



McLaren Vale Hospital

Overview of the Draft Engagement Strategy

August 2023

Purpose of this paper

This Paper provides a high-level summary of the proposed Engagement Strategy for involving community and stakeholders in the management of, and planning for, the McLaren Vale Hospital site by Kalyra.

The Project Brief

The membership of the McLaren Vale Hospital has decided to transfer the hospital site to Kalyra.

The process of transfer to date has been contested by a significant number of people and loud voices in the local community. Those that have concerns have raised issues with both the process of transfer and the anticipated consequences to the future provision of health services in the region. Part of the process criticism has related to how the local community has been involved in the process.

Kalyra want to address these concerns and take the community on a journey with their future plans for the site by thoroughly involving the community and key stakeholders in planning the way forward for the site from here on in.

It is intended by Kalyra that the Hospital site will continue to be used to support the health and housing needs of residents of the Fleurieu Peninsula as they age and also the most vulnerable in the community. Kalyra have indicated their aspiration to build a community of belonging and respond to community need.

Recommendation

We are recommending that Kalyra embark on a process of co- design and deliberative engagement which involves them bringing key stakeholders into a process of **designing** how they are going to work together before then embarking on **that journey of working together.**



Theoretical Framework

Kalyra have been clear that they want a process to involve and partner with the community, which is collaborative, informed (builds mutual understanding) and builds trusted relationships.

Deliberative processes are well suited to processes which are complex, require time to build relationships and are collaborative.

Deliberative processes are defined by the following key elements¹:



Clear and articulated purpose for the deliberation



Diverse participation - enabling reconciliation of views



Building understanding and knowledge



Time and space for deep consideration



A clear commitment

In addition to deliberative, we are also proposing that the approach used by Kalyra draw on the core principles of co-design methodologies. Co-design enables different parties to become collaborative partners in designing and potentially delivering a policy, service, or plan. Co-design needs to start with building the conditions for the genuine and safe involvement of people who haven't worked together before.

Co-design involves:

- Sharing power and recognising power imbalances
- Prioritising relationships by building trust
- Using participatory processes – to offer different ways for people to get involved.
- Building capability – building skills, knowledge and understanding by all participants

Overview of Method

Our recommended process for Kalyra has two main phases-

Phase 1 – Designing Together and Project Establishment – where Kalyra, democracyCo and the community will be designing together how Kalyra will be working with the community about the future of the Hospital site. DemocracyCo's Draft Engagement Strategy will be updated following feedback and input from the community.

Phase 2 – Delivering together – will involve the implementation of the agreed plan. Our full Engagement Strategy will outline Options for how the Advisory Group could be supported in its task ongoing.

¹ [ANZSOG 6 elements of deliberative democracy](#)

Phase 1 –Designing Together and Project Establishment

In Phase 1 we will be co-designing the strategy and progressing key implementation steps such as recruiting and establishing the Advisory Group and better understanding community sentiment.

This Phase starts in August 2023 and will be completed by late March (or April) 2024. The Steps in this Phase are summarised in Figure 1.

Figure 1 – Phase 1 At a glance



Step 1 - Draft *Strategy Development*

During this stage democracyCo and the executive team at Kalyra will develop the first version of the Consultation Draft Strategy. The full version of this document will be the start of this.

The veracity and focus of different parts of the Consultation draft will then be tested through Steps 2, and 5.

Step 2 - Community *Survey*

An early survey of the community will be important to highlight that Kalyra will be taking a different approach to engaging and working with the community moving forward.

The Community survey will be seeking to understand two key things.

- 1) Process - How the community wants Kalyra to work with them regarding the site. This information will be used to assist us in developing the next iteration of the Consultation Draft of the Strategy.
- 2) What elements of the Hospital site are important to them and why? – This information will be used as an important input to all of Kalyra's future work. Ideally this should be a question that is asked in a 'live' and ongoing way of the community.

The survey will provide an opportunity to not only understand community views, but also inform the community about Kalyra's values and commitment to the site. Supported by a communications strategy, it will assist Kalyra in setting a new, fresh tone and help ensure that any questions on people's minds about what happens next, will get answered.

Step 3 - *Revisions*

DemocracyCo and Kalyra Executives will review feedback from the community – regarding how they want to be involved and revise the Draft Engagement Strategy to reflect those preferences.



Step 4 – *Recruitment* for Advisory Group

We will be seeking to recruit a diverse group of the community and relevant stakeholders to be part of an Advisory Group.

Recruitment of community members will be via two different methods

- Random selection and stratification
- Outreach to some advocates

We also recommend involve key stakeholders including local government, state government, Kalyra staff, Kalyra residents, tenants of the Hospital and social services. Figure 2 provides a summary overview of the participants on the Advisory Group and the focus of their work.

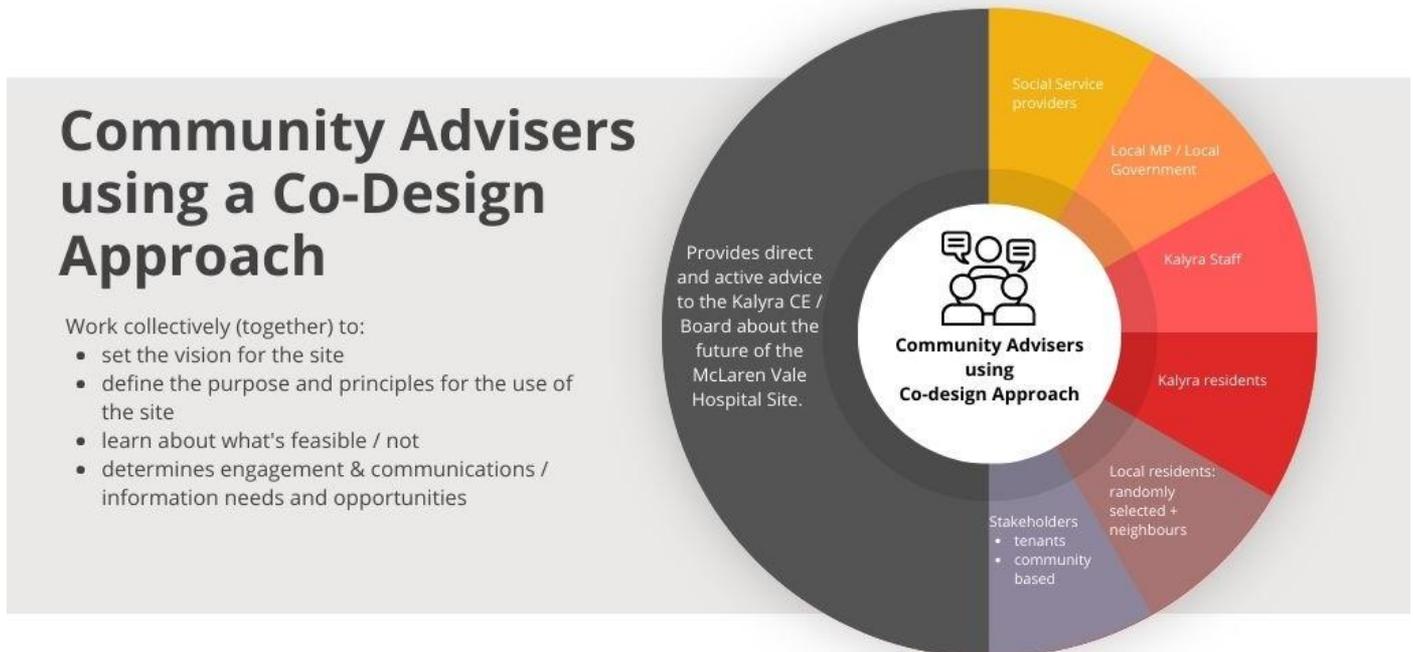
What is Random selection and why use it for recruitment?

Random selection involves sending random invitations to participate to people in the community and then randomly stratifying those who respond indicating their interest. The random stratification process will ensure that you select participants that are diverse in respect to the demographics of interest. This may include diverse in terms of age, gender, income, location, culture or others.

A random selection process means that you can move beyond the insistent or loud voices – as well as hear these voices. This is important for effective discussion and deliberation, and it also ensures that the true diversity of voices are heard – loud or not. Our research shows that between 50-60% of participants chosen through random selection participate for reasons other than interest in the issue. They are often interested in helping their community, wanting to make a difference or just want to connect with others in their community.



Figure 2 – Advisory Group



Step 5 – Strategy *Finalisation* with Advisory Group

It is Recommended that Kalyra work with the Advisory Group to finalise the Engagement Strategy. This will include finalising the Group's own Terms of Reference.

This will mark the end of the Design phase for this project and the start of Implementation.

Phase 2 – Deliver Together

The Draft Engagement Strategy will explore several models for the facilitation/ implementation of the Advisory Group and make recommendations about how the broader community is engaged throughout.

