



Health
Barossa Hills Fleurieu
Local Health Network

OFFICIAL

New Mount Barker Hospital Development Engagement Framework

A framework for engagement and collaboration

August 2023





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Local Health Network

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Table of contents

Acknowledgement of Country	1
Introduction	1
Executive summary	2
Capital redevelopment context.....	4
A New Mount Barker Hospital	5
Aligning strategic priorities to support engagement.....	6
Engagement approach	7
Engagement objectives	9
Opportunities to be involved.....	11
<i>Community & Consumer Reference Group</i>	11
<i>First Nations Yarning Circles</i>	11
<i>Project user groups and industry consultation</i>	12
<i>Community conversations and ideas generation</i>	12
<i>Partnerships</i>	12
<i>Hills Area Health Advisory Council</i>	13
<i>The Mission of the Hills Area HAC is:</i>	13
<i>Express your interest</i>	13
Governance	14
Evaluation	15

Acknowledgement of Country

At Barossa Hills Fleurieu Local Health Network (BHFLHN), we recognise Aboriginal and Torres Strait Islander people as the First Peoples of Australia. We acknowledge that the land on which BHFLHN delivers health care services are the Traditional Lands for the Kurna, Ngadjuri, Peramangk, and Ngarrindjeri / Ramidjeri people.

We acknowledge that Aboriginal and Torres Strait Islander peoples have a deep connection with their Land, Water and Communities. This is central to their cultural, spiritual, social, physical and emotional identity. We honour and pay our respects to all generations of the Kurna, Ngadjuri, Peramangk, and Ngarrindjeri / Ramidjeri people. We honour and pay our respects to Aboriginal and Torres Strait Islander Elders past, present, and emerging.

The Mount Barker District Soldiers' Memorial Hospital stands and operates on the lands of the Peramangk people.



Image: Ngallugu Wambana Unggu (walk as one and share our experiences), Kira and Codi Buckskin, Ngadli Arts

Introduction

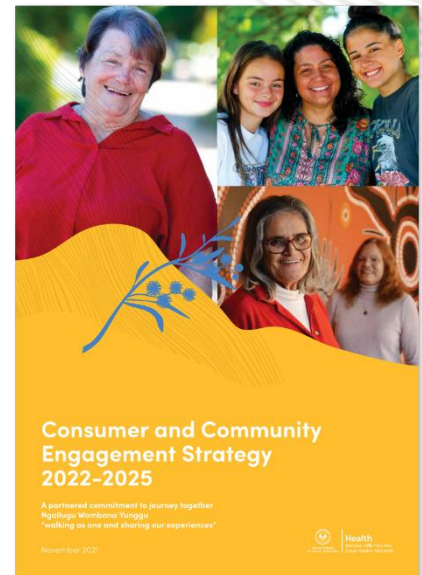
This document is the second in a series of updates regarding the South Australian Government commitment to the new Mount Barker Hospital Development project. This project will see the design and delivery of a new hospital and health service on the Wellington Road site that is responsive to the growing needs of the Mount Barker and surrounding Adelaide Hills communities. The engagement framework presented demonstrates our commitment to be open, responsible, responsive, and inclusive throughout this significant capital development.

Executive summary

The South Australian Government has committed \$320.8 million to the new Mount Barker Hospital Development project, which will see a major redevelopment on the existing site.

The new bigger hospital and health service, tripling inpatient capacity from 34 to 102 beds and increasing community and allied health, outpatient and clinical support facilities, will ensure the expanding population of the Mount Barker and Adelaide Hills region can receive the health services they need closer to home, reducing the number of transfers to metropolitan hospitals.

At the heart of the New Mount Barker Hospital Development Engagement Framework is the [Consumer and Community Engagement Strategy 2022-2025](#), which sets the platform for engagement in partnership with consumers, community members, Health Advisory Councils (HACs), and Barossa Hills Fleurieu Local Health Network (BHFLHN) Governing Board, Executive and staff.



“Our approach is, and will continue to be, to engage because we want to, not because we have to.”

This capital development engagement framework outlines how, together with the Consumer and Community Engagement Strategy, all stakeholders are engaged at the right time and in the right way during the design and delivery of the New Mount Barker Hospital and Health Service.

The objectives of this Engagement Framework are to:

- Ensure timely, open and effective communications throughout the capital development project.
- Provide consistent, relevant and ongoing information to inform key stakeholders.
- Provide consultation opportunities for primary stakeholders including discussion, review, feedback and authentic engagement.
- Involve workforce, community and consumer representatives throughout the project.
- Remember and acknowledge the site history and local setting.
- Position the New Mount Barker Hospital Development as a leading education, training and research-based facility.
- Collaborate with Department for Infrastructure and Transport (DIT), and Department for Health and Wellbeing (DHW) Infrastructure in all phases of the project.
- Create an integrated health facility designed to meet the future needs of the Mount Barker and broader Adelaide Hills communities.

Central to engagement related to this major capital project is:

- Establishing a Community and Consumer Reference Group to guide the project.
- Engaging with First Nations Peoples, in partnership with BHFLHN Aboriginal Health Team leadership, through Yarning Circles.
- Involving our workforce and consult with industrial partners throughout the project.

- Respecting and building on the history of the Mount Barker Soldiers District Memorial Hospital.
- Facilitating conversations and ideas generation through local government, community events and activities.
- Enabling clinical, operational, training/education expertise and partnerships.
- Actively seeking change champions and partners in innovation generating contemporary and sustainable health care.
- Involving local health care and community partners.
- Connection with the Hills Area HAC.

This engagement framework IS DESIGNED TO:

- Guide the engagement of stakeholders throughout the New Mount Barker Hospital Development project.
- Provide an understanding about what the stakeholder engagement processes and methods will be.

This engagement framework IS NOT DESIGNED TO:

- Identify target audiences, something which is being done through the supporting Communications and Stakeholder Management plans.
- Replace the need for continual review of stakeholders and engagement methods during the New Mount Barker Hospital Development project stages.

Capital redevelopment context

Serving the community for over 100 years

The Mount Barker District Soldiers' Memorial Hospital opened in 1919, was built as a memorial to members of the Australian Imperial Forces who enlisted for active service from the district during the Great War 1914-1919. As we embark on this major redevelopment, it is important to continue to remember and acknowledge this history and the significant community contribution to the hospital over more than 100 years.



The hospital is an intrinsic part of the Mount Barker and broader Adelaide Hills community.

It has a critical role in supporting metropolitan hospitals and serves one of the fastest growing communities in South Australia, located on the peri-urban boundaries of Adelaide and servicing the broader Adelaide Hills communities.

It is a health service hub site within the Barossa Hills Fleurieu Local Health Network (BHFLHN), a network committed to providing high quality, safe health care services, within clinical capabilities, as close to home as possible.

The hospital site is currently shared with a range of community partners and other service providers that add value to meeting community needs. Working with these partners and our neighbours is critical to building a contemporary hospital and health service for the future.

Population growth and increased health service demand

The semi-rural peri urban environment, good transport links to Adelaide and greenfield urban expansion within the Mount Barker and Adelaide Hills area have acted as significant drivers for growth in recent years.

PlanSA recently released (April 2023) population projections for the Adelaide Hills region (encompassing Mount Barker and Adelaide Hills councils) identifies growth from a population of 80,501 (2021) to 108,291 people in 2041. Population growth across all age groups will be seen with the population aged over 80 years projected to triple by 2041.

The increasing population has led to growing demand for health services, which is reflected in increased separations (episodes of care) and presentations to the hospital. For example in 2018-19 there were just over 15,000 Emergency Department (ED) presentations and this has increased to more than 25,000 presentations at the ED in 2022-23, a 68% increase over 5 years.

A New Mount Barker Hospital

Completion of a new Emergency Department



In June 2023, the hospital opened a new \$15.45 million Emergency Department (ED), with \$11.6 million funding from the Australian Government and \$3.85 million from the State Government.

This delivers the first, important stage in our plans to bolster hospital and emergency services in the region, ensuring they not only serve local residents now, but also long into the future.

The new ED provides increased capacity to deliver comprehensive treatment and emergency care to help meet the needs of this expanding local population. It has:

- Two resuscitation bays, two paediatric treatment bays and 13 general patient treatment bays — 12 more than the old ED.
- A new negative pressure treatment bay and other clinical rooms.

More than 4,000 patients have now been seen at the new ED in its first 10 weeks of operation.

\$320.8 million hospital redevelopment

As part of its March 2022 election commitments, the incoming South Australian Labor Government announced a new 102-bed hospital and health service in Mount Barker. In the subsequent 2022-23 State Budget, \$220 million in capital funding was committed. The feasibility for building on the existing site was established in January 2023 (refer to New Mount Barker Hospital Rapid Site Assessment). A further \$100.8 million has since been committed through the 2023-24 State Budget to support increased community and allied health services and to deliver integrated clinical support services such as pathology and pharmacy services. This takes the total Government investment in the capital development project to \$320.8 million.



The development project will:

- Triple inpatient capacity – from 34 to 102 beds.
- Expand capacity in specialist maternity beds, paediatric short-stay beds, rehabilitation beds, medical and surgical beds, and palliative care beds.
- Deliver new operating theatres and post-surgery recovery beds.
- Expand chemotherapy and renal dialysis services.
- Provide new outpatient, community and allied health facilities, including consulting suites, an allied health gymnasium, and telehealth and in-reach services.
- Allow for onsite dispensing pharmacies and pathology laboratories.
- Establish a new 12-bed mental health unit.

The new hospital is being designed by Adelaide Architects Swanbury Penglase, working in partnership with Hassell Australia. Current hospital services will continue throughout construction, with the redevelopment delivered in stages. Construction is expected to be completed by the end of 2027.

Aligning strategic priorities to support engagement

Stakeholder management and engagement is woven throughout the South Australian Health and Wellbeing Strategy 2020-2025, Infrastructure SA Capital Intention Statement, BHFLHN Strategic Plan 2021-2025, the Draft BHFLHN Clinician and Workforce Engagement Strategy (to be finalised in 2023), and the BHFLHN Consumer and Community Engagement Strategy 2022-2025.

South Australian Health and Wellbeing Strategy 2020-2025

The redevelopment of the Mount Barker District Soldiers' Memorial Hospital supports the [South Australian Health and Wellbeing Strategy 2020-2025](#).

The strategy identifies eight strategic goals (refer page 6) and lists numerous key enablers (refer page 29). Most relevant for this capital development project is 'physical infrastructure and equipment' - strategically located infrastructure with specific design features supporting good health outcomes and improved access.

Also relevant are many of the strategy's key planning principles for health and wellbeing (refer page 35), particularly:

- Actively engaging our people and partners in improving the health and wellbeing of all South Australians.
- Ensuring that consumers and communities are at the centre of decisions to inform the design, and provision of health and wellbeing services.

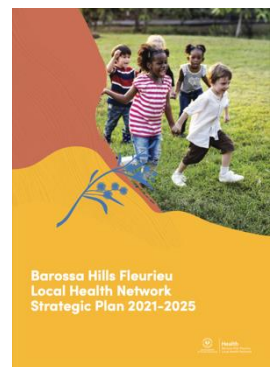


Barossa Hills Fleurieu Local Health Network (BHFLHN) Strategic Plan 2021-2025

The [BHFLHN Strategic Plan 2021-2025](#) demonstrates the network's commitment to engaging with stakeholders. Over 500 people contributed to its development, with over 60% of interactions through direct engagement.

Its recognition of important partners including consumers, workforce, clinical/service partners is acknowledged in this Engagement Framework. The capital development project aligns with these strategic priorities and the majority of detailed actions under each priority (refer page 17-25). Of particular relevance is:

- In collaboration with our partners, improving the accessibility of our services.
- In collaboration with our partners, improving the quality of our services.
- Driving improvements in mental health, recognising the increased need for services.
- Driving improvements in Aboriginal health, recognising the unique needs of Aboriginal and Torres Strait Islander consumers.
- Establishing and strengthening partnerships for a well-connected and sustainable health system.
- Demonstrating excellence, agility, and accountability.



All seven of our strategic enablers (refer page 15) apply to this capital development project, particularly:

- Advocating for planning and investment in developing contemporary facilities that are fit for future purpose.
- Securing clinical support services to ensure the delivery of care closer to home.

Engagement approach

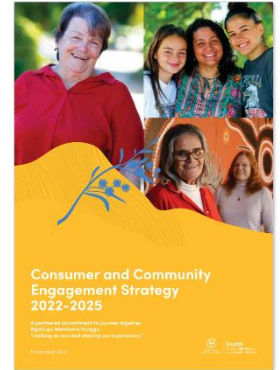
The Barossa Hills Fleurieu Local Health Network (BHFLHN) is committed to best practice stakeholder and community engagement.

The *Consumer and Community Engagement Strategy 2022-2025* guides us in ensuring the voices of consumers and communities are heard and listened to, not only when accessing and receiving a health service, but in planning, delivering and evaluating our services.

The strategy sets a consistent platform for engagement that is enacted in partnership with consumers, community members, Health Advisory Councils (HACs), and the Governing Board, Executive and staff.

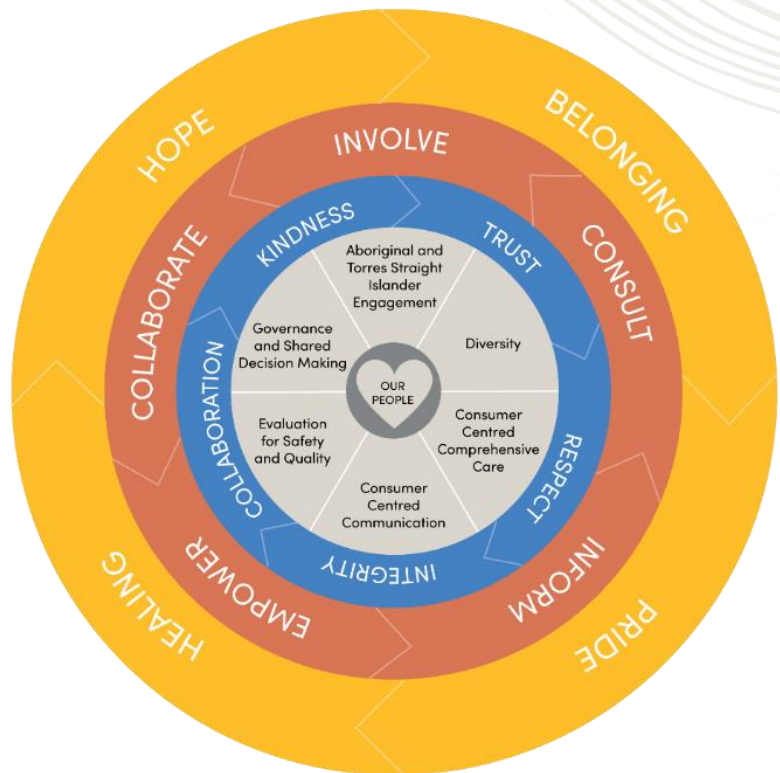
As depicted in the following graphic, the Consumer and Community Engagement Strategy 2022-2025 has at its heart the people who live in our network, then rippling out are our commitments, our values, followed by the ways we engage, all of which contribute to our wellbeing outcomes.

We recognise and value the rich diversity of cultures and communities within our network and seek ways to respectfully engage with all people and cultures. We also acknowledge, honour and protect the rights, experience, history, cultures and traditions of Aboriginal and Torres Strait Islander peoples. We know that when we engage respectfully and well with Aboriginal and Torres Strait Islander peoples we can improve and grow the way we engage with all our communities.



Engagement involves:

- Ensuring consumers and community are at the HEART of everything we do.
- Embracing and refining our six COMMITMENT statements — Aboriginal and Torres Strait Islander Engagement, Diversity, Consumer centred comprehensive care, Consumer centred communication, Evaluation for safety and quality, Governance and shared decision making.
- Ensuring our VALUES underpin everything we do — Trust, Respect, Integrity, Collaboration, Kindness.
- Using different forms of ENGAGEMENT — Involve, Consult, Inform, Empower, Collaborate.
- Delivering wellbeing outcomes of BELONGING, PRIDE, HOPE and HEALING for all.



We engage because we want to, not because we have to.

IAP2 Public Participation Spectrum

A key component of our engagement during the capital development project, will be using the International Association for Public Participation's (IAP2) Public Participation Spectrum. The IAP2 Spectrum, is an international standard for public engagement, provides a full picture of how meaningful engagement can occur in relation to decision making throughout this project.

We recognise that the level of engagement can change, and sometimes will need to change, to adapt to the decisions, behaviours or outcomes being made. In varying the level of engagement with stakeholders during the life of the redevelopment project, we will be honest and transparent about their capacity to influence the matter, decision or outcome being made.

INCREASING IMPACT ON THE DECISION



INFORM



CONSULT



INVOLVE



COLLABORATE



EMPOWER

Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision, including the development of alternatives and identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendation into the decisions to the maximum extent possible.	We will implement what you decide.

The IAP2 Public Participation Spectrum is used with permission and is ©2014 IAP2 International Federation www.iap2.org. The 'IAP2 Spectrum' is referenced in the South Australian Government www.bettertogether.sa.gov.au program. The additional 'increasing impact' graphic has been adapted from www.placespeak.com.

Engagement objectives

The following objectives have been established to ensure all stakeholders are engaged at the right time and in the right way during the design and delivery of the New Mount Barker Hospital and Health Service:

- Ensure timely, open and effective communications throughout the capital development project.
- Provide consistent, relevant and ongoing information to inform key stakeholders.
- Provide consultation opportunities for primary stakeholders including discussion, review, feedback and authentic engagement.

- Involve workforce, community and consumer representatives throughout the project.
- Remember and acknowledge the site history and local setting.
- Involving our workforce and consult with industrial partners throughout the project.
- Position the New Mount Barker Hospital Development as a leading education, training and research-based facility.
- Collaborate with DIT and DHW Infrastructure in all phases of the project.
- Create an integrated health facility designed to meet the future needs of the Mount Barker and broader Adelaide Hills communities.

Opportunities to be involved

A broad range of options are available to enable comprehensive, timely and meaningful engagement on the New Mount Barker Hospital and health service Development project.

We welcome you to explore these important opportunities that will help shape a New Mount Barker Hospital.

Community & Consumer Reference Group

Integral to the success of this Engagement Framework is the New Mount Barker Hospital Development Community & Consumer Reference Group. This group will inform, and work collaboratively with, BHFLHN throughout the project's detailed design and delivery, to ensure the new hospital is in line with community needs.

The role of the Group is to:

- Promote the interests of consumers and community.
- Present how consumers may feel and think about certain issues relating to the design and delivery of the new hospital in line with consumer and community needs.
- Contribute the consumer experience.
- Ensure the Project Team recognises consumer and community concerns.
- Act as an advocate for issues affecting consumers by providing the Project Team information on any issues affecting consumers.
- Flag the need for the Project Team to undertake further consumer consultation where necessary, for example with marginalised groups.

The opportunity for involvement in the group has been promoted since the release of the New Mount Barker Hospital Rapid Site Assessment report on 24 January 2023. The call for interested community members has been promoted widely through various networks including BHFLHN, the Hills Area Health Advisory Council, local Council offices and libraries, and a variety of online and social media channels.

First Nations Yarning Circles

We acknowledge Aboriginal and Torres Strait Islander consumers and workforce, who are from many Nations around Australia. We acknowledge and treat cultural safety with the highest regard and aim to ensure Aboriginal and Torres Strait Islander consumers and community feel welcomed and safe each time they access health services.

Through the Consumer and Community Engagement Strategy 2022-2025 and this New Mount Barker Hospital Development Engagement Framework, we will ensure that we acknowledge, honour and protect the rights, experience, history, cultures and traditions of Aboriginal and Torres Strait Islander peoples. We understand that when we engage respectfully and well with First Nations Peoples, we can improve and grow the way we engage with all our communities.

The Yarning Circle practice invites equal listening and equal sharing from all who participate, with the Yarning Circle model of engagement supporting and promoting healing, hope, belonging, and community pride.

Project user groups, staff and industrial consultation

As part of the design process, the project will undertake extensive consultation with staff, clinicians, patients, consumers, and the community to ensure the right clinical needs are met. This is facilitated via the formation of Project User Groups (PUGs), which focus on how patients, carers, visitors and staff will move through the hospital from arrival to departure.

Through collaboration with PUGs, detailed functional design briefs and schedules of accommodation for clinical, clinical support and non-clinical support areas are developed. PUGs help ensure the new hospital will be purpose-built to meet the healthcare needs of patients, staff and the broader community.

The core membership of each PUG is selected to ensure a broad representation of stakeholders such as:

- Our people and future workforce – as they add life and breath our hospital and health services everyday, so are highly important in its design.
- Clinical experts – as they have the evidence and experience of what works best to deliver efficient and high quality care to get the best outcomes for consumers.
- Key service providers – as they are our partners in caring for our community.
- Technical experts – as they know the vast world of health and medical equipment and systems to support service delivery.

In addition, throughout the development of the new hospital and health service, we will consult with our industrial relations partners through an industrial consultative forum and ongoing communication, collaboration and involvement with impacted staff groups to guide us through the concept, construction and commissioning phases.

Community conversations and ideas generation

Facilitating conversations and ideas generation through community events and activities and working with Local Councils will enable relevant and creative outcomes for this significant capital development project.

In March 2023, local community members had the opportunity to visit a stand at the Mt Barker District Show to chat to hospital staff about the New Mt Barker Hospital development. Both kids and parents got involved producing both Lego models and drawing ideas for the new hospital. There was also a great response to our survey of what people thought would be the most important considerations for the development.



Partnerships

We have a unique opportunity to merge partnerships with these capital works to deliver a truly inclusive and integrated learning environment that supports generational workforce development and succession.

The concept of building a University Hospital that will combine health services with health professionals education and inform best practice, in affiliation with leading universities and local schools to inspire the next generation of future health leaders is being explored. Importantly it would enable a shared research interface that is practical and positively impacts health outcomes and patient-centred care.

This also aligns with actively seeking change champions and partners in innovation, technology and sustainability, nationally and internationally, that has resulted in profound benefits in health care.

Partnering to reduce our impact on the environment as a health care provider and involving local health care and community partners that add value to meeting community needs is critical to building a hospital and health service for the future.

Hills Area Health Advisory Council

Health Advisory Councils (HACs) are consultative bodies, established under the Health Care Act 2008, that advise the Minister for Health on issues related to specific groups or regions.

The Mission of the Hills Area HAC is:

Local people who advocate on behalf of their communities to promote good health and wellbeing.

A major role of the Hills Area HAC is to relay ideas and views from the Community to the local Health Service. These ideas are used in planning for new and improved services including the capital development project.

Contact with any of the Health Advisory Council members can be made via the local health units:

- Mt Barker — (08) 8393 1777
- Adelaide Hills Community Health — (08) 8393 1833
- Strathalbyn — (08) 8536 5333
- Gumeracha — (08) 8209 9200
- Mt Pleasant — (08) 8568 0000

Express your interest

If you are interested in participating in this capital development project, please scan this QR code to register your interest:

Alternatively, you can send your contact details by email to:
Health.BHFLHNServiceDevelopment@sa.gov.au.

Once we receive your expression of interest, a member of our Service Development team will contact you.



Governance

The Barossa Hills Fleurieu Local Health Network (BHFLHN) will lead stakeholder engagement and communication for the New Mount Barker Hospital Development project through:

- A dedicated BHFLHN project team working in collaboration with the Department for Infrastructure and Transport (DIT) and the Department for Health and Wellbeing (DHW) infrastructure teams.
- A Capital Service Development and Commissioning Committee, which is a Tier 2 Committee in the BHFLHN Governance structure that reports to the Tier 1 Executive Committee, with membership including Executive, and key communications and engagement positions. This group will receive regular reports on project progress and consider and endorse key project recommendations.
- BHFLHN Governing Board, which will receive regular updates and presentations as the project progresses, and which will consider and endorse key project recommendations.
- BHFLHN Chief Executive Officer, who has a reporting relationship with the Minister for Health and Wellbeing.

The New Mount Barker Hospital Community & Consumer Reference Group will inform, and work collaboratively with the Project Team throughout the project's detailed design and delivery, to ensure the new hospital is in line with community need.

From the BHFLHN perspective, project management will occur through key executive positions and operational teams, including:

- Executive Director Operations.
- Director of Service Development, Capital and Innovation.
- Director of Nursing and Midwifery.
- Project Manager / Team.
- Communications Team.
- SA Health Media Unit.
- Strategic Partnerships Coordinator.

Other internal documentation supporting the Engagement Framework, includes a Stakeholder Management Plan and Communications Plan detailing how important information is communicated to stakeholders throughout the capital development project.

Evaluation

Evaluation will be weaved throughout the New Mount Barker Hospital Development project and will include monitoring, reviewing, seeking feedback, maintaining registers and logs, conducting surveys and questionnaires, benchmarking, auditing and sharing lessons learned. Engagement metrics will be developed and reported as a part of project governance.

Community and other stakeholder meetings, as well as annual reporting against the BHFLHN Strategic Plan and Consumer and Community Engagement Strategy, and the BHFLHN Annual Public Meeting, will all play important roles in evaluating the success of this New Mount Barker Hospital Development Engagement Framework



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For more information

Barossa Hills Fleurieu Local Health Network

Email: Health.BHFLHNServiceDevelopment@sa.gov.au

sahealth.sa.gov.au/barossahillsfleurieulhn

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