



**Queensland
Government**
Queensland Health

Communication Plan

High Impact Change



Change Communication Plan

for

**Redland Adolescent Extended Treatment Unit
(Relocation of service from the Barrett Adolescent Extended
Treatment Unit to Redland Hospital campus)**

March 2011

V0.3

DOCUMENT CONTROL

Document Control

Version	Date	Prepared by	Comments
0.1	April 2010	Marisa Stewart, Pre Commissioning Project Team, Community Consultation Officer	First Draft – input from MSMH & DDWM Communications Officer  G:\26.0 Pre Commissioning Projec
0.2	March 2011	Marisa Stewart	Second Draft – standardised template Incorporating feedback from MSMH Comms Officer
0.3	March 2012	Marisa Stewart	Incorporating updates and revisions from MSMH Comms Officer

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PROJECT OVERVIEW

1. Introduction

Based on our commitment to transparency and openness, Metro South Mental Health Service is dedicated to ensuring our work is well communicated and understood by our stakeholders.

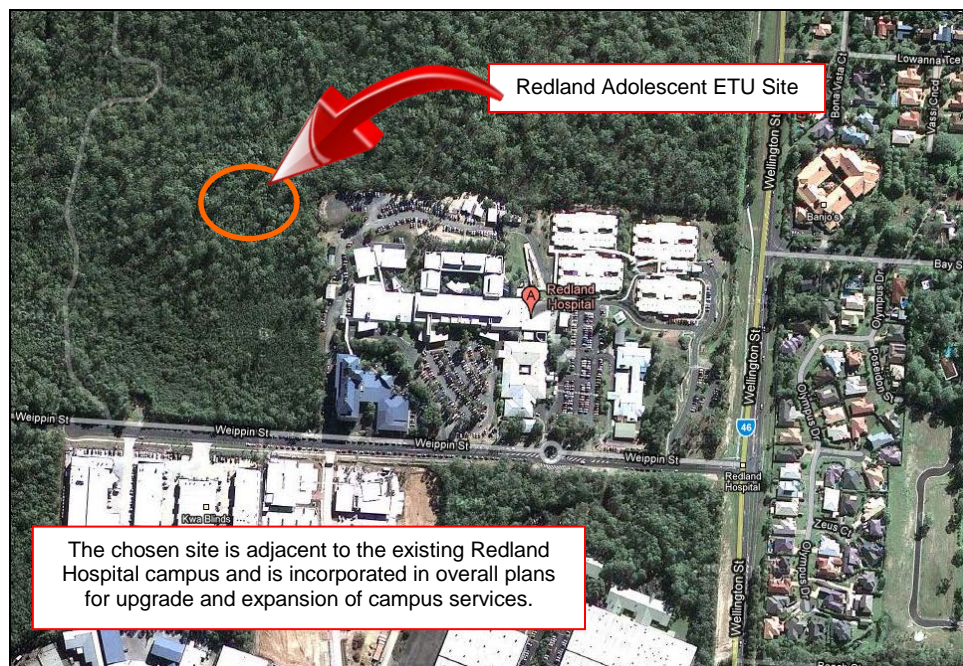
This plan sets out the key communication activities to raise awareness, educate, engage and ensure ongoing support for the project by key stakeholders. It also aims to identify strategies for engagement and provide clear direction.

2. Background

The *Queensland Plan for Mental Health 2007–2017* provides a blue print for reform and a commitment to delivering a better quality of life for people who live with mental illness. This plan identifies an investment in improvement and expansion of mental health services provided.

The Barrett Adolescent Extended Treatment Unit (ETU), located at The Park Centre for Mental Health, Wacol was identified for upgrade. Although acknowledged initially as an option, redevelopment at The Park is considered problematic due to the proximity to high security forensic services and prisons, currently undergoing expansion at this site.

Five site options in total were considered for replacement facilities - an investigative report identified the Redland Hospital site as the preferred option for a new purpose built 15 bed Adolescent ETU, including a day centre and school.



3. Project goals and objectives

The objective of this project is to facilitate a smooth transition of services from the current location – Barrett Adolescent ETU, located at Wacol – to a new location on the Redland Hospital campus – Redland Adolescent ETU.

Retention of the existing workforce is highlighted as a priority. Where possible, strategies will be formulated to provide support and assistance to staff who are able to make the transition, as well as finding alternative employment for those who are unable to relocate.

It is also an aim to minimise any possible disruption to the recovery of consumers who may be affected by the relocation.

Strategies will endeavor to streamline the introduction of a new service to the existing Redland Hospital campus and forge new relationships with the local community and local agencies.

Overarching Queensland Health objectives direct how goals are achieved:

- Build and maintain community and industry confidence in the government's capacity to deliver quality health infrastructure and services
- Provide timely information to government, community and industry
- Enable stakeholder input to inform and enhance the work of the department
- Meet legislative, governance and regulatory requirements regarding the provision of information and reporting.

4. Engagement Planning

The Communications Plan will:

- provide a list of key internal and external audiences
- provide a communication action plan based on key implementation milestones and organisational change management, training and technical activities
- document high level corporate project messages
- document project communication roles, responsibilities, approvals and feedback processes.

5. Stakeholder identification, analysis and level of engagement

Audience: Internal	Communication Channels	Level
Office of the DP and Minister for health	<ul style="list-style-type: none"> Department briefs 	Information
QH Director General	<ul style="list-style-type: none"> Department briefs 	Information
Mental Health Directorate (Office of the Executive Director)	<ul style="list-style-type: none"> Department briefs 	Information
Metro South Health Service District Executive (CEO)	<ul style="list-style-type: none"> Briefs Memorandums 	Information
Darling Downs-West Moreton (DDWM) Health Service District Executive (CEO)	<ul style="list-style-type: none"> Briefs Memorandums 	Information
Metro South Mental Health (MSMH) Executive Director	<ul style="list-style-type: none"> Emails/correspondence Facility Project Team Meeting User Group Meeting minutes Progress Reports from Pre Commissioning Senior Project Manager 	Consultation & approval
DDWM Executive Director	<ul style="list-style-type: none"> Emails/correspondence Facility Project Team Meeting User Group Meeting minutes 	Consultation & approval
Clinical Director, Barrett Adolescent Centre	<ul style="list-style-type: none"> Emails/correspondence Facility Project Team Meeting User Group Meeting 	Active participation
Principal, Barrett School	<ul style="list-style-type: none"> Emails/correspondence Facility Project Team Meeting User Group Meeting 	Active participation
MSMH Pre Commissioning Project Team (PCPT)	<ul style="list-style-type: none"> Emails/correspondence Facility Project Team Meeting User Group Meeting 	Active participation
District Manager (CEO), Children's Health Services District	<ul style="list-style-type: none"> Memorandums 	Information
Executive Director, Redland Hospital	<ul style="list-style-type: none"> Emails/correspondence/memorandums Facility Project Team Meeting 	Consultation
Manager, Bayside Mental Health Service	<ul style="list-style-type: none"> Emails/correspondence/memorandums Facility Project Team Meeting User Group Meeting 	Consultation

Audience: Internal	Communication Channels	Level
MSMH Communications Officer	<ul style="list-style-type: none"> • Emails/correspondence/memorandums • Briefs 	Information
Redland Hospital Public Affairs Officer	<ul style="list-style-type: none"> • Emails/correspondence/memorandums 	Information
<p>Mental Health Inpatient Services and Community Mental Health Teams</p> <p>(staff with an interest in the functioning/referral processes etc)</p> <p>e.g. Child and Youth Mental Health Service Bayside</p>	<ul style="list-style-type: none"> • Updates in 'Networked' Newsletter (MSMH staff publication) • Operational Meetings • User Group Meetings (participation in decision making input into policies/procedures) • Facility Project Team Meeting • Other meetings, as required • District Broadcast information circulation 	Information
<p>Redland Hospital Services potentially affected by new facility:</p> <ul style="list-style-type: none"> - Emergency Dept - Security - Food Services 	<ul style="list-style-type: none"> • Facility Project Team Meeting minutes • Email/correspondence/memorandums • Consultation via Executive Director, Redland Hospital (existing operational meetings) 	Information
Implementation User Group (UGM)	<ul style="list-style-type: none"> • UGM attendance/minutes (participation in decision making processes) 	Active participation
Facility Project Team Committee (FPTM)	<ul style="list-style-type: none"> • FPTM attendance/minutes 	Active participation
Consumer & Carer Advisory Group (CAG)	<ul style="list-style-type: none"> • Representation/consultation in Pre Commissioning Team • CAG meeting minutes • Representation at UGM & FPTM 	Consultation
Bayside Health Community Council	<ul style="list-style-type: none"> • Correspondence as required 	Information
<p>Staff/service providers directly affected by relocation of service (Barrett Adolescent Centre) including:</p> <ul style="list-style-type: none"> - Allied Health - Residential Support Officers - Teachers - Administration 	<ul style="list-style-type: none"> • User Group Meetings/minutes (participation in decision making processes) • FPTM attendance/minutes • Operational meetings • HR/Change Management communication strategies • Publications and marketing material (fact sheets, brochures) 	Active participation
Prospective employees of new Mental Health unit (staff transferring	<ul style="list-style-type: none"> • 'Work for Us' engagement • Candidate Care Officer engagement 	Information

Audience: Internal	Communication Channels	Level
from Barrett)		
Staff indirectly affected e.g. HR etc	<ul style="list-style-type: none"> • HR/Change Management communication strategies • Email/correspondence/memorandums 	Information

Audience: Government Agencies	Communication Channels	Level
Department of Education, Arts and Training	<ul style="list-style-type: none"> • Briefs • Correspondence as required 	Information
Mental Health Review Tribunal	<ul style="list-style-type: none"> • Correspondence as required 	Information
Department of Communities (Child Safety)	<ul style="list-style-type: none"> • Correspondence as required 	Information
Department of Justice and Attorney General	<ul style="list-style-type: none"> • Correspondence as required 	Information
Office of the Child and Guardian	<ul style="list-style-type: none"> • Correspondence as required 	Information
Commission for Children and Young People	<ul style="list-style-type: none"> • Correspondence as required 	Information
Relevant Unions e.g. QNU, QPSU, ASU	<ul style="list-style-type: none"> • Project updates via District /Local Consultative Forums • Involvement/consultation as per EB requirements 	Consultation
QAS/QPS	<ul style="list-style-type: none"> • Correspondence as required 	Information
Other Government agencies with interest in Mental Health Services	<ul style="list-style-type: none"> • Correspondence as required • Local Community consultation groups – updates from Liaison Officers 	Information

Audience: Elected Representatives	Communication Channels	Level
Local Members	<ul style="list-style-type: none"> • Correspondence as required • Local Community consultation groups 	Information
Council/ Mayor	<ul style="list-style-type: none"> • Correspondence as required • Local Community consultation groups 	Information

Audience: External / Other Interested Parties	Communication Channels	Level
Consumers and their support providers (carers,	<ul style="list-style-type: none"> • Publications and marketing material (fact sheets, brochures) 	Active participation

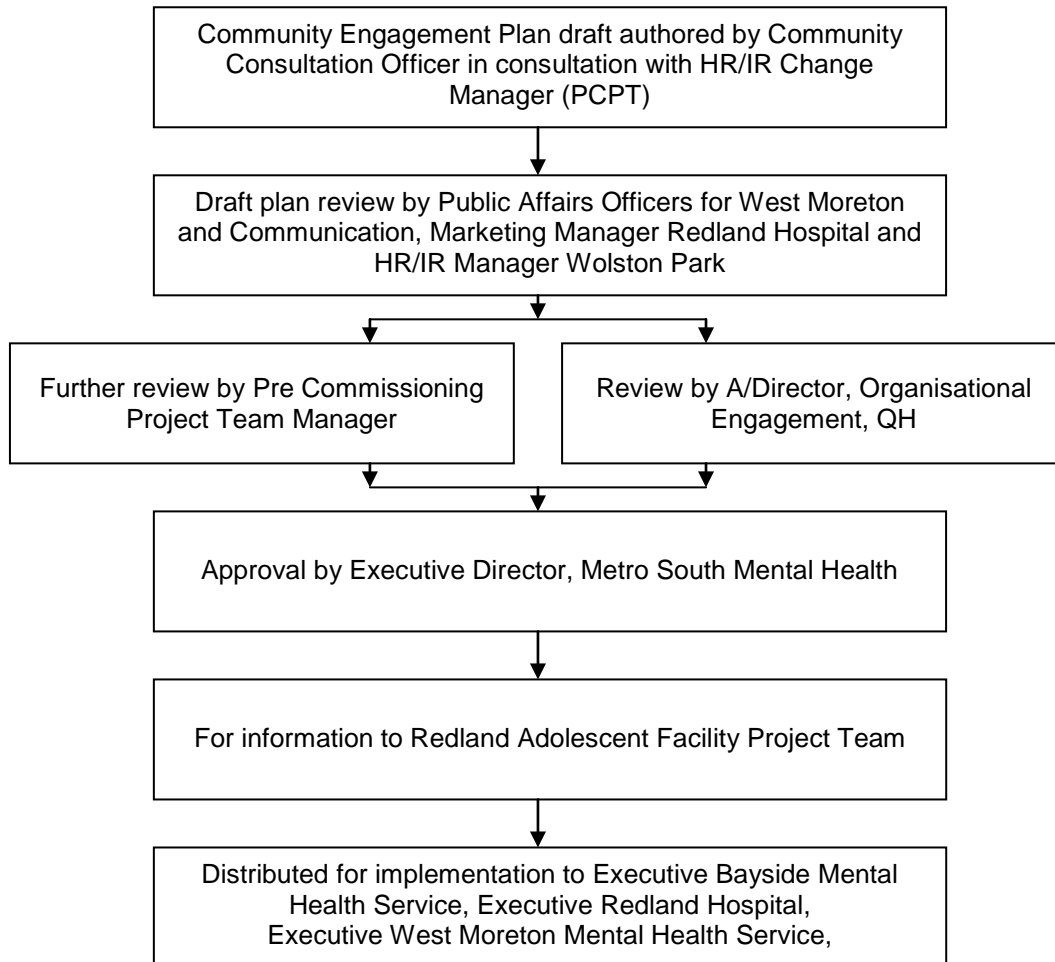
Audience: External / Other Interested Parties	Communication Channels	
family, significant others) effected by relocation of service	<ul style="list-style-type: none"> • Communication via Consumer and Carer Liaison Representatives • Engagement identified by transition strategies 	
Local Agencies/ NGO'S with an interest in Mental Health Services e.g. Support Groups, GP Groups and support services	<ul style="list-style-type: none"> • Publications and marketing material (fact sheets, brochures) • Local Community consultation groups • Updates via Liaison Officers 	Information
Media	<ul style="list-style-type: none"> • Media Releases – Good news stories coordinated through MSMH Communications Officer, Redland Hospital Public Affairs Officer and District Media and Communication Department 	Information
Local Residents and Local Services/Businesses	<ul style="list-style-type: none"> • Publications and marketing material (fact sheets, brochures) • Media releases • Local community consultation groups 	Information
Local Indigenous Community	<ul style="list-style-type: none"> • Consultation via planning process – land use suitability 	Consultation
Local environment groups e.g. Koala Action Group	<ul style="list-style-type: none"> • Consultation via planning process – land use suitability and environmental impacts 	Consultation
Project Services	<ul style="list-style-type: none"> • UGM/FPTM attendance – planning processes • Correspondence as required 	Consultation

* All stakeholders have access to project updates via Metro South Mental Health Service Expansion public website.

APPROVALS

Approvals confirm the signatories' belief that the following plan is an accurate, complete and reliable indication of the time, effort and resources required to deliver the project scope, with appropriate monitoring and control.

6. Review and approvals process



7. Project Sponsor

In signing, the Project Sponsor confirms support of the project and a willingness and authority to enable the project to deliver the expected outcomes, benefits and deliverables within the stated time and costs set out in this plan.

Signature:		Business Area:	Metro South Mental Health Service
Name:	Associate Professor David Crompton	Date:	
Position:	Executive Director	Contact No:	

COMMUNICATION STRATEGIES AND OBJECTIVES

8. Key Communication Strategies

- Ensure benefits and opportunities are identified to create key messages for proactive and reactive response to the project and the concept
- Convey the message locally and directly -limit broadcasting of the issues and inspiring latent publicity
- Prepare holding statement for media inquiries and have a patient advocate prepared to champion the project to limit direct antagonism toward the government from the media
- Give the audience a sense of involvement in the communication process and in what is going on to satisfy their interest.
- Reassure stakeholders that service provision will be enhanced through the project which will directly affect outcomes for consumers of the service
- At the conclusion of the project definition design stage, line managers are to provide stakeholders (including union representatives) with access to unit plan and advise of the change and commence planning. At this stage, issues should be identified as well as all areas which will or may be affected by the change.
- Consultative structures should be identified - for example, meetings required and whether/where existing consultative mechanisms can be used. In the first instance, it may be necessary to have specific meetings about the change, however towards the latter stages it may be appropriate to use existing forums such as the DCFs or LCFs.
- Systems, procedures and work which will be generated by the change should be scoped out for each issue and each affected area in consultation with key stakeholders.

9. Project Issues and Opportunities

Issues include:

- public perception of mental health services
- lack of understanding around the purpose and functioning of Adolescent Unit
- relocation of service to alternative health service district
- relocation of service to locality not convenient for staff (e.g. transport, distance of transit to workplace, unfamiliar environment)
- relocation of service to locality outside of the range of existing agency partnerships
- retention of existing staff
- alternative employment options for staff unable to make transition
- recruitment of new staff, addressing highly specialised skill set required
- operational issues/risks associated with not retaining existing workforce and impact to service delivery
- perceived lack of continuity associated with relocation i.e. disruption to recovery process for consumers

- impact to existing services on Redland Hospital campus – possible disruptions during construction and increased demand on existing kitchen/linen services etc
- environmental impacts – Koala's and protected habitat, indigenous significance of site.

Refer also to Issues Matrix – see Attachment 1. (Issues Matrix developed by Manager, Stakeholder Engagement in consultation with representatives from Darling Downs, West Moreton Health Service District and Metro South Health Service District, March 2010)

Opportunities include:

- proximity of site to existing Redland Hospital campus and support offered by services in existence
- proximity of site to existing mental health services including Child and Youth Mental Health Service and associated partnerships
- proximity to alternative services in the community and opportunities to forge new relationships/partnerships to support recovery activities
- new model of service incorporating contemporary practice and recovery framework
- attracting professionals from other districts, interstate and internationally to Metro South Mental Health
- promotion of Redland Hospital services and new developments
- promotion of Bayside Mental Health Service and new developments.

10. Key Messages

Below are high level key messages that key stakeholders will need to know in the early stages of the project implementation. These messages will be updated and reviewed regularly during the lifecycle of the implementation phase and will change depending on the key implementation milestone, project schedule and stage of the implementation:

- The Queensland Government is committed to building a better mental health system
- Metro South Mental Health and West Moreton Mental Health Service staff are highly valued members of Queensland Health whose work provides an essential contribution to the effective provision of health care to Queenslanders
- Department of Education staff (of the Barrett Adolescent Centre) are highly valued members of Queensland Government whose work provides essential contribution to the effective provision of care to Queenslanders
- This is a positive initiative for current and future consumers
- Communication is a priority
- Communication is everyone's responsibility
- We value consultation and feedback.

Key messages for stakeholder engagement:

- The Redland Adolescent ETU is an extended treatment and rehabilitation unit for adolescents with severe and complex mental health disorders
- It utilises a holistic approach to recovery, incorporating schooling and associated sporting and leisure activities into the program
- Planning for the unit is guided by:
 - service needs
 - upgrade of existing service high priority
 - national and statewide benchmarking
 - *Queensland Plan for Mental Health 2007-2017*
 - input from user groups
- Recovery and rehabilitation is an integral part of the model of service
- The Unit will have clinical staff on duty 24 hours per day, supported by other services located on Redland Hospital campus
- The site was identified as the preferred option from investigative report, from which five options were considered
- Relocation away from high security forensic services is a positive for consumers
- Relocation aimed to minimise negative impact on recovery of consumer - consumers and staff have been consulted on strategies to ease transition
- Strategies have been formulated to provide support and assistance to staff unable to make transition i.e. alternative employment arrangements
- New build has been incorporated into overall improvements to Redland Hospital campus and services offered to community
- New unit contributes to overall improvements to mental health services offered within the district and across the state
- Construction and planning aimed at minimising negative environmental impacts where possible, with local environmental specialists consulted.

11. Communication Objectives

The primary objectives of communication and engagement are to:

- ensure stakeholders are aware of the implementation and understand the key impacts, benefits and outcomes of the project
- gain and maintain the support of key Queensland Health stakeholders, decision makers and influencers during the implementation
- increase awareness of the timeframes, processes and milestones of the implementation.
- advise relevant stakeholders of the progress of the project including possible disruptions to lifestyle / daily activities of immediate neighbours
- engage key Queensland Health stakeholders to become champions and advocates for the communicating of key messages about the project
- encourage effective communication and feedback from stakeholders
- ensure consistent, accurate and timely communication with all stakeholders
- promote the Unit as a positive project for the community and Queensland Health
- minimise or prevent negative media comment in response, during or after the project.

EVALUATION AND MEASUREMENT

12. Evaluation Indicators

Evaluation of the Redland Adolescent ETU Communication Plan will involve feedback being sourced during the implementation and measurement of communication activities, including:

- obtaining feedback from consumers, staff and stakeholders via the project teams; including the Pre Commissioning Project team, and service staff
- obtaining feedback from project managers and sponsors
- obtaining feedback from management forums and networks
- gauging participation rates, issues/concerns raised and comments provided at staff meetings, forums and information sessions
- quantity of compliments and complaints received regarding the project
- quantity of written feedback provided e.g. letters and emails
- monitoring the number of webpage 'hits' monitored (Google analytics) – number of visits to project webpage as indicator of value
- tracking of all enquiries, including details, responses and medium in the communication tracking register.

KEY CONTACTS

13. Project personnel

Name	Title
A/Prof David Crompton	Executive Director MSMH
Mark Kerin	A/Executive Director WM MH
Shona Warren	Manager Corporate Services MSMH
Dr Aaron Groves	Executive Director, Mental Health Directorate
Terry Carter	Project Manager, Capital Works and Asset Management Branch
Arno Steginga	A/Manager, Bayside Mental Health Service
Suneel Chamoli	Clinical Director, Bayside Mental Health Service
Trevor Sadler	Director, Barrett Adolescent Centre
Brett Bricknell	Executive Director, Redland & Wynnum Hospitals
John Quinn	A/Director MH Plan Implementation Group
David Pagendam	A/Director Project Services
Di Bickhoff	Communications Officer, MSMH
	Communications Officer, WM
Janet Johnson	Comms and Marketing Manager, Redland Hospital
Sharon Holterman	Project Manager Pre Commissioning Project Team
Marisa Stewart	Community Consultation, Pre Commissioning Project Team

CHANGE COMMUNICATION ACTION PLAN

The following communication action plan focuses on key milestones, outcomes, schedules or issues before and during the Redland Adolescent ETU implementation and the associated communication engagement and actions that are required to communicate messages to key stakeholders.

Information package/marketing material

- Fact sheet/Q&A flyer
- Commencement of construction notification
- Model of Service document
- Media Statements
- Maps/Architectural design
- Metro South Mental Health Service Expansion Website – pages devoted to the Redland Adolescent ETU (facts, construction updates etc)
- Ongoing promotional posters/flyers demonstrating progress of construction

Stakeholder	Issue	Strategies	Actions	Responsible officer	Time frame
Key Executive MH Directorate MSMH, DDWM and Redland Hospital Influencers, decision makers, project	<ul style="list-style-type: none"> • Maintaining communication from one district to another • Issues associated with relocation of service from one district to another • Pressure on existing hospital infrastructure/ 	<ul style="list-style-type: none"> • Engagement of key influencers is critical to champion and raise awareness and gather momentum about the project. • Allow informed decisions • Project tracking and support • Reporting against deliverables, initiatives and outcomes 	<ul style="list-style-type: none"> • Briefings • Develop Issues Matrix • Regular status updates • Targeted emails • Project documentation (PDP, master program etc) • Capital works meetings • Establish FPTM 	MH Exec, Corporate Services, MSMH and DDWM	Commenced - ongoing

champions	<p>resource support</p> <ul style="list-style-type: none"> Financial/ budgetary issues Staffing issues around relocation of service MOSD disruptions 	<ul style="list-style-type: none"> Establish change management strategies Relocation management groups Develop revised MOSD based on new environment with broad consultation 	<ul style="list-style-type: none"> Establish UGM Regular executive reporting Develop HR plan Recruitment planning Consultation with Barrett staff to develop transition strategies and workforce retention Vacancy management to address shortfalls Sub group established to develop new MOSD 	<p>HR/IR Change Manager</p> <p>MH Exec</p>	<p>commenced 2009 - ongoing</p> <p>Commenced 2010</p>
Consumers and Carers of Barrett Adolescent Centre	<ul style="list-style-type: none"> Issues associated with relocation of service from one district to another 	<ul style="list-style-type: none"> Engagement of consumer and carer groups in key decision making Consultation in developing new MOSD Consultation in developing plans/layout of new facility Consultation in planning transition strategies 	<ul style="list-style-type: none"> UGM representation Representation at sub groups and other consultative forums Develop and distribute information packages, support and resources required for transition 	<p>MH Exec – MSMH and DDWM</p>	<p>Commenced 2010 – ongoing throughout planning process</p>
Barrett Adolescent Centre Staff	<ul style="list-style-type: none"> Issues associated with relocation of service from one district to another Staff unable to transition with service requiring other employment options 	<ul style="list-style-type: none"> Engagement in key decision making Consultation in developing new MOSD Consultation in developing plans/layout of new facility Consultation in planning transition strategies 	<ul style="list-style-type: none"> UGM representation FPTM representation HR transition planning consultation 	<p>HR/IR Change Manager</p>	<p>Commenced 2009 - ongoing</p>
<p>Key Metro South Mental Health Staff – Bayside MHS reps</p> <p>(establish new service in</p>	<ul style="list-style-type: none"> Loss of agencies, NGOs and other service providers who support current location 	<ul style="list-style-type: none"> Reinforce existing pathways offered by established relationships with CYMHS Use as opportunity to forge new relationships and support networks not yet explored 	<ul style="list-style-type: none"> RR&P Team engaged to explore support options for consumers and carers 	<p>MH Exec Manager Bayside MHS</p>	<p>Explore options as required – engage pathways 2 months prior to opening</p>

community, partnerships etc)					
Unions	<ul style="list-style-type: none"> Staffing Pressure on resources 	<ul style="list-style-type: none"> Support for existing staff – workload management, resources etc Potential for professional development opportunities Provide opportunities to engage unions in consultative processes 	<ul style="list-style-type: none"> 'Work for Us' promotion Information dissemination, consultation and project updates via DCF/LCF forums Union representation in transition strategies 	HR/IR change Manager MH Exec	Commenced 2009 - ongoing
Health Community Council	<ul style="list-style-type: none"> Infrastructure support Financial/ budget issues Staffing Resources 	<ul style="list-style-type: none"> Consumer focus – meeting current and future demand Maintain existing linkages Patient safety focus Provide opportunities to facilitate consultative processes 	<ul style="list-style-type: none"> Consultation and info dissemination to HCC via HCC support officer (RR&P Team) 	MH Exec	Reinforce pathways 2 months prior to opening
Queensland Health Staff, Redland Hospital Staff (Services adjacent to development or potential affected by construction process)	<ul style="list-style-type: none"> Disruptions in relation to construction process (noise, dust etc) 	<ul style="list-style-type: none"> Promote benefits – contribution to overall improvements to hospital and MH services Ensure staff are adequately informed of progress – clear and timely updates While disruptions are inevitable – project is managed to minimise impact Safety considerations are a priority Staff briefed during site visits and at key stages Leaders clearly articulating and demonstrating vision 	<ul style="list-style-type: none"> Update Redland Hospital Website with details of expansion Provide link to MSMH Service expansion website – pages devoted to Redland AETU Fact Sheet, Q&A Information flyers, posters Regular updates and milestones via screensaver, E-alerts, email, newsletter staff meetings/ forums Regular staff consultation to monitor impacts and manage issues as they arise – feedback considered to guide improvements Notification of disruptions arising from construction 	Redland MCU Comms Officer Comms Officer Redland Exec Redland Exec - MCU	When tender signed – ongoing updates at regular intervals or significant milestones Notification 2 weeks prior to construction commencing
Q Health Staff / Redland Hospital staff and services providing support and services to new	<ul style="list-style-type: none"> Pressure on existing infrastructure/ resources e.g kitchen, NOSS, linen services, theatre, pathology, pharmacy 	<ul style="list-style-type: none"> Provide opportunities to engage staff and facilitate consultative process Staff regularly briefed – information delivered timely and clear 	<ul style="list-style-type: none"> Working groups, strategies formulated and delivered to manage resources and services FPTM consultation – sub groups formed to plan arrangements for delivery of services 	MSMH Exec, Redland Hospital Exec Key Seniors from each service area	commenced

<p>facility</p> <p>(Hotel Services)</p>	<ul style="list-style-type: none"> Develop clear pathways, process guidelines, work instructions for delivery of services 		
<p>Q Health/ MH Staff – process, referral pathways, administration</p> <ul style="list-style-type: none"> Referral processes Acceptance criteria 	<ul style="list-style-type: none"> Model of service development and pathways/ work instruction development Patient safety priority Enable access to specialised care Provide opportunity for staff input, guidance and technical advice in development of process 	<ul style="list-style-type: none"> Development of service schedules, work instructions, guidelines to clearly articulate referral pathways and service delivery etc Establish relationship with Bayside MH, specifically Bayside CYMHS 	<p>MH Exec Service Seniors</p> <p>When tender signed – establish pathways 2 months prior to opening</p>
<p>Local residents and businesses</p> <ul style="list-style-type: none"> Impact of construction process (increased traffic, parking shortages, dust noise etc) 	<ul style="list-style-type: none"> Promote health care benefits – contributes to overall improvements to Redland Hospital and MH Services While disruptions are inevitable, they are short term and managed to minimise impact Safety considerations are a priority Feedback considered to guide improvements – facilitate consultative process and provide opportunities for feedback 	<ul style="list-style-type: none"> signage and traffic control utilised where appropriate Maintain regular updates – fact sheets, flyer information at significant milestones Provide timely notification of potential disruptions arising e.g. road closure etc Provide link to MSMH service expansion website – pages devoted to Redland AETU for regular updates 	<p>Project Services Redland MCU Comms Officer</p> <p>Notifications to commence 2 weeks prior Throughout construction program</p>
<p>Local politicians</p> <ul style="list-style-type: none"> Project awareness Impact of construction process Community support 	<ul style="list-style-type: none"> Promote health care benefits – contributes to overall improvements to Redland Hospital and MH Services for residents of Redland catchment While disruptions are inevitable, they are short term and managed to minimise impact Safety considerations for community are a priority Feedback considered to guide improvements – facilitate consultative process and provide opportunities for feedback 	<ul style="list-style-type: none"> Briefs, information provided where applicable or to address direct enquiries Maintain regular updates – fact sheets, flyer information at significant milestones Share marketing resources Provide link to MSMH service expansion website (included as contact in mailing list for regular updates on progress) Signage and traffic control utilised where appropriate 	<p>MSMH Exec Redland Exec Comms Officer</p> <p>Regular contact established by Pre Comm Ongoing throughout process</p>

Local Council	<ul style="list-style-type: none"> • Project awareness • Impact of construction process • Community support 	<ul style="list-style-type: none"> • Promote health care benefits – contributes to overall improvements to Redland Hospital and MH Services for residents of Redland catchment • While disruptions are inevitable, they are short term and managed to minimise impact • Safety considerations for community are a priority • Feedback considered to guide improvements – facilitate consultative process and provide opportunities for feedback 	<ul style="list-style-type: none"> • Maintain regular updates – fact sheets, flyer information at significant milestones • Share marketing resources • Provide link to MSMH service expansion website (included as contact in mailing list for regular updates on progress) • Signage and traffic control utilised where appropriate 	Redland Exec Comms Officer	<p>Regular contact established by Pre Comm</p> <p>Ongoing throughout process</p>
Community agencies, services, NGOs	<ul style="list-style-type: none"> • Referral processes • Increased advocacy required to advance the project • Loss of existing support at Wacol locality – sourcing new support networks at Redland 	<ul style="list-style-type: none"> • Reinforce current relationships with service partners • Explore options for new service providers 	<ul style="list-style-type: none"> • RR&P Team to reinforce existing relationships to support activities • RR&P Team to establish new service relationships required to support new unit • Facilitate access to information packages • Provide regular updates on project 	Redland MH Exec	
Department of Education	<ul style="list-style-type: none"> • Relocation of service from one district to another • Existing Dept of Ed supports at Wacol 	<ul style="list-style-type: none"> • Reinforce current arrangements with Dept of Ed to support onsite schooling 	<ul style="list-style-type: none"> • MOU established • Provide information packages • Provide new MOSD • Establish Dept of Ed service agreement and pathways at new location • Dept of Ed support in transition arrangements 	Redland MH Exec	
Minister for Health, Premier, Deputy Premier, DG	<ul style="list-style-type: none"> • Project awareness • Impact of construction 	<ul style="list-style-type: none"> • Notifications and approvals process followed as required • Maintain open channels of communication – provide regular updates • Prepared statements, information packages provided 	<ul style="list-style-type: none"> • Ministerial Briefings as required • Media releases as required • Marketing resources provided for information • Engage representation at ceremony/photo opportunity (e.g. sod turning) 	MSMH Exec	Notifications and project awareness commenced

QAS, QPS	<ul style="list-style-type: none"> Increased callouts 	<ul style="list-style-type: none"> Notification of new facility Reinforce current MH service relationships with QAS & QPS Ensure information sharing 	<ul style="list-style-type: none"> Liaison officers to maintain contact via existing channels – MHIP/DFLO Facilitate access to information packages MHIP to reinforce current MH training sessions with local QAS & QPS reps 	Redland MH Exec, RR&P Team	Notifications to commence 4 weeks prior to opening
Media	<ul style="list-style-type: none"> Circulation of incorrect information Impact of construction Relocation of service 	<ul style="list-style-type: none"> Maintain open channels of communication – provide regular updates to dispel rumours Prepared statements, information packages etc promoting facility Local media opportunities identified to promote Redland Hospital and MH services 	<ul style="list-style-type: none"> Ministerial media announcement or event or launch with photo opportunity: <ul style="list-style-type: none"> Launch project Sod turning ceremony Milestone releases Completion of project Opening ceremony Timely preparation of media statements Share marketing resources Provide link to website updates 	MCU	
Redland Hospital public consumers and carers	<ul style="list-style-type: none"> Impact of construction on services (increased traffic, parking shortages, service disruptions) 	<ul style="list-style-type: none"> Promote health care benefits – contributes to overall improvements to Redland Hospital and MH Services for residents of Redland catchment While disruptions are inevitable, they are short term and managed to minimise impact Safety considerations for community are a priority Feedback considered to guide improvements – facilitate consultative process and provide opportunities for feedback Information to be timely and clear 	<ul style="list-style-type: none"> signage and traffic control utilised where appropriate Maintain regular updates – fact sheets, flyer information at significant milestones: <ul style="list-style-type: none"> Hosp notice boards, posters Flyers, letters, fact sheets Ensure MH consumer and carer liaison reps have information on hand for distribution Provide timely notification of potential disruptions arising e.g. road closure etc Provide link to MSMH service expansion website – pages devoted to Redland AETU for regular updates Attendance at community meetings where requested to discuss project 	Redland Hospital Exec MCU RR&P Team	Commence notifications 4 weeks prior to commencement of construction Provide regular updates as required, notification of significant milestones
Environment groups (Koala protection)	<ul style="list-style-type: none"> Impact of construction on Koala habitat and protected tree species 	<ul style="list-style-type: none"> Comprehensive investigation and consultation Planning strategies maintain 	<ul style="list-style-type: none"> Planning processes identify potential environmental impacts Project services engage professional 	Project Services	

agency)	protection of sensitive plant species and habitat	consultants to assess – plans amended as required to protect sensitive areas
Indigenous groups <ul style="list-style-type: none"> • Impact of construction on potentially significant land 	<ul style="list-style-type: none"> • Comprehensive investigation and consultation • Planning strategies maintain protection of culturally significant sites 	<ul style="list-style-type: none"> • Planning processes identify potential for cultural significant of site • Project services engage professional consultants to asses – plans amended as required
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

	Issue	Detail	Action	Who	Timeframe
Final Implementation actions	<ul style="list-style-type: none"> Access directions 	<ul style="list-style-type: none"> Creation of maps for internal and consumer use Publishing of maps on intranet and internet MH sites Creation of flyer for consumer information 	<ul style="list-style-type: none"> Create map – locality map in relation to Redland Hospital Publish maps on website 	MCU	4 weeks prior to opening
	<ul style="list-style-type: none"> Signage 	<ul style="list-style-type: none"> Creation of branded signage for new facility 	<ul style="list-style-type: none"> Project Services - site signage installed 	Project services	Prior to opening
	<ul style="list-style-type: none"> Phone contact 	<ul style="list-style-type: none"> List of new numbers/ extensions for compilation Phones forwarded as required 	<ul style="list-style-type: none"> Create list – update MH list MH notify teams as required Hospital phone list updated 	Redland MH Exec	Prior to opening

Attachments:

Attachment 1 – Issues Matrix



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Commissioning Projec