

# RPA Redevelopment



## Staff survey

Tissue Pathology & Diagnostic Oncology/Cytology teams  
relocation communication survey

October 2024

## Executive summary

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

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

Part of early works to prepare the site for construction of the eastern tower included demolition of Building 84 which was where the Tissue Pathology & Diagnostic Oncology team was located. An extensive refurbishment of Building 12 was completed to re-home the Tissue Pathology and Diagnostic Oncology (TP&DO) team and the Cytology team.

## At a glance

83% of survey participants said the communication about the relocation was easy to understand.

100% of participants said that the communication explained why their team was moving, what would be involved and where they were moving to.

100% of participants agreed (67%) or somewhat agreed (33%) that the communication helped them prepare for the relocation.

100% of participants agreed (67%) or somewhat agreed (33%) that the communication helped them feel positive about the relocation.

The survey was emailed to all staff from TP&DO and Cytology and was open for 14 days.

Despite three separate emails to staff, only six people (approximately 10%) from the TP&DO and Cytology teams participated in the survey.

## Introduction

### Consultation and engagement objectives

The Sydney Local Health District (SLHD) and Health Infrastructure (HI) objectives that underpin the approach to communications and engagement for the RPA Redevelopment are:

1. Genuine and meaningful engagement across the lifecycle of the project to ensure local voices inform key outcomes
2. Build on critical and long-established relationships to engage in the RPA Project
3. Garner support for key operational changes required to facilitate the delivery of the project
4. Build awareness of the RPA Redevelopment
5. Demonstrate to staff they are valued partners and that their feedback informs the planning process
6. Ensure accurate, timely and regular information is disseminated to staff and other key stakeholders
7. Highlight benefits and drivers for the project, including future health, educational, research and employment opportunities

### About the project

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

This is the most significant investment in RPA's 140-year history to support the world-leading services provided at RPA for the 700,000 people who live in the District and the more than 1 million people who come into the District each day to work, study and visit.

The redevelopment will expand and enhance:

- Emergency Department
- Intensive Care Services
- Medical imaging services

- Operating theatres and interventional cardiology
- Maternity, birthing and neonatal services
- Adult inpatient accommodation / beds
- Associated clinical and non-clinical support services capacity.

## Consultation approach

Ngurang Dali Mana Burudi – a place to get better – is the SLHD’s view of the whole community, including health services, Aboriginal communities, families, individuals and organisations that work in partnership.

Health facilities and services play an important role in communities and the location of the RPA Hospital provides a remarkable opportunity to significantly contribute to the SLHD vision of the hospital being a place to get better.

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

Consultation has taken the form of direct discussions and Project User Groups (PUGs). Since late 2021, the project has held more than 330 PUG meetings across multiple departments. Our PUGs develop the designs of all future hospital spaces, which involves extensive consultation between staff, community groups, architects and the project team.

There are about 40 hospital teams involved, and each meets regularly to help ensure that our future services and spaces deliver the highest quality care.

## Survey outcomes

There were six responses to the staff survey on communication activities for the Tissue Pathology & Diagnostic Oncology and Cytology teams’ relocation. The survey was distributed via email to all staff from both teams. There was low participation in the first few days following the survey going live. To attempt to increase participation, we requested another email be sent to the teams from a senior staff member in their team, encouraging them to complete the survey. Ultimately, six people (approximately 10% of staff) completed the survey.

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

### 1. Was the communication about the relocation easy to understand?

Yes – 83%

No – 0%

Somewhat – 17%

### 2. Did the communication about the relocation explain why your team was moving, what would be involved and where you were moving to?

Yes – 100%

### 3. Did the communication help you to prepare for the relocation? i.e. You had a good understanding of the timeline for relocation, what to do beforehand, what to expect on moving day etc.

Yes – 67%

No – 0%

Somewhat – 33%

### 4. Did the communication help you to feel positive about the relocation?

Yes – 67%

No – 0%

Somewhat – 33%

**5. Did communication about the relocation provide you with greater awareness of the RPA Hospital Redevelopment, its impacts and how they will be managed?**

Yes – 17%

No – 33%

Somewhat – 50%

**6. Did communication about the relocation advise you who the appropriate people were to contact for any questions you might have?**

Yes – 83%

No – 17%

**7. Were you satisfied with the channels used to communicate with you? (List provided in email)**

Yes – 50%

No – 0%

Somewhat – 50%

**8. Are there other communication methods that you think should be considered for future staff relocations? If yes, please type below.**

One response was provided:

*“Emailing all staff regularly”*

**9. How satisfied were you with the frequency of communication about the relocation?**

Very satisfied – 50%

Somewhat satisfied – 17%

Neither satisfied nor dissatisfied – 33%

Very dissatisfied – 0%

**9. If you have any feedback specific to the communications developed for the teams' relocation please type it into the field below.**

One response was provided:

*“The communications regarding this relocation were very well managed and the RPA Redevelopment Project team should be congratulated!”*

## Conclusion

The survey reveals that the majority of survey participants were pleased with the level and detail of communication from both the project team and their department leads. The results show that the communication tools developed were easy to understand and effective in conveying the information required to help staff prepare for, and feel positive about, moving to a new location.

The survey findings indicate survey participants were satisfied with the communications approach and support the continuation of similar plans for future team relocations, scaled accordingly depending on the size of teams and relative impacts.

## Appendix A

Distribution of the survey via email using Green Arrow EDM platform to all Tissue Pathology & Diagnostic Oncology and Cytology staff.

### Relocation communications survey

Dear staff,

It has been almost one year since the relocation of the Tissue Pathology & Diagnostic Oncology and Cytology teams into Building 12. We hope you're enjoying your new workspace.

The RPA Redevelopment project team has developed a [survey](#) to learn how the communications developed prior to your relocation helped to ensure that you and your colleagues understood why the relocation was happening, what it would entail, key dates, and how to best prepare for the change.

If you were not onboard at the time of the move, you are not required to complete the survey.

To remind you, the communication activities and collateral included:

- Emails to the teams – about the move; how to prepare
- General Manager emails to all staff
- Staff familiarisation tours
- Posters – new location details and dates
- Flyers – new location details and dates
- Fact sheets about the new space
- Info sheet on TP&DO and its work
- RPA Redevelopment website updates
- Fly-through video of the new space prior to move
- On-hold messaging for before the move and after
- RPA intranet updates
- Wayfinding slips to new location
- Email banner to include on outgoing emails
- Emails to key suppliers/deliveries
- Google maps updated
- Welcome note for staff on moving day
- Site map for staff and visitors

Your feedback on our communications will help us better prepare other teams and departments for relocation as the redevelopment progresses.

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

Thank you!

**RPA Redevelopment project team**