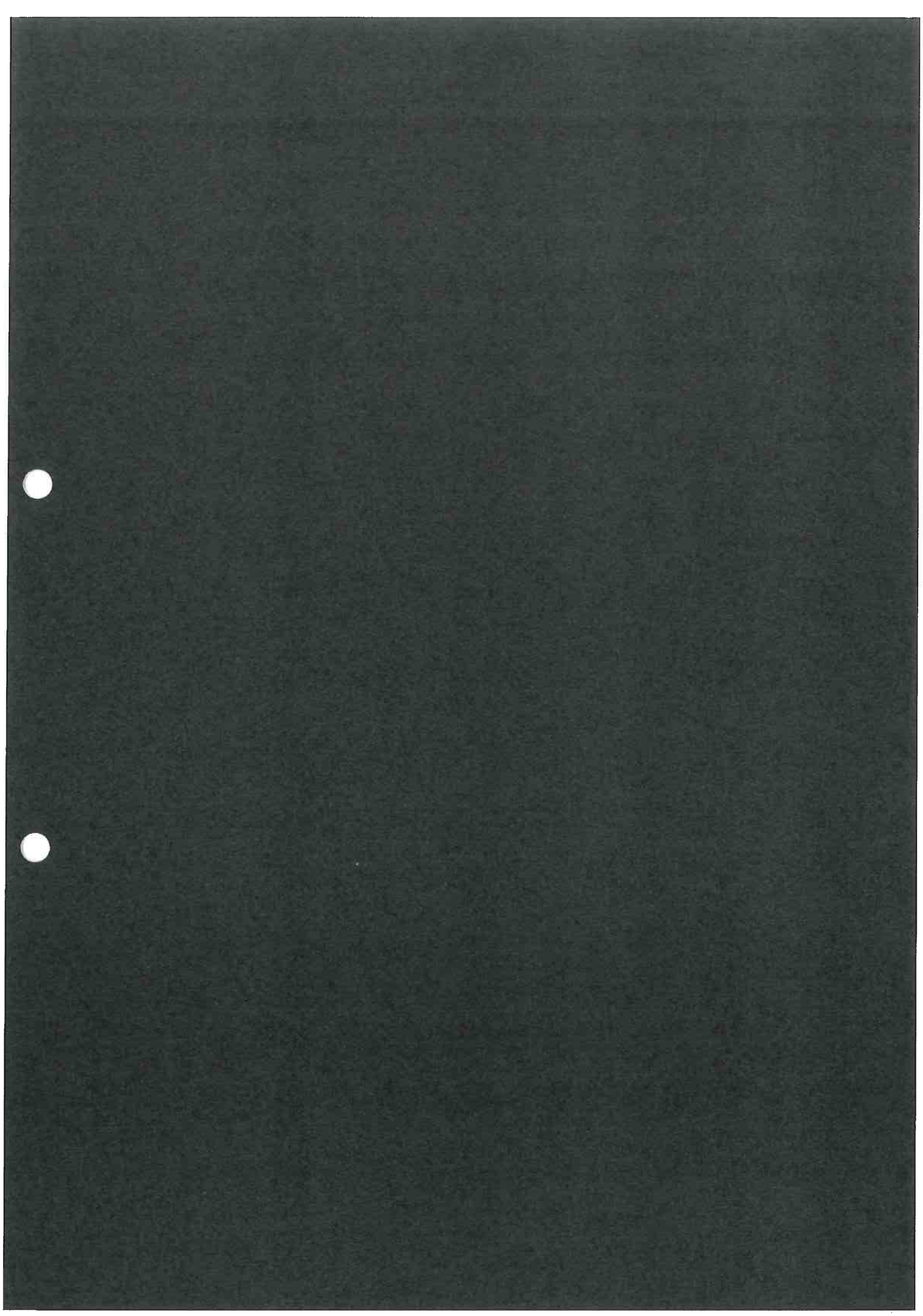




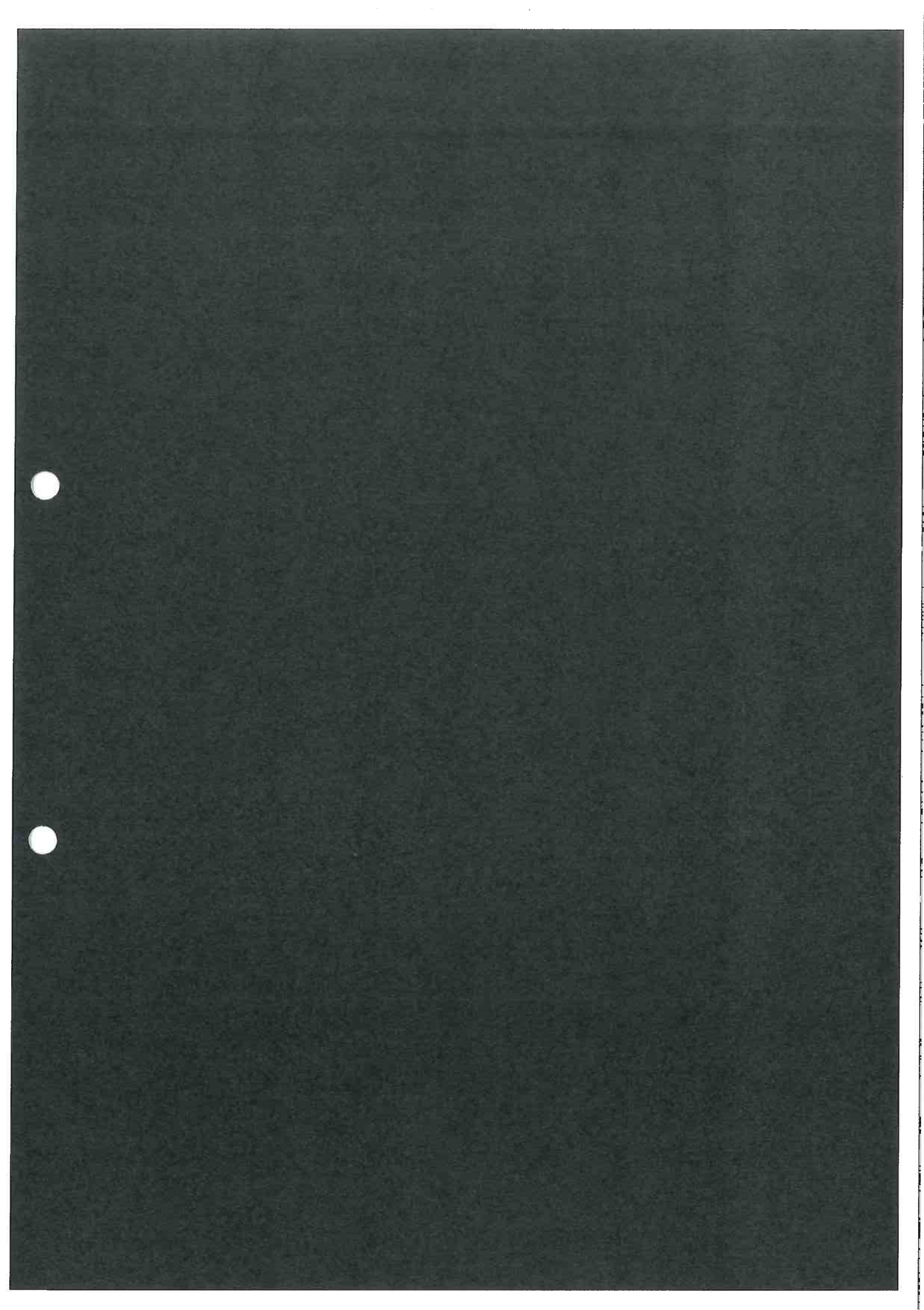




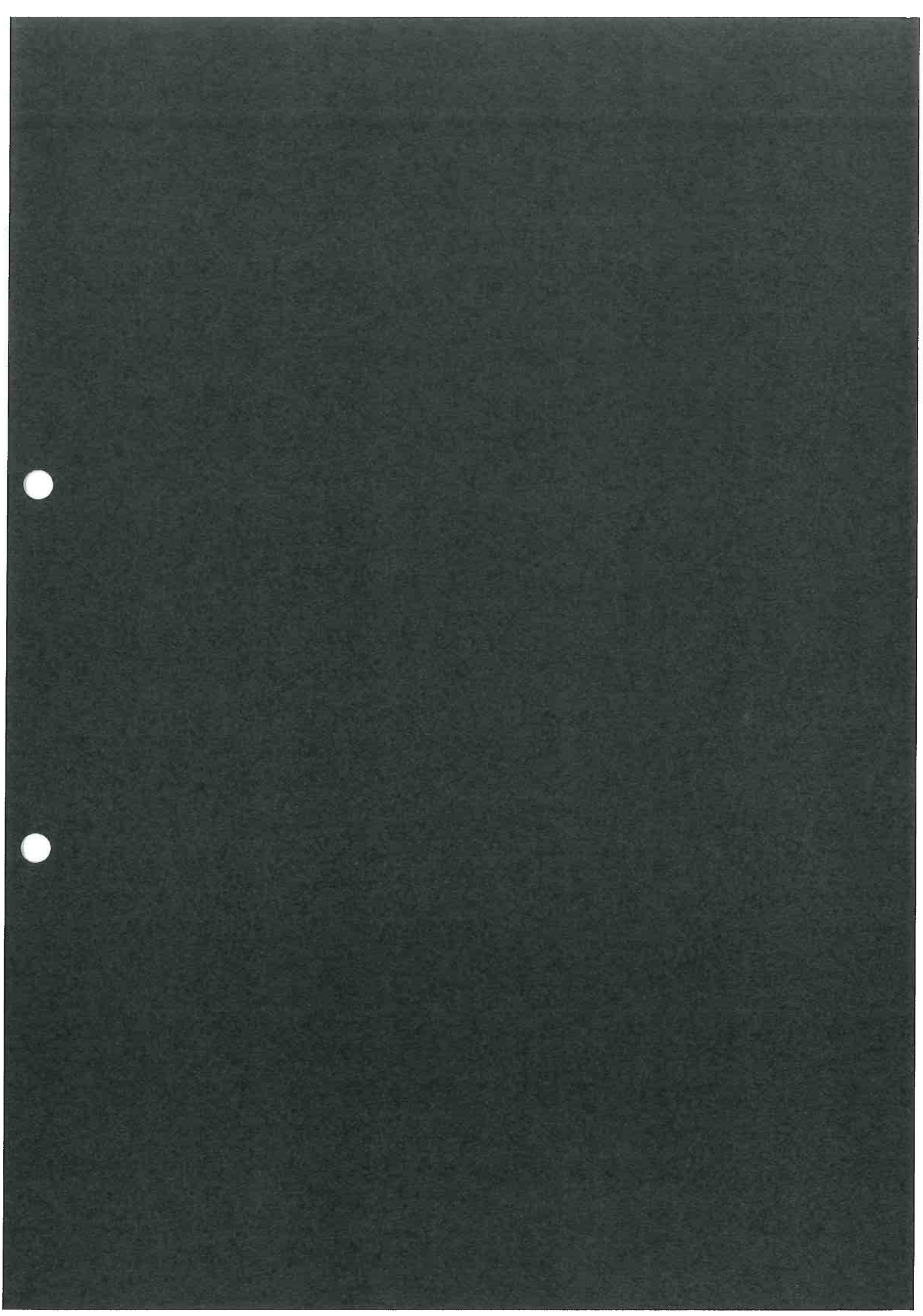




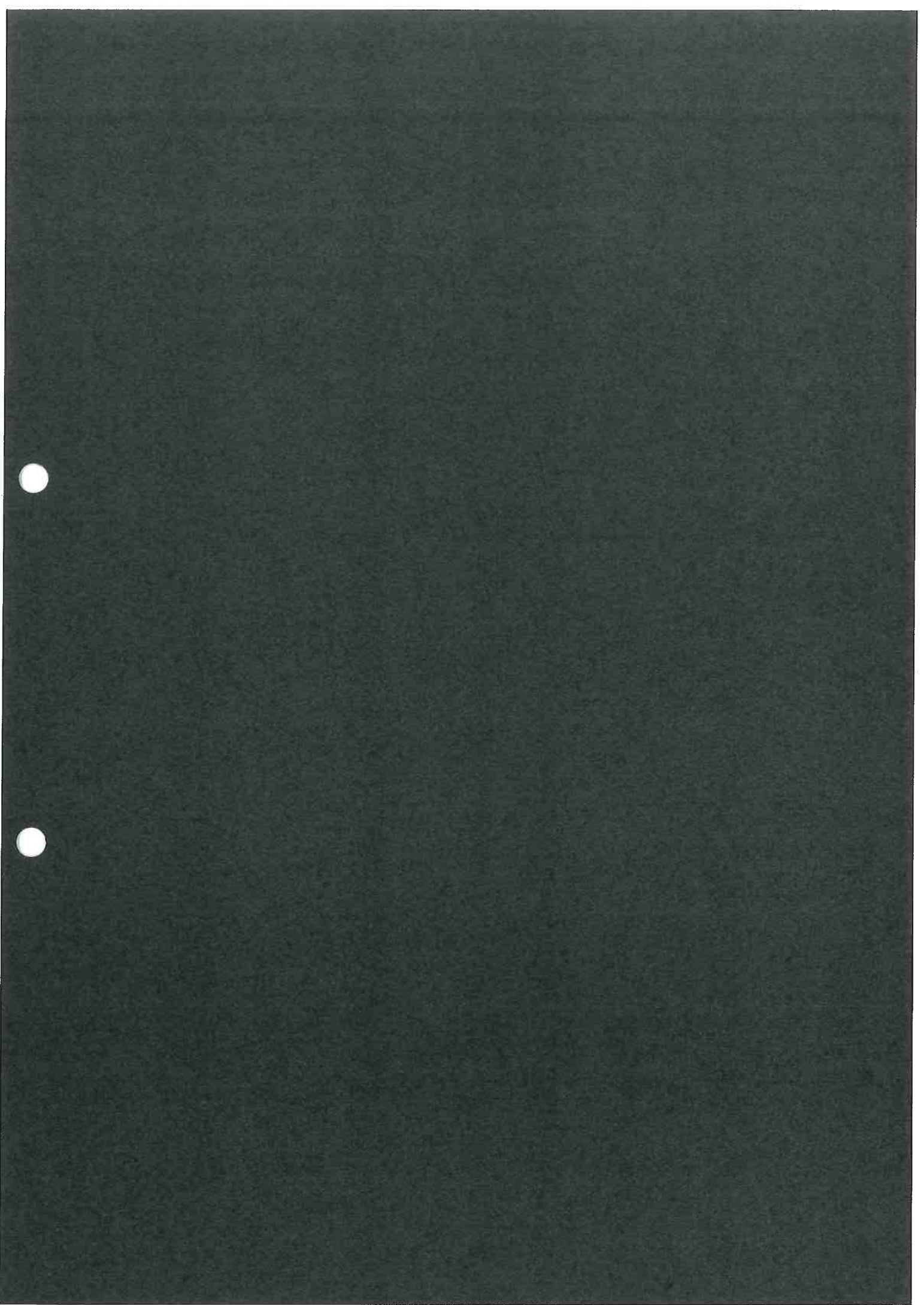




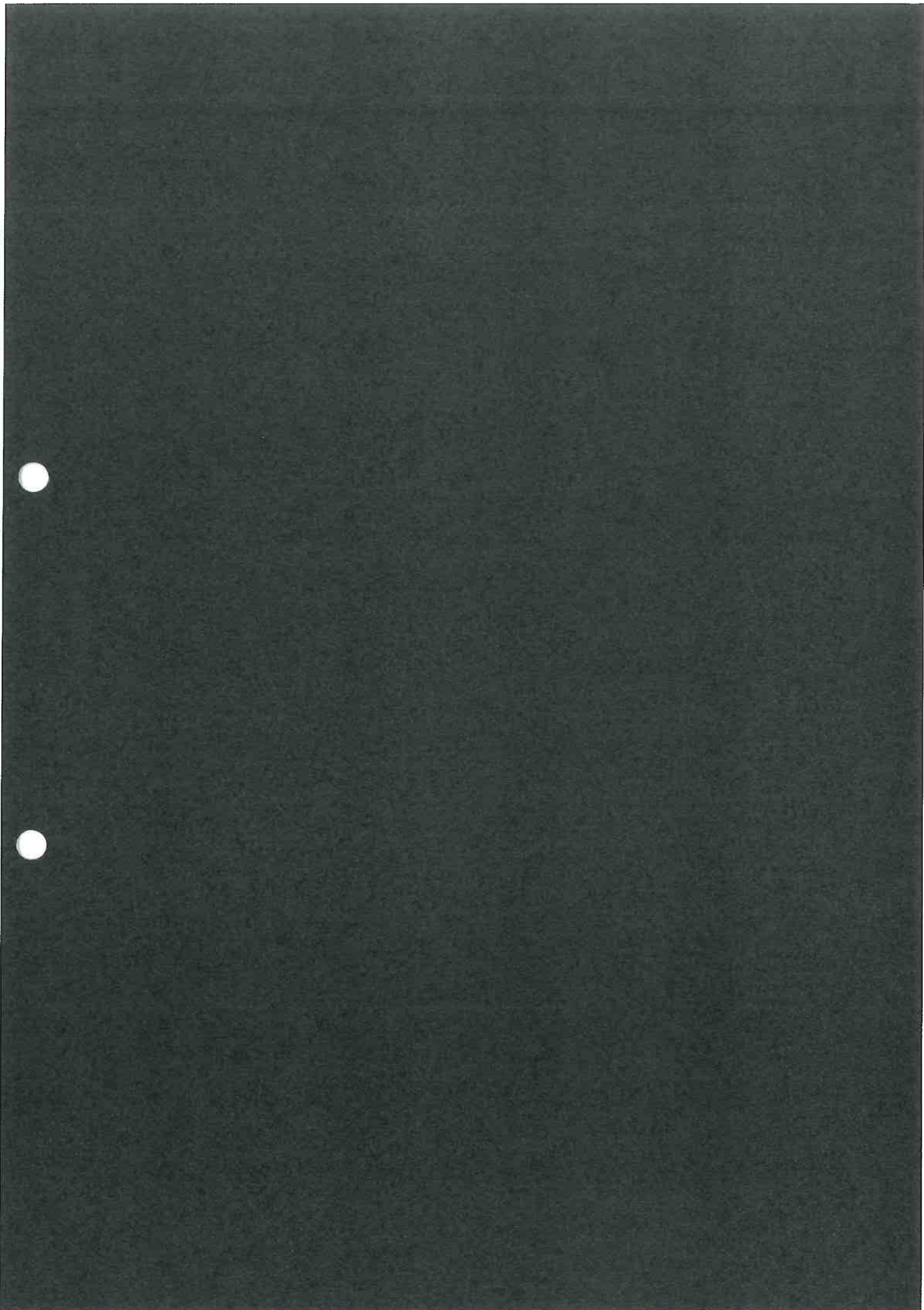














NSH Project 2023-24 Business Case

Appendix J - Major Project Designation

1. Major Project Designation

This business case proposal has been prepared on the assumption that the next phase of the Project is led by ACTHD with commercial and technical support provided by MPC.

It is anticipated that the Project is likely to be designated as a major project to be directly procured and delivered by MPC at some point in the future.

Designated major projects benefit from distinct project governance and management arrangements, tailored to the complex and high-risk nature of large capital works. This includes oversight provided by a Project Advisory Board and a dedicated Project Delivery Team that provides specialist expertise in design development, construction, and contract management.

To inform consideration of future development phases of the Project, outlined below are the indicative project governance arrangements (**Section 2**) and project resourcing requirements (**Section 3**) that would apply following major project designation.

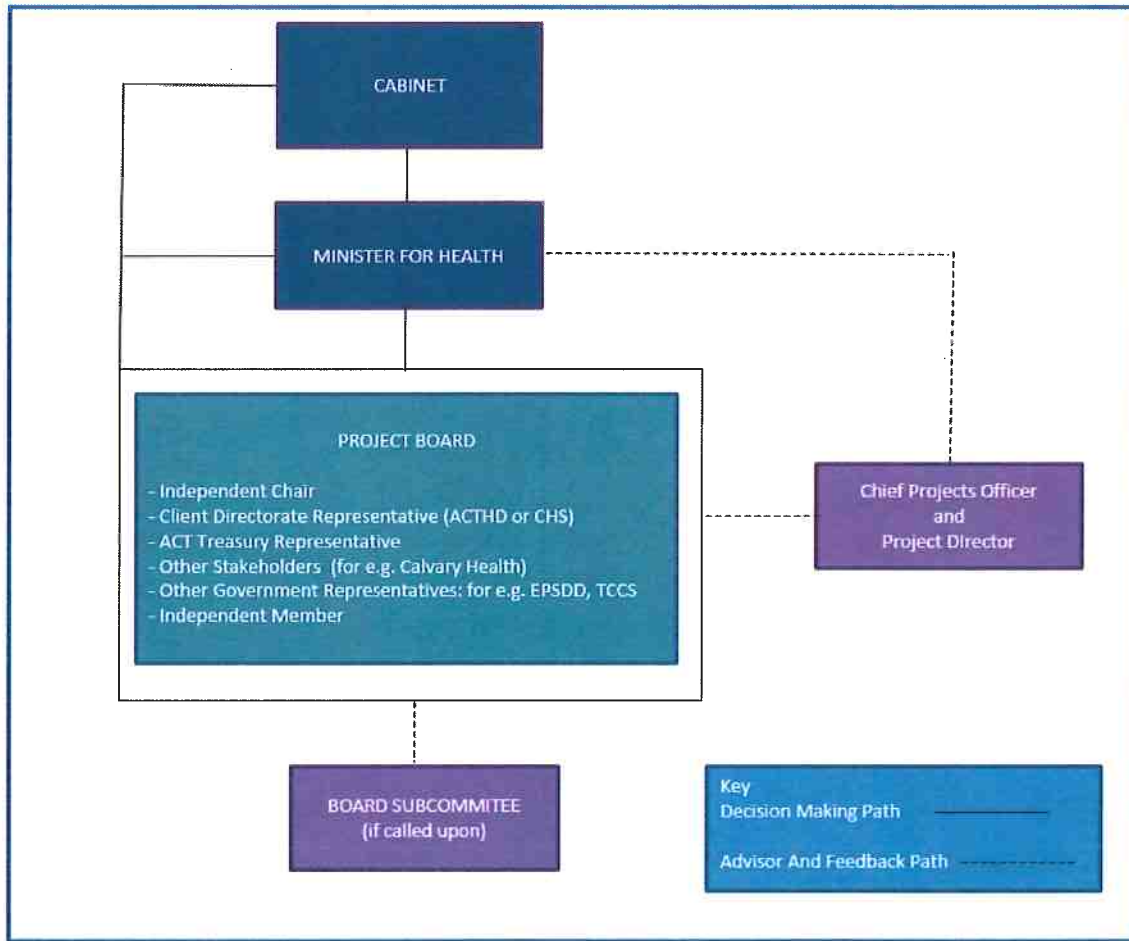
2. Project Governance Structure – Designated Major Project

The key directorates and their respective roles following major project designation would be as follows:

- **MPC** - the directorate responsible for overseeing the development, procurement and delivery of the Project through to construction completion and the commencement of operations.
- **Client Directorate** – The client directorate would depend on the operator of the new Northside Hospital:
 - If operated by Calvary Health, the client Directorate will be ACTHD. ACTHD would be responsible for the strategic direction, policy and planning of the Northside Hospital and supporting consultation and engagement with Calvary Health.
 - If the new hospital is to be operated by CHS, CHS would be the Client Directorate.
- Other Key Directorates include Transport Canberra and City Services, Environment Planning and Sustainable Development Directorate and Treasury within CMTEDD.

The indicative major project governance structure for the Northside Hospital is presented in **Figure 1** below and has been developed consistent with arrangement implemented on other major projects including the Canberra Hospital Expansion and CIT Campus Woden projects.

Figure 1: Northside Hospital Project, designated Major Project governance structure



2.1 Key roles and responsibilities

The established governance structure for a major project incorporates a Project Advisory Board as its key governing body, including an Independent Chair and Independent member. The Project Advisory Board is the highest level of governance, below the Minister for Health and Cabinet. The Board provides advice on the Project to Government and the Project Director through project infrastructure design, procurement and delivery phases. Following operational handover of infrastructure governance arrangements will revert to the appropriate internal governance structure of the Client Directorate.

The roles and responsibilities of the key groups under the governance structure are summarised in **Table 1**.

Table 1: Roles and responsibilities

Governing body/ stakeholder/group	Role/responsibility
Cabinet	Cabinet, or a delegated Subcommittee of Cabinet, will be the peak decision-making authority for the Project. This includes investment and funding decisions related to the Project.

Governing body/ stakeholder/group	Role/responsibility
Minister for Health	The Minister for Health carries portfolio responsibility for the Project. The Minister would be briefed by the MPC Chief Projects Officer and, where required, the Chair of the Project Board.
Project Board	The Project Board would provide strategic decision-making advice and provide advice to the ACT Government and key project personnel (including the CPO, the Project Director, and the Project Team) in respect of the planning, procurement and delivery of the Project. The main responsibilities of the Project Board would include: • Endorsement of approvals sought from Cabinet • Strategy formulation and project oversight • Communicating with key strategic stakeholder groups • Monitoring of the Project Team's performance • Compliance relevant legislation and Government policies • Risk oversight.
PCG	The PCG would function as the primary working group for all matters relating to the enabling works and main works of the Project. It would approve Project delivery decisions where these fall within the overarching strategy and parameters that have been approved by the Project Board. The PCG would support the Project Director to manage project planning, delivery and risk. The group will monitor project performance and risk whilst reporting to the Project Board and escalate endorsed matters to the Project Board for approval where necessary.
MPC Chief Projects Officer (CPO)	The CPO leads MPC which is responsible for the procurement and delivery of the ACT Government's infrastructure program. The CPO would be ultimately accountable for the procurement and delivery of the Project. The CPO will be a key interface between decision makers and stakeholders in the Governance structure (e.g. Project Board and Minister), various directorates and agencies involved in the Project, and community stakeholders.

If the Project be designated as a major project, a detailed governance framework will be prepared for Minister endorsement, setting governance arrangements for the Project including:

- The governance structure
- Governance principles
- Decision making hierarchies and associated accountabilities.

3. Project Team Resources – Designated Major Project

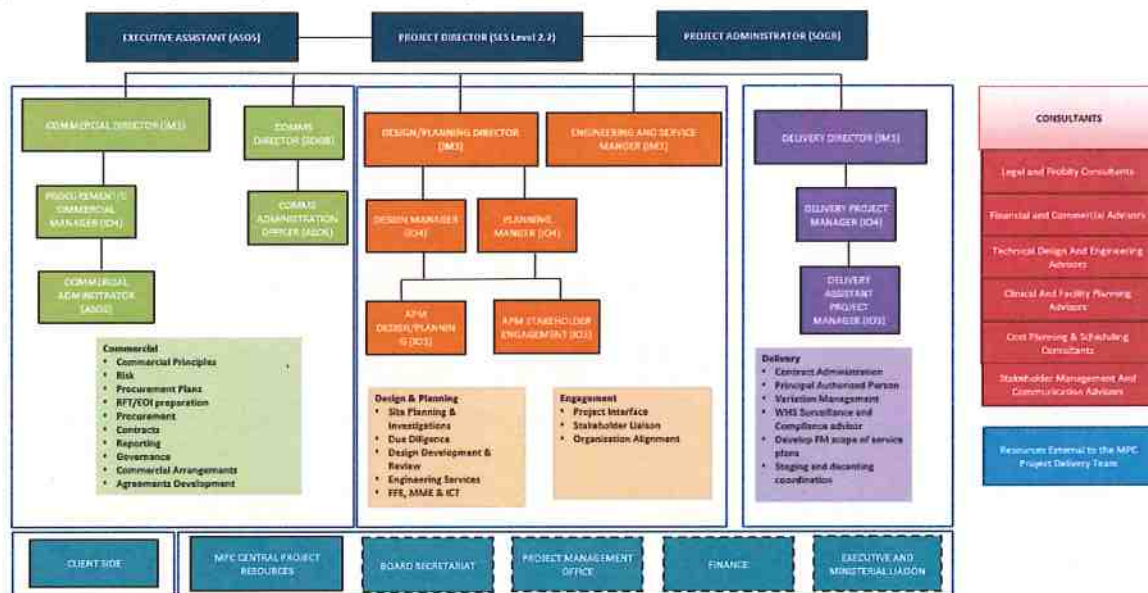
Should the Project be designated as a major project, project delivery is expected to require the following resources:

1. Dedicated project director and project team residing within MPC.

2. Dedicated resourcing within the Client Directorate and/or hospital operator to act as a project liaison and to support clinical planning and stakeholder engagement.
3. Governance oversight through the establishment of a Project Board

An indicative Project Team structure is outlined in Figure 2.

Northside Hospital Project, indicative designated Project Team Structure Figure 2



The proposed project team within MPC would provide specialist experience and capability in design development, construction, project and contract management and is similar to the resourcing engaged to deliver other designated projects.

The Project Director would lead the Project Team and report to the CPO. The Project Director would also represent the Project Team and support the CPO in interfacing with other directorates and key strategic stakeholders.

The Project Team, under the direction of the Project Director, will provide day-to-day management of the project, supporting the governance arrangements, overseeing the delivery of the consultant outputs and undertaking a range of stakeholder consultation.

Internal resourcing for the Client Directorate (ACTHD or CHS) would be responsible for liaison between the Project Team and management of the Client Directorate, ensuring operational requirements are delivered through design, documentation, construction and project delivery.

The funding sought in this business case proposal includes MPC team resources that would support transition of project responsibility to MPC, including 2 FTEs that are expected to transition to the MPC delivery Project Team. This approach would provide consistency in project co-ordination, mitigate transition risks, and ensure resources are available whilst a broader a project team can be established.

Project Team resourcing and corresponding funding requirements will be reassessed and confirmed when there is certainty on the timing of any designation. This assessment will include exploration of opportunities to leverage resources from the existing Canberra Hospital Expansion Project Team and Project Board arrangements.

If the project is designated as a major project at any point during the funding period of this proposal, responsibility for infrastructure delivery and relevant resourcing and funding would be transferred to

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MPC. The establishment of the MPC project governance structure and full, dedicated MPC delivery Team may require funding in addition to the transferred budget and would be sought through a separate funding proposal.



ACT Health

Northside Hospital Planning Project Governance Protocol

Infrastructure, Communication and Engagement Division

Planning a new Northside Hospital that is safe, efficient and equitable



Prepared by ACT Health

February 2022

Version 1.1

1. Purpose

The purpose of this document is to define the project governance to guide the current phase of the Northside Hospital Project, the development of a Tier One Infrastructure Business Case.

The business case will focus on delivery of a new hospital on the northside that is safe, efficient and equitable for Canberrans and those living in its surrounding regions.

This governance document is designed to be flexible so approaches can be adapted to respond to the site, clinical service needs and facility requirements as the project evolves.

This project aligns to the ACT Health purpose 'to provide strategic leadership, direction and action that improves the health of our community and ensure our public health system meets our community's needs'.¹

Document control

The Project Lead is the owner of this document and is responsible for ensuring its currency and that its content aligns with industry best practice in project governance principles and should instruct the Secretariate when amendments need to be made.

It is proposed that this Governance Protocol is reviewed annually alongside the committee terms of reference to ensure it is up to date.

Version	Date	Author	Purpose
V0.1	February 2022	Kim Wheeler	First draft
V0.2	March 2022	Kim Wheeler	Updates provided by ESC to amend project principles.
V0.3	June 2022	Kim Wheeler	Additional decision framework attached and redraft.
V0.4	July 2022	Kim Wheeler	Updated to reflect comments of ESC.
V1.1	February 2023	Caitlin Bladin	Updated to reflect forward governance for Northside Hospital

¹ [ACT Health Strategic Plan 2020-2025](#)

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	Key Bodies	Error! Bookmark not defined.
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2. Introduction

This governance protocol outlines the governance processes and procedures for the Northside Hospital Planning Project (the project).

This protocol, together with the Terms of Reference for each governance layer, reflect the:

- governance structure;
- principles;
- decision types, hierarchy and associated accountability;
- roles and responsibilities; and
- project phases.

The project is aligned to ACT Government Capital Framework governance protocol for a Tier 1 Business Case.²³

Project Principles

The project principles are set out to guide the project; its governance, stakeholders, roles and responsibilities, deliverables, timeframes.

The Project will:

- *'Continue the planning and design work for a new Northside Hospital, with the aim to start construction by mid-decade'* in an efficient and effective manner;
- Plan for excellent clinical and patient care at all times, aligned with the Australasian Health facility Guidelines (AusHFG) and all applicable design standards;
- Commit to a pathway for a zero-emissions health sector by 2040 and a zero emissions territory by 2045, as per the ACT Climate Change Strategy 2019-2025;
- Align with the guidelines of the Global Green and Healthy Hospitals (GGHH) networks to improve sustainability performances and reduce emissions from health facilities;
- Be informed by and respond to developments in smart technology, such as the Digital Health Record, to transform health service delivery and models of care;
- Provide value for money ensuring that all expenditure is in line with government procurement;
- Ensure that safety of all workers, consumers and patients is paramount; and
- Provide clear, consistent and timely information to all Canberrans as the project evolves.

² https://www.treasury.act.gov.au/_data/assets/word_doc/0019/470323/Project-Governance-Protocol-2020-2.1.docx

³ [The Capital Framework - Treasury \(act.gov.au\)](#)

3. Project Background

The ACT Government currently funds a northside hospital at Calvary Public Hospital Bruce (CPHB). The ACT Government has been investigating the potential for a new replacement hospital on the northside of Canberra.

In 2017-18, the ACT Government invested \$3.25 million in a Northside Scoping Study for expanded Northside Hospital facilities. As part of this, a Calvary Public Hospital Bruce (CPHB) Condition Assessment and Strategic Asset Management Plan (SAMP) were undertaken to understand the need for a new Northside Hospital. This work identified that the CPHB buildings are nearing end of life and a new northside hospital was recommended.

Two options were identified as viable for further investigation:

- a. construction on the existing CPHB site (CPHB Option); or
- b. construction on a new Greenfield (or Brownfield) site in north Canberra (Greenfield Option).

In 2020, the Parliamentary and Governing Agreement for the Territory committed to '*Continue the planning and design work for a new northside hospital, with the aim to start construction by mid-decade*'.⁴

In line with the Government's commitment, an ACTHD business case for the development of a northside hospital was funded in the 2021-22 Budget to continue the planning and design work for a new northside hospital. With this funding, the Government has established a Northside Hospital Project Team (NHPT) with specialist advisors to prepare a Tier 1 business case for the continued planning, design and construction of a new northside hospital, for consideration by Government.

The Northside Hospital planning project (NHP) will assess sites, identify clinical services and develop a concept design for the new Northside Hospital that will allow Government to determine an appropriate funding envelope for the more detailed planning and construction phases of the hospital. The NHP is separated into three key streams of work as shown in [figure 1](#):

Commercial/Legal; Land Planning and Design; and Clinical Services Planning.

The NHP will deliver a business case to Government for consideration in the 2023-24 Budget. This will include information and options on a proposed site, identify clinical services and develop a concept design and masterplan for a new hospital on the northside of Canberra.

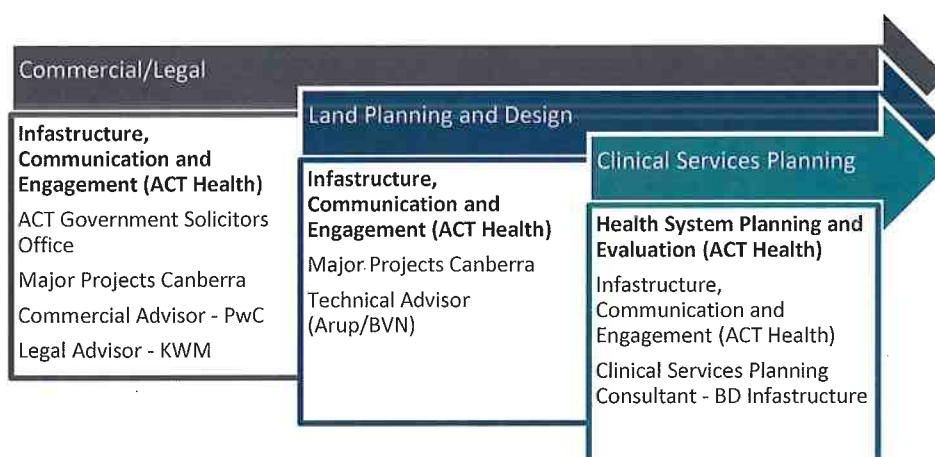


Figure 1. The Northside Hospital Planning Project key streams of work

⁴ [Parliamentary-Agreement-for-the-10th-Legislative-Assembly.pdf \(act.gov.au\)](#)

4. Guidance Material

The Project and its associated policies will be consistent with values of the ACT Health Directorate (ACTHD) and the ACT Government.

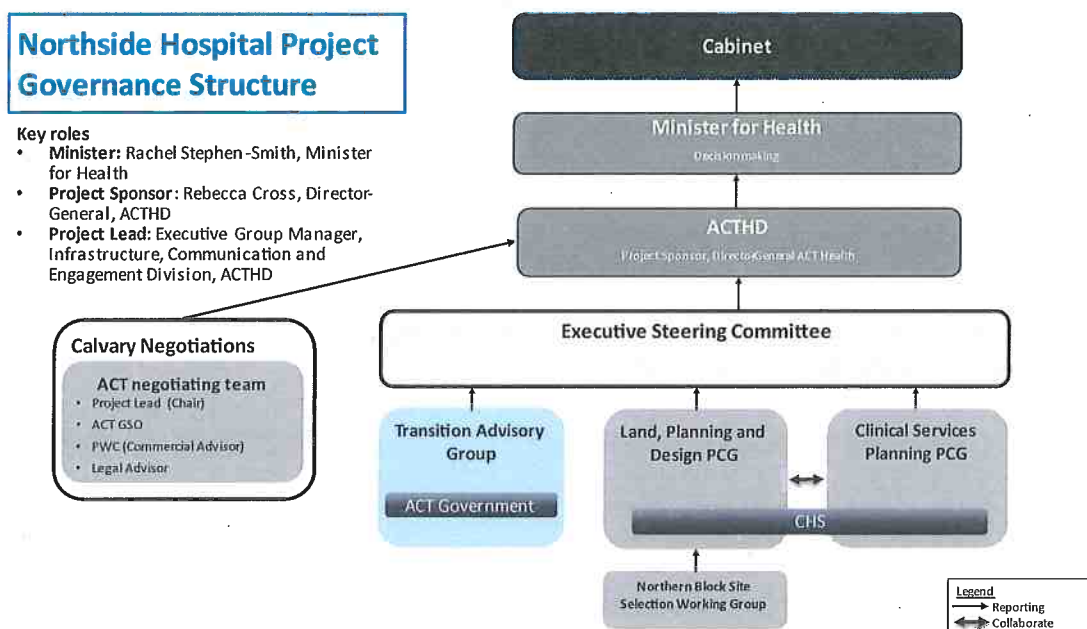
The ACT Government developed the Capital Framework to be a fit for purpose delivery model for infrastructure projects in the ACT. It provides practical assistance to directorates and agencies proposing investment projects, and to advisors helping develop business cases for them. It helps shape proposals, inform investment decisions and track outcomes and benefits. As this project is a Tier 1 Business Case, The Capital Framework is used to define its governance model.

The ACT Health Services Plan informs all health planning and infrastructure development and monitoring. This guides us to be strategic in how services are delivered in the ACT and to deliver the best health facilities for our local community.⁵

The Strategic Infrastructure Division utilises the following agreements and strategies to inform its project development (not an exhaustive list):

- [Parliamentary and Governing Agreement of the 10th Legislative Assembly, ACT](#)
- [The Capital Framework](#)
- [ACT Health Directorate Strategic Plan 2020-2025](#)
- [ACT Health Governance Protocol](#)
- [Aboriginal and Torres Strait Islander Agreement 2019-2028](#)
- [ACT Climate Strategy 2019-2025](#) - commits to a pathway for a zero-emissions health sector by 2040 and a zero emissions territory by 2045.
- [Australasian Health Facilities Guidelines](#)
- [Global Green and Healthy Hospitals](#)

5. Governance



⁵ [Territory-wide Health Services | Health \(act.gov.au\)](#)

The Northside Hospital is a high priority project for the ACT Government. The project's complexity, value and relationships to other Government projects and initiatives demands a governance structure which supports timely, accountable, well-informed decision making. The project governance was prepared in alignment to the Capital Framework Project Governance Protocol ([figure 2](#)), and the roles and responsibilities are summarised below.

Figure 2. Northside Hospital Planning Project governance framework

Roles and Responsibilities

Cabinet and the **Expenditure Review Committee** of Cabinet will set directions, make key policy and funding decisions in relation to the project on the recommendation of the Minister for Health.

The **Minister for Health** will make decisions at the strategic and leadership level. The Minister for Health has responsibility for the overall project with delegated responsibility flowing to the Director-General ACT Health through to the Project Lead and Project Team.

The DG, ACT Health (also the **Project Sponsor**) oversees the overall project, including key milestones, decisions or sensitive matters depending on the stage of the project. The project sponsor also operates as the first escalation point for any matters requiring escalation through the commercial negotiations.

The DG, ACT Health has appointed the Executive Group Manager (EGM), Strategic Infrastructure Division (SID) as a **Project Lead** to manage the day-to-day project management, including leading commercial negotiations, engagement with stakeholders, and recommendations to Cabinet (through DG ACT Health and the Minister) through the delivery of a draft Business Case.

These project, accountability and decision-making roles are supported by a range of advisory and oversight committees. These include:

- **Executive Steering Committee (ESC):** The ESC will provide crucial leadership, oversight and advice relevant to the Northside Hospital project. Membership will be limited to decision makers. The ESC will receive recommendations for the PCGs and the Project Team in relation to the Northside Project. Membership consists of ACT Health, Major Projects Canberra and CMTEDD representatives. Terms of reference for this committee is provided at [Appendix B](#).
- **Project Control Groups (PCGs):** These groups will make recommendations to the ESC on matters pertaining to their area of focus, being **Land Planning and Design**, and the **Clinical Services Planning** streams of work:
 - **Land Planning and Design PCG** is chaired by the Project Lead, EGM SID, ACT Health.
 - **Clinical Services Planning Steering Committee** is chaired by the EGM, Health System Planning and Evaluation, ACT Health.

The core functions of these committees is to oversee and provide advice on matters relating to the Northside Hospital Planning Project, such as the masterplan and the health services planning. Membership includes key ACT Government Directorates and clinical services representatives to inform the project streams. Limited membership of these committees facilitates effective discussion and decision-making abilities. Terms of reference for these committee is provided at [Appendix B](#).

- ACTHD/Calvary Northside Working Group: This working group meets monthly to discuss the project., specifically matters relating to the options for a new northside hospital on the current site of Calvary Public Hospital Bruce. The ongoing role of this working group will be defined once government has made further decisions in relation to the project and related negotiation parameters.
- ACT Negotiating Team: The team will sit within ACTHD. It will be led by the Project Lead (EGM, SID) and is made up of ACT Government Solicitors Officer (ACTGSO) and commercial and legal advisors and other expertise across ACT Government as required. Any issues that cannot be resolved by the negotiating team and in line with the parameters (negotiation protocol), will be escalated to the Project Sponsor (DG, ACTHD), and if required the Minister for Health.

Decisions and Accountability

The decisions framework (figure 3) outlines the levels of decision making and which key groups and/or individuals are involved in the decision based on its impact for achieving the project objectives. It is designed to ensure that the project and its key groups leverage the expertise and experience of its committees, control groups with oversight support from the Project Team.

Per the agreed ESC terms of reference (Attachment B), it is expected that matters brought to the ESC for consideration will, if relevant and appropriate, have first been considered by the project control groups or other participants in the governance structure.

All decisions and actions will be recorded in a Decisions and Actions Register. The register will reflect the meeting minutes and provided to the committee at each meeting.

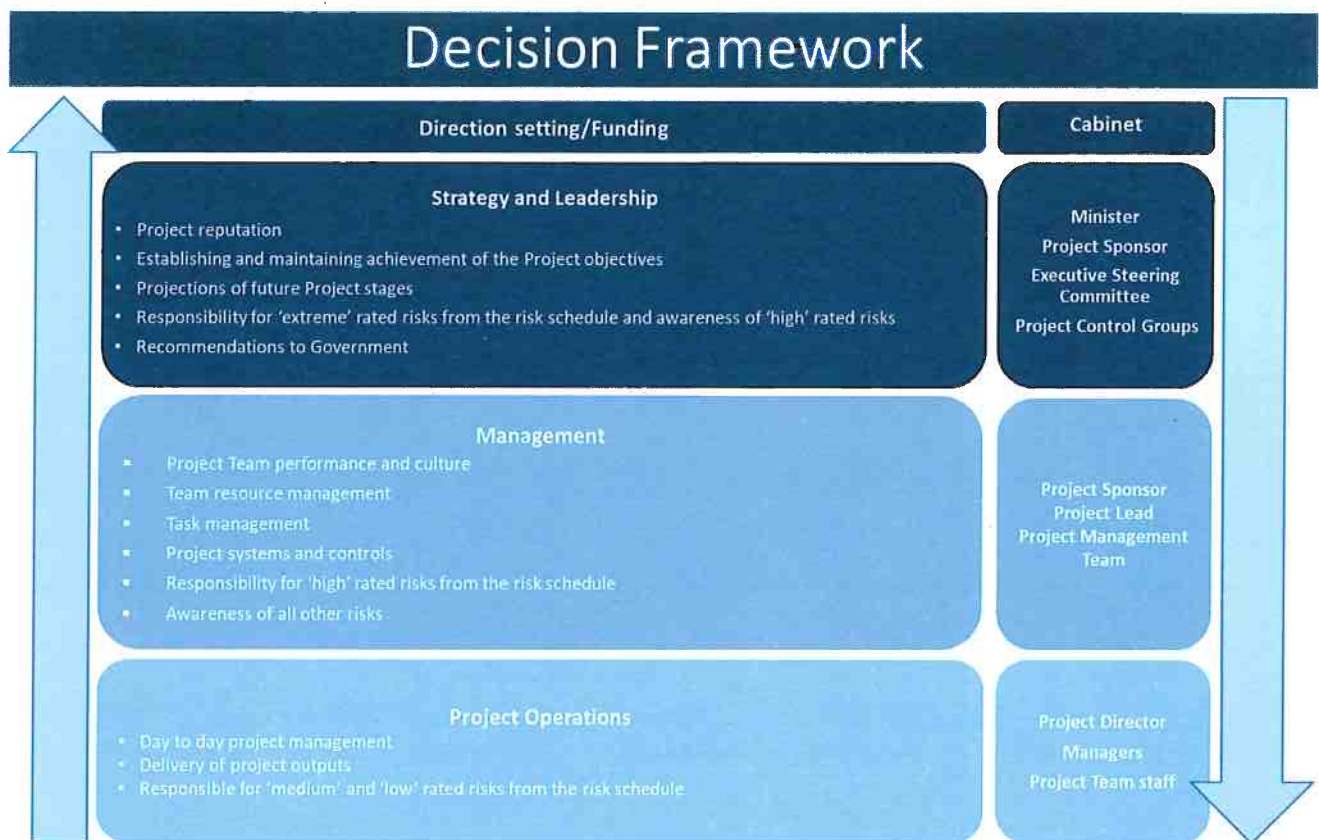


Figure 3 Northside Hospital Decisions Framework

Committee Operations

The committee decisions will typically take the form of one of the following:

- 'agreed' – the recommendations tabled are agreed/endorsed as presented in the paper;
- 'endorsed subject to...' - the recommendation tables are endorsed subject to specific changes;
- 'not endorsed' – the recommendations tabled are not endorsed, with a summary of rework required provided;
- 'noted' – where the committee receives a briefing paper or a verbal briefing but is not required to make a decision.

Conflicts of interest

A conflict of interest arises where a committee participant has an interest that conflicts, could be perceived, or has the potential to conflict with the interests of the project, ACT Health or the Territory more generally in conducting the project.

Committee members must:

- a. Disclose to the chair any actual, perceived or potential conflicts of interest which may exist as soon as they become aware of the issue; and
- b. Take any necessary and reasonable measures to try and resolve the conflict.

Declarations of conflicts of interest will be considered by the Probity Advisor on a case-by-case basis to ensure the impartiality of committee participants can be assured without imposing undue burdens on the individuals concerned.

Reporting

The Northside Hospital Project Team will report monthly to the ESC in a Project Directors report. This report outlines updates on the three key streams of work, along with reporting on the project milestones and Cabinet dates.

6. Project Phases

This section outlines the overarching project phases for the Northside Hospital planning project.

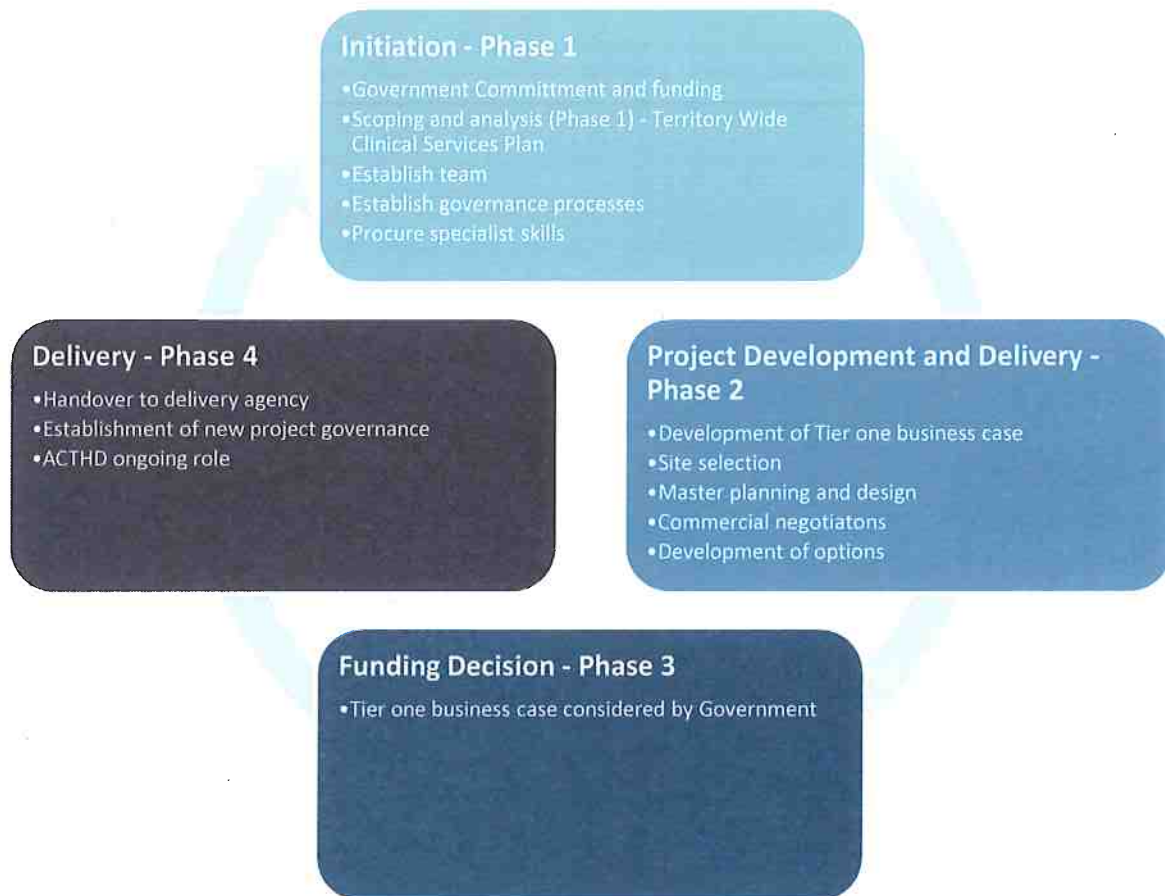


Figure 4 Northside Hospital Project phases

Timeframes and Deliverables

This document is developed to support governance of an agile project that's deliverables are site agnostic. A high-level project plan is presented at [figure 5](#), outlining the project development and major milestones for developing a business case for a Northside Hospital.

The following outputs are expected to be delivered during the business case:

- appropriate site and ownership arrangements
- Concept Design and Master Plan
- Functional Brief
- Early Design
- Northside Hospital Clinical Services Plan
- community and engagement activities and communications plan
- arrangements for the management and operations of the new northside hospital.

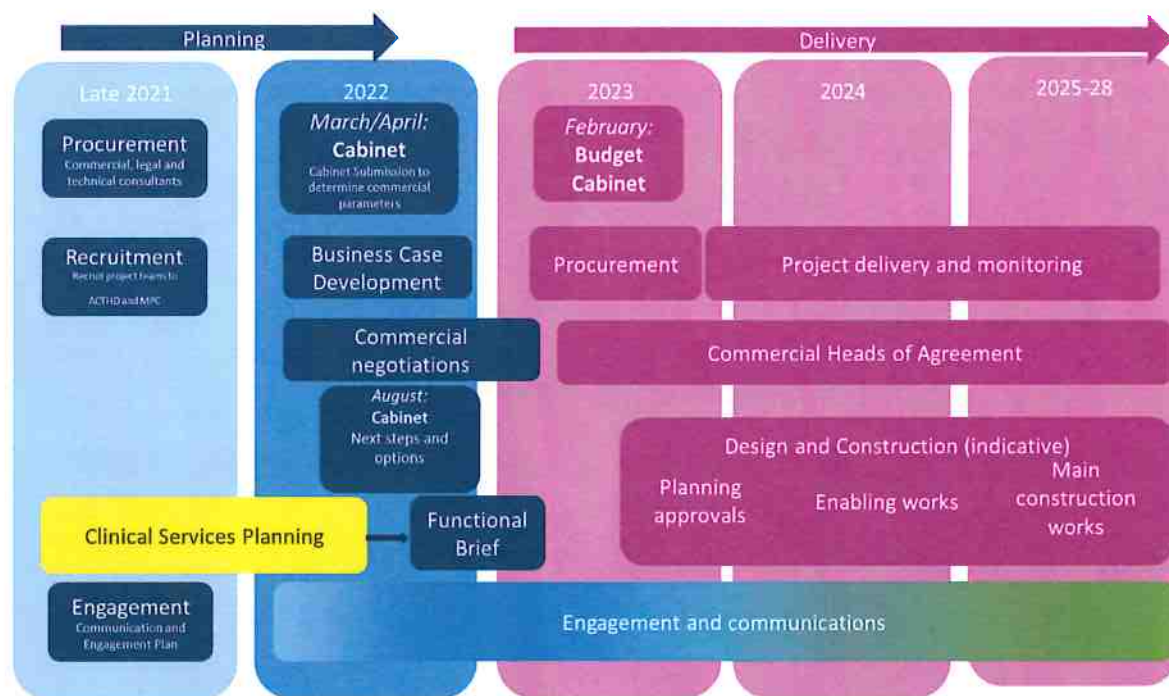


Figure 5 High-level Project Plan

Communications and Stakeholder Engagement

A communication and engagement plan will be prepared to identify and connect with key peak bodies, community councils and marginalised communities (and their supporters) who will want to provide input into a Northside Hospital infrastructure and its services. This plan will be developed and aligned to other health infrastructure and service planning that the ACT Government is delivering.

Financial Implications

The Northside Hospital will be a significant investment from the Territory to future proof the health system in the ACT. The funding provided in 2021-22 Budget is funding the current work. A full Business Case will be developed based on the suitable site option and presented to Cabinet for consideration as part of the 2023-24 Budget process.

Risk Management

The project team will be managing the ongoing risks of the project with the Project Control Groups and the Executive Steering Committee for ongoing monitoring/mitigation. The project will identify risks and mitigation methods and document and report to the Project Lead and Sponsor (DG, ACTHD) throughout the project.

Project Registers

- Committee Actions Register
- Risk Register
- Assumptions Register
- Decisions Register
- Documentation Register
- rates and agencies involved in the Project, and community stakeholders.

7. Appendices

- Appendix A –Glossary
- Appendix B – Committee Terms of References

Appendix A –Glossary

ACT Health	ACT Health Directorate
AusHFG	Australasian Health Facility Guidelines - AusHFG (healthfacilityguidelines.com.au)
Business Case	A business case records the justifications for starting a project. It describes the benefits, costs, impact and includes a calculation of the financial case.
CHS	Canberra Health Services
CMTEDD	Chief Minister, Treasury and Economic Development Directorate
CPHB	Calvary Public Hospital Bruce
EPSDD	Environment, Planning and Sustainable Development Directorate
ESC	Executive Steering Committee
FDB	Functional Design Brief
JACS	Justice and Community Safety Directorate
MOC	Model of Care
MPC	Major Projects Canberra
PCG	Project Control Group
TCCS	Transport Canberra and City Services Directorate

Appendix B – Committee Terms of References

ACKNOWLEDGMENT OF COUNTRY

ACT Health acknowledges the Traditional Custodians of the land, the Ngunnawal people. ACT Health respects their continuing culture and connections to the land and the unique contributions they make to the life of this area. ACT Health also acknowledges and welcomes Aboriginal and Torres Strait Islander peoples who are part of the community we serve.

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Communication Link

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Northside hospital project

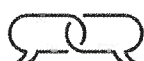
Communication and stakeholder engagement
strategy

Version 1.2

December 2022

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1. Introduction

1.1 Purpose of this plan

This communication and stakeholder engagement strategy (the strategy) will be used as a guide to engagement activity for the northside hospital project.

Throughout the duration of the project, engagement activity will inform development and decision making for the Northside Hospital allowing the community and stakeholders to have regular input into the development of the new hospital. This engagement strategy builds on feedback and lessons learned from previous consultations, such as the University of Canberra Hospital (UCH), Canberra Hospital Master Plan, Canberra Hospital Expansion Project, and Centenary Hospital for Women and Children Expansion Project.

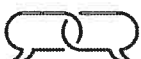
This strategy draws on key information from *Accessible, Accountable, Sustainable: A Framework for the ACT Public Health System 2020-2030* and the *ACT Health Services Plan 2022-2030*.

1.2 Background

The ACT Government's vision is for a person-centred health system that is innovative, effective, and sustainable. A healthcare system that puts patients and their families first and provides the right facilities to meet the future health needs of the growing ACT and surrounding region.

The 2021-22 ACT Budget provides \$13.521 million over two years to continue planning and design of the new northside hospital. A business case in 2023 will determine future project direction and funding. The northside hospital project is complex and will be the largest health infrastructure project ever undertaken in the ACT. It is expected to service the community for the next 50-70 years and meet the future demand for public hospital services. Construction for the new hospital is expected to start mid-decade.

The new northside hospital is not an additional hospital for the ACT but is intended to replace the existing Calvary Public Hospital Bruce (CPHB). While the northside hospital project is underway, the ACT Government will continue to invest services and delivery of essential infrastructure upgrades at CPHB to ensure continued provision of safe and effective services for patients and staff.



2. Approach

2.1 Engagement objectives

The objectives of this strategy are to:

- enable accessible, grass-roots feedback from key stakeholders and the broader community to help inform the development of a new northside hospital
- regularly deliver activities that facilitate effective listening of key stakeholders and the community to ensure they feel heard by the ACT Government. This includes those with limited or no access to digital engagement, and identified priority population groups
- understand what is important to all stakeholders and the community in a new northside hospital
- collect meaningful and regular feedback to inform planning and development for the northside hospital project.

2.2 Engagement approach

The ACT Government will seek regular feedback from key stakeholders and the community to inform key project deliverables for the new hospital.

The engagement approach is framed around ACTHD's strategic vision¹ for 'person-centred services; safe and effective care' and the corresponding strategic goals of 'Access, Accountability and Sustainability' to inform how consultation is designed. In addition to the community, consultation will target priority population groups and other primary stakeholders in the ACT and surrounding regions.

The engagement approach will not draw comparison between CHS and CPHB and will avoid any perception of minimising or criticising the current delivery of services at CPHB. Moreover, the strategy seeks to identify opportunities for CPHB, CHS and ACTHD marketing and communications team to partner and be involved in the engagement process, seeking mutually beneficial understanding of community needs and desires.

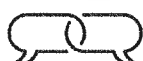
All engagement outcomes will be summarised in a published listening report. A detailed consultation report providing evaluation and analysis of all feedback received will also be produced.

A range of communication activities will be undertaken to support consultation and ensure that the community and all relevant stakeholders are informed about the process, timeframes and how to provide feedback. Media opportunities will be leveraged to promote the northside hospital project consultation process. These activities are detailed at **Section 4**.

Suitable engagement tools will be leveraged to enable genuine and meaningful consultation with stakeholders and the community during key project milestones. Engagement activities will be widely promoted to maximise community and stakeholder participation; a variety of communication tools will be used to best target stakeholder groups and the community.

It will be essential that all feedback is recorded accurately, collated, and analysed to create useful information to report back to the community and inform decision making for the northside hospital project.

¹ *Accessible, Accountable, Sustainable: A Framework for the ACT Public Health System 2020-2030*



2.3 Engagement principles

This engagement strategy has been developed to encourage community and stakeholder input that can be used throughout the development of the northside hospital project. It has been prepared in the context of the high level of community interest in projects associated with ACTHD infrastructure and adopts the principles outlined in **Table 1**. It also considers the ACTHD values of **Respect, Integrity, Collaboration, and Innovation**, which are reflected through the approach and principles.

Table 1. **Engagement principles**

Principle	Implementation	Outcome
 Two-way	Listen to the stakeholders and community as well as provide information. Use effective facilitation and listening activities to ensure meaningful feedback is received from stakeholders and community.	Better understanding of stakeholder and community views and ideas making it easier to reflect and respond to feedback in designing the new northside hospital.
 Genuine	Ensure development of the new northside hospital takes into consideration the feedback received.	Community and stakeholders will have greater support development of the new northside hospital and other ACTHD initiatives if they can see where their feedback has been reflected.
 Clear and accurate information	Non-technical, simple language. Use of maps, diagrams and pictures to increase clarity. Work closely with subject matter experts to ensure accuracy. Include timeframe clarity.	Increases stakeholder and community engagement. Builds trust in the outputs. Minimises potential for confusion or rumour/misinformation.
 Accessible and inclusive	Digitally and physically accessible. Weekend and evening engagements as required. Meeting the stakeholders and representative groups when it suits them. Ensuring information reaches those with limited or no digital access.	Fosters increased participation. Supports the broad delivery of information and strengthens understanding by all stakeholders.
 Sustainable	Use engagement as a tool to inform key project milestones. Provide opportunities to acknowledge input and how it has been used. Be consistent and regular in delivery.	Facilitates delivery of final project outcomes and contributes to activities that are more reflective of the values of the broader community.
 Build ownership	Create a sense of ownership among stakeholders and the community as long-term partners in the development of a new northside hospital.	A long-term partnership that lasts beyond the northside hospital project and helps to shape the future of the ACTHD infrastructure system.



2.4 Engagement themes

The following key statements will be used in support of the engagement approach, reflecting the strategic goals of Access, Accountability and Sustainability.



The new northside hospital delivers person-centred services, and safe and effective care. All patients get the right service, at the right time, in the right place, and by the right team. (Access)



The new northside hospital operates with a robust and transparent decision-making system, high performing workforce and strong quality and performance measures. (Accountability)



The new northside hospital is part of a sustainable health system that embraces an innovative and modern approach to health care technology, research and environmental sustainability. (Sustainability)

These key statements will be used to inform engagement and consultation activities and the development of supporting content to assist participants to provide feedback. All content will be accessible, engaging, and easy to understand. **Table 2** provides some overarching consultation questions and topics which will be used for detailed content development.

Structuring consultation in this way will assist in gathering and grouping well rounded feedback, ensuring consideration is given to the views of key stakeholders and the community, and that consultation reporting broadly aligns with the strategic aims of the ACTHD.



Table 2. Guiding statements, consultation questions and potential areas of interest

Strategic Goal	Guiding statement	Overarching consultation questions	Topics
Access 	All patients get the right service, at the right time, in the right place, and by the right team.	What do you need from a new hospital? This could relate to: - Infrastructure design, look and feel - Room or hospital equipment or amenities - Parking - Services - Inclusivity and accessibility (including location) - Experience - Hospital operator - The clinical care you receive - How you are treated - What your basic care is like, including food, personal care and hygiene, and any cultural or pastoral care.	- Clinical services - Culturally safe - Priority population groups - Integrated health care - Infrastructure – design and planning - Visitor, patient, and staff amenities - Disability access - Car parking and transport access - Look/feel/amenity of new facility - Relationship to other strategic areas such as ACT health service planning - Current service offerings - Partnerships – CHS, UCH, NSW Health
Accountability 	The new northside hospital operates with a robust and transparent decision-making system, high performing workforce and strong quality and performance measures.	What does a hospital need to assure you of its quality and safety?	- Workforce - Service quality - Professional standards - Wait times - Public safety
Sustainability 	The new northside hospital is part of a sustainable health system that embraces an innovative and modern approach to health care technology, research and environmental sustainability.	What does a hospital need to be a 'facility of the future'? You might think about its role in the community, advances in technology and medical fields, and changes in the environment.	- Innovation and research - Technology - Environmental sustainability - Green spaces



2.5 Key messages

Table 3 outlines the key overarching messages for engagement activities. Noting that tailored messaging will be developed in line with project deliverables and milestones.

Table 3. Key messages

The ACT Government is committed to delivering a **new hospital in the north of Canberra** to meet the future health needs of the ACT and surrounding region.

We need a new hospital in the north of the ACT to meet growing and future demand for public hospital services driven by population growth and an increasingly ageing population.

The northside hospital project is complex and will be the largest health infrastructure project ever undertaken in the ACT. It is expected to service the community for the next 50-70 years with the aim to start construction by mid-decade.

The new northside hospital is not an additional hospital for the ACT but is intended to replace CPHB. While the northside hospital project is underway, the ACT Government will continue to invest services and delivery of essential infrastructure upgrades at CPHB to ensure continued provision of safe and effective services for patients and staff.

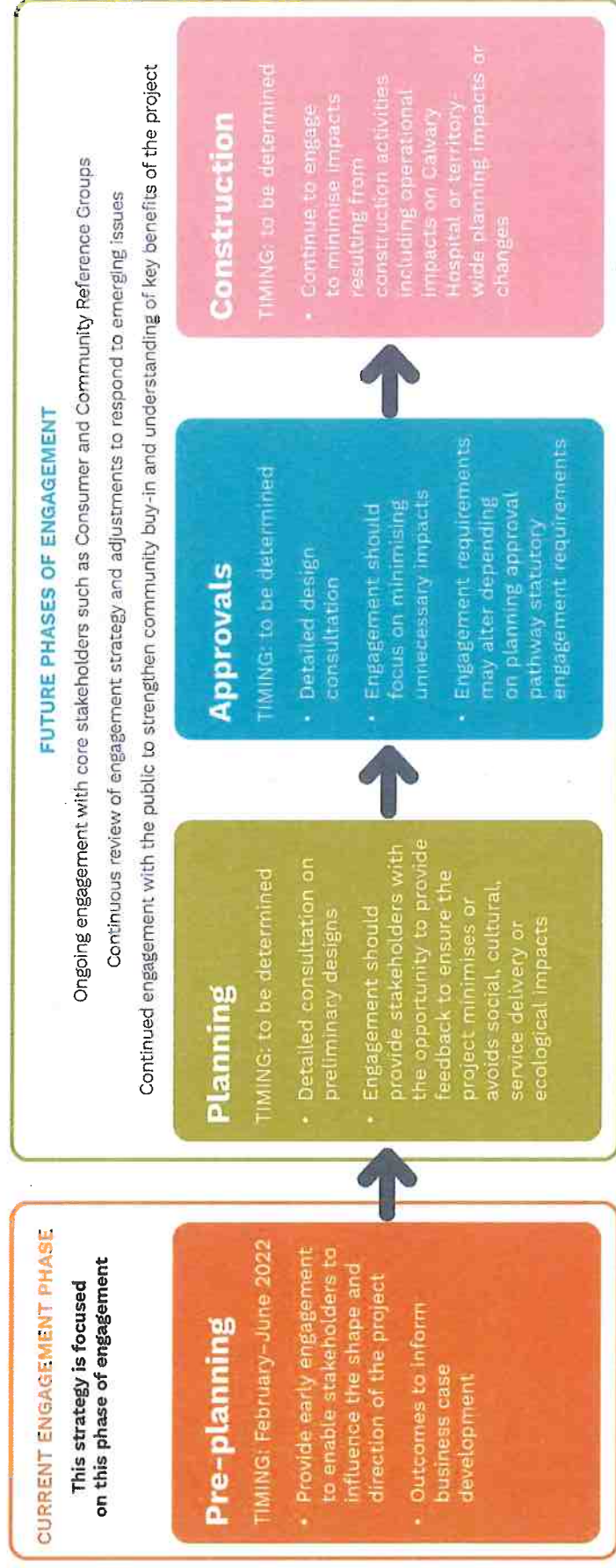
Previous conversations with the community on ACTHD infrastructure projects such as The Canberra Hospital Master Plan will also inform this consultation. Members of the public are welcome to provide additional feedback if they have participated in consultation on another related project.



2.6 Engagement timeframes

Consultation will occur with key stakeholders and the community, in line with key project milestones.

Figure 1 provides a preliminary overview of the expected engagement phases for the northside hospital project. Whilst the detail within each phase will be subject to change, a commitment to ongoing, genuine community engagement must continue throughout.



3. Stakeholders

A stakeholder is defined as someone who is interested in, can influence, or will be impacted by the development of the new northside hospital. Good stakeholder engagement recognises that the community and key stakeholders will have different experiences and perspectives of the ACTHD system and be at different stages of familiarity, understanding and have different reasons for being engaged.

This strategy will ensure the community and key stakeholders achieve a level of engagement in the process that reflects their expectations and aspirations; from aware through to informed, through to engaged and involved.

Table 4 identifies the stakeholder groups for this project and the engagement approach to be undertaken for each group. A working list of identified stakeholder groups is included in **Appendix A**. Engagement activities will vary between the different stakeholder groups providing each group a range of opportunities to contribute. These activities are detailed further at **Sections 4 and 5** of this strategy.

The engagement approach for each stakeholder can be defined as follows:

- **Work together** – partnerships will be established with these groups for the duration of the engagement program to guide and influence the consultation process.
- **Involve** – groups and individuals who will be impacted by new northside hospital and will directly approached for feedback.
- **Consult** – these groups and individuals will be targeted for expert advice or to learn from their experiences.
- **Keep informed** – groups and individuals will be informed of consultation opportunities through broader communication channels.

Table 4. Engagement approach for each stakeholder group

Engagement approach	Stakeholders
Work together	ACTHD CHS Northside hospital project team
Involve	CHS CPHB staff, volunteers and campus tenants Aboriginal & Torres Strait Islander Liaison ACTHD Capital Health Network Health Care Consumers' Association Winnunga Nimmityjah Aboriginal Health and Community Services
Consult	Community Councils United Ngunnawal Elders Council ACT Aboriginal and Torres Strait Islander Elected Body NGO's funded by ACTHD to deliver health services Health peak bodies Regional NSW health providers and services Unions Womens Centre for Health Matters



Joint Advisory Council Chairs

- ACT Mental Health Advisory Council
- Aboriginal and Torres Strait Islander Elected Body
- ACT Disability Reference Group
- Domestic Violence Prevention Council
- LGBTIQ+ Ministerial Advisory Council
- Minister's Creative Council
- Ministerial Advisory Council for Veteran's and their Families
- Ministerial Advisory Council on Ageing
- Ministerial Advisory Council on Women
- Multicultural Advisory Council
- Youth Advisory Council

Priority population groups

- Aboriginal and Torres Strait Islander peoples
- People with disability
- Children and young people
- Culturally and linguistically diverse peoples
- LGBTIQ+ community
- Older people
- Families with complex needs
- People with chronic conditions including mental illness
- Carers

Keep informed

ACT Community

Other ACT Government Directorates



4. Promotion and communication

Providing stakeholders with a range of different channels to hear about and provide feedback to a consultation process greatly increases the effectiveness of that consultation.

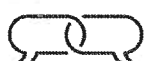
Due to the broad range of stakeholders under this strategy, promotional tools to be used are varied ranging from direct approach methods through to broader promotional activities such as social media. An indicative list of channels are outlined in **Table 5**.

Consideration is also given to those in the community who may have limited or no digital access, including the elderly people and those who may be vulnerable or disadvantaged.

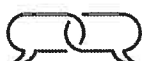
Successful consultation will, in part, be reliant on successful promotion of the opportunity to engage. This will need to ensure stakeholders and the community are well informed about consultation and engagement activities. It is recommended that a social media schedule, messaging and products are developed to support distribution of messaging through ACT Government and ACTHD social media channels. For some ACT Government channels, this may require longer lead-times be prepared for in the implementation of this strategy.

Table 5. Promotion methods and channels

Channel/method	Collateral required	Timeframe
Website	YourSay website: • Program overview • Feedback channels • Questions and answers • engagement events calendar ACTHD website.	The page will be available online throughout the engagement period and updated with information throughout the consultation program. Consultation program outcomes and next steps will be included at the conclusion of the consultation period.
Intranet content	Content inviting staff to contribute to engagement activities will be placed on CHS, and ACTHD intranets and in all-staff emails (where appropriate). Information will also be supplied to CPHB for consideration	Ongoing – in-line with consultation timeframes.
Social media	Promotion of consultation activities through ACTHD and ACT Government accounts.	Ongoing – in-line with consultation timeframes.
Other ACT Government channels	Leverage ACT Government channels including whole-of-government desktop advertising, whole-of-government publications notice and Access Canberra advertising screen.	Ongoing – in-line with consultation timeframes.



Channel/method	Collateral required	Timeframe
Internal newsletter/ noticeboards/assemblies	Where possible, promotion of consultation activities to interested health services staff, including CHS, CPHB and NSW Health, through internal newsletters, digital noticeboards, and other internal promotional channels.	Ongoing – in-line with consultation timeframes.
Presentation to community councils	A presentation outlining the project status and consultation program encouraging members to get involved and to distribute within their community.	Ongoing – in-line with consultation timeframes and planned meetings.
Emails to representative groups and peak bodies	Targeted content email/EDM (emails) inviting groups to participate in engagement activities. This includes those representing priority population groups.	Ongoing – in-line with consultation timeframes.
Media engagement	Targeted content to local news outlets. Media events involving the Minister. Minister talkback/feedback opportunities on local radio.	Ongoing – in-line with consultation timeframes. and as relevant.
Ministerial opportunities	Media releases. Participation by Minister in engagement activities as available	Ongoing – in-line with consultation timeframes.



5. Engagement tools and events

Table 6 details the indicative engagement tools and events that may be used to achieve the objectives outlined in Section 2.1. Additional tools may be used in-line with engagement best practice methods.

Table 6. Engagement tools and events

Engagement type (Tool/event)	Item/activity	Description	Use
Tool	ACT Government YourSay platform	YourSay is the online platform available to anyone in the ACT and surrounding regions to provide input to the northside hospital project. It offers a range of tools and functions to capture feedback.	The YourSay page will focus on gathering views on the new northside hospital. Various feedback tools will be used through this project.
Tool	Ideas board	Pinboards can be used at in-person engagement events and visually represent community and stakeholder feedback.	Primary use will be at in-person events.
Tool	Factsheet	A summary factsheet that can be used to provide an overview of the consultation program, project objectives and feedback avenues.	Website Printed copies for in-person events.
Tool	Project presentation	A PowerPoint presentation showing an overview of the project, objectives, and consultation activities.	For in-person and online events
Tool	Planning timeline graphic	An image showing an overview of the project stages and opportunities for community input	Website In-person events
Tool	Content	Text based on key messages that can be adapted for various targeted stakeholder groups. Includes desktop/advertising graphic and social media tiles.	All channels



Tool	Video	A short video explaining the new northside hospital project and what the community can expect during consultation.	Website and social media channels.
Event	Community drop-in sessions	A community drop-in session consultation event provides an opportunity for people to hear about the project and give their immediate feedback. This method often enables engagement with parties who may not normally engage. These events will be promoted via YourSay and other channels and will be in areas that will maximise and enable participation by passers-by as well. They may include utilisation of the ideas board and all feedback will be recorded.	Community drop-in sessions may take place at varied times and locations to increase the potential of attracting a wide range of community representatives and stakeholders. This will include at hospitals and health care facilities. A virtual engagement room can also be created to increase access.
Event	One-on-one key stakeholder briefings and feedback sessions	These briefings and feedback sessions are designed to provide key stakeholders and priority population groups with an opportunity to provide detailed feedback.	One-to-one meetings will be sought at times suitable for stakeholders.
Event	Community Council meetings	Presentations to Community Councils will provide an opportunity to promote consultation activities and seek feedback from attendees.	Presentations will be offered to each Community Council.
Event	Union briefing – Directorate Consultative Committee (DCC)	Presentation to Unions via the DCC, by ACTHD Senior Executive to provide an overview of the project, consultation, and opportunity for feedback.	Presentations in-line with project timeframes and DCC meeting schedule.
Event	Workshops and meetings with CPHB and ACTHD staff	Meetings with senior staff members to promote consultation and gather feedback	Timing to be developed.
Event	Forums for CPHB staff	Regular forums to provide updates and opportunities for feedback.	Timing to be developed.

Table 7. Communication channels and engagement activities as they apply to stakeholders

	Promotional channels										Engagement tools and activities							
	CHS, CPHB and ACTHD intranet	Social media	Hospital newsletter/noticeboards	Community Council promotion	Other ACT Government channels/ EDMs	Emails to representative groups and peak bodies	Media	Ministerial opportunities	Project presentation	Factsheets	Planning timeline graphic	Video	Community and online drop-in sessions	Key stakeholder briefings and feedback sessions	Workshops	ACT Government YourSay platform (including Visioner board)	Virtual engagement room	Community Council presentations
Broader ACT community	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Community Councils	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
NGO stakeholders and priority population groups	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Regional NSW health providers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Government agencies, ACTHD, CHS, CPHB staff	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Unions	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

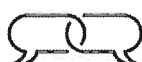


6. Issues and risks

The key community, communication and engagement issues and risks for the project, including preliminary mitigation measures are listed in **Table 8**.

Table 8. Key issues and risks

Key Risk	Mitigation Measure
A lack of community and stakeholder support may jeopardise the project progress	• Prepare a community engagement plan that encourages broad community input • Present a strong narrative that previous engagement and consultation has been taken into consideration
As key users, CPHB staff, campus staff and general community does not engage with the project and therefore does not contribute to the design	• Provide accessible engagement options for members of the community • Provide numerous community-based engagement activities • Engagement with key groups and associations who have membership bases • Activate networks through existing peak bodies and consultation groups
Engagement fatigue	• Present a strong narrative that previous engagement and consultation has been taken into consideration • Make engagement easy and attractive to participate in
Face-to-face consultation is halted due to COVID-19 cases.	• Online alternatives will be planned •
Consultation is used to publicly discuss sensitivities around CPHB or potential sites. Sites or operator become the key focus.	• Ensure key messaging clearly excludes commercial and site issues from the consultation. • Ensure Ministerial media release is issued at the start of the consultation process to promote clear messaging. • Ensure web content is updated in advance of the consultation commencing.
Public disappointment at the new northside hospital replacing CPHB rather than being an additional public hospital.	• Ensure messaging clearly articulates the purpose of the northside hospital, increased bed numbers, reduced wait times etc. • Elevate messaging that explains the new northside hospital will be the largest health infrastructure undertaken by the ACT Government.
Priority population groups are not adequately consulted during this process.	• Ensure relevant peak bodies and organisations are identified for targeted consultation. • Ensure the information is distributed through relevant channels to ensure individuals are also captured. • Ask people to identify if they are part of a priority population group to capture data on consultation numbers.



7. Evaluation and reporting

7.1 Project evaluation

Evaluation objectives have been produced to measure the effectiveness of this strategy and are outlined in **Table 9**.

Table 9. Project evaluation

Evaluation objective	Measurement tool	Evaluation outcome
Principles – All materials produced align to the project engagement principles.	• Project collateral • Stakeholder feedback	All materials produced are consistent with the engagement principles and ensure stakeholder understanding and engagement.
Effectiveness – Engagement events are effective and useful.	• Exit surveys of participants • Stakeholder feedback	Engagement events are planned and structured to produce the greatest opportunity for engagement and the ability to give feedback.
Engaging – All stakeholders receive identified engagement tools.	• Distribution lists • Stakeholder database • Number of letters sent • Consultation report	Effective administration and process management ensures that all stakeholders identified receive materials relating to the project and understand feedback channels available to them.
Listening – All identified feedback is captured as consultation.	• Listening reports • Internal engagement with project team	Through the effective facilitation of a Listening Workshop, project team members will be supported to ensure that all feedback received is considered and responded to.
Accessibility – No complaints received about being unable to access information.	• Correspondence received • Consultation report	Proactive and early engagement ensure stakeholders have access to information relating to the project through a variety of channels and can give their feedback.

7.2 Project reporting and managing data

The management of data and accurate, fulsome reporting will be key to ensuring community and stakeholder feedback inform the next steps of project development and delivery.

To support clear and effective understanding of feedback the following reporting will be produced:

- **Listening reports (individual)** – these will be developed after each engagement activity to provide a summary of the activity outputs and ‘close the loop’ with participants.
- **Listening report (overall)** – at the conclusion of each consultation period a summary listening report will be produced and made available to all consultation participants and the public.
- **Consultation report** – at the conclusion of each consultation period, a detailed consultation report will be produced that provides a detailed analysis of all consultation participation and outcomes.



Appendix A - stakeholder list

