



# Engagement Report

## McLaren Vale & Districts War Memorial Hospital Site Future

*September 2024*

democracyCo

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# Introduction & Context

## Community Engagement Process

Independent engagement consultancy democracyCo was contracted by Kalyra in 2023 to design and in part deliver a community engagement process to involve the community of McLaren Vale and districts in determining the future of the McLaren Vale and Districts War Memorial Hospital (MV&DWMH / the site). More information about democracyCo can be found in Attachment A.

This report summarises the feedback received through the community engagement undertaken from June to September 2024. However, this was just one step in a much broader engagement process which has involved a group of local stakeholders and community members through the McLaren Vale and Districts War Memorial Hospital Site Community Advisory Group (the Advisory Group).

The Advisory Group is made up of diverse community members who have volunteered their time to work with Kalyra to host a genuine engagement process with the community. The terms of reference and members of the Advisory Group can be found in Attachment B.

Figure 1: Community Engagement Process



# The History and The Now...

The McLaren Vale and Districts War Memorial Hospital (MV&DWMH) was a community owned, not-for-profit health organisation. The genesis of the Hospital is generally accepted as being from 11th September 1945 when a public meeting was held in the McLaren Vale Institute Hall.

A Provisional Committee was elected composed entirely of local residents. Their brief was to explore the potential for a hospital in the area. The Committee delivered their report on 11th December 1945 to a public meeting held in the McLaren Flat Hall. They supported the concept of a local hospital and as a result the first hospital board made up of local residents was elected at that meeting.

Local councils were reluctant to get involved but by 15th August 1946 the committee had convinced councils to attend an information meeting held in the McLaren Flat school. On 31<sup>st</sup> July 1947 a combined meeting was held at which the board structure was resolved as being two council representatives each from Willunga and Noarlunga Councils, and one from Meadows along with three elected community members from Willunga and Noarlunga, and two from Meadows - making a hospital board of 13 individuals.

In 1947 the site was donated to the Board by Mrs Katherine Hall who then owned the land and lived in the two storey 1862 house "Tsong Gyiaou". The hospital was erected to commemorate those who have died in service or had been killed in action and was opened 'for business' on 28<sup>th</sup> April 1951 by the Governor Sir Willoughby Norrie.

The original Hospital contained 14 beds and operated as the primary hospital for the district. More recently, as hospital services have been centralised in Noarlunga and Flinders, the Hospital has offered palliative care, after surgery recuperation and visiting specialists.

However, the facility struggled for many years to be viable as it faced challenges of ageing infrastructure, escalating costs, and difficulties in recruiting doctors and nurses. As a consequence, the Hospital officially closed on 30<sup>th</sup> June 2023.

The site remains the home of the McLaren Vale SA Ambulance station, GP and allied health clinics, Meals on Wheels, a large op shop, and the historic building known as Tsong Gyiaou. The site has a war memorial rose garden with a flagpole and black granite plaque, which is used for ANZAC services.

On the 4<sup>th</sup> of July 2023, at a Special General Meeting, MV&DWMH members voted in favour of merging with James Brown Memorial Trust (Kalyra) with 86per cent of voting members in favour. At this time Kalyra committed to engaging with the local community to ensure local needs would drive the future use of the site.

Perhaps destined, an interesting alignment with Kalyra's involvement is that Mary Aldersey, a missionary and leader who served in China and who built "Tsong Gyiaou" in 1862 would have been a contemporary of the feisty and determined Jessie Brown who established the James Brown Memorial Trust through which Kalyra provides services today. Strong women whose legacies come together and live on serving the community.

# Executive Summary

More than 420 people from McLaren Vale and districts (and beyond) participated in this engagement. In addition, the Advisory Group and Kalyra staff also talked to hundreds of people at community pop ups, sporting events, community events and shopping centres.

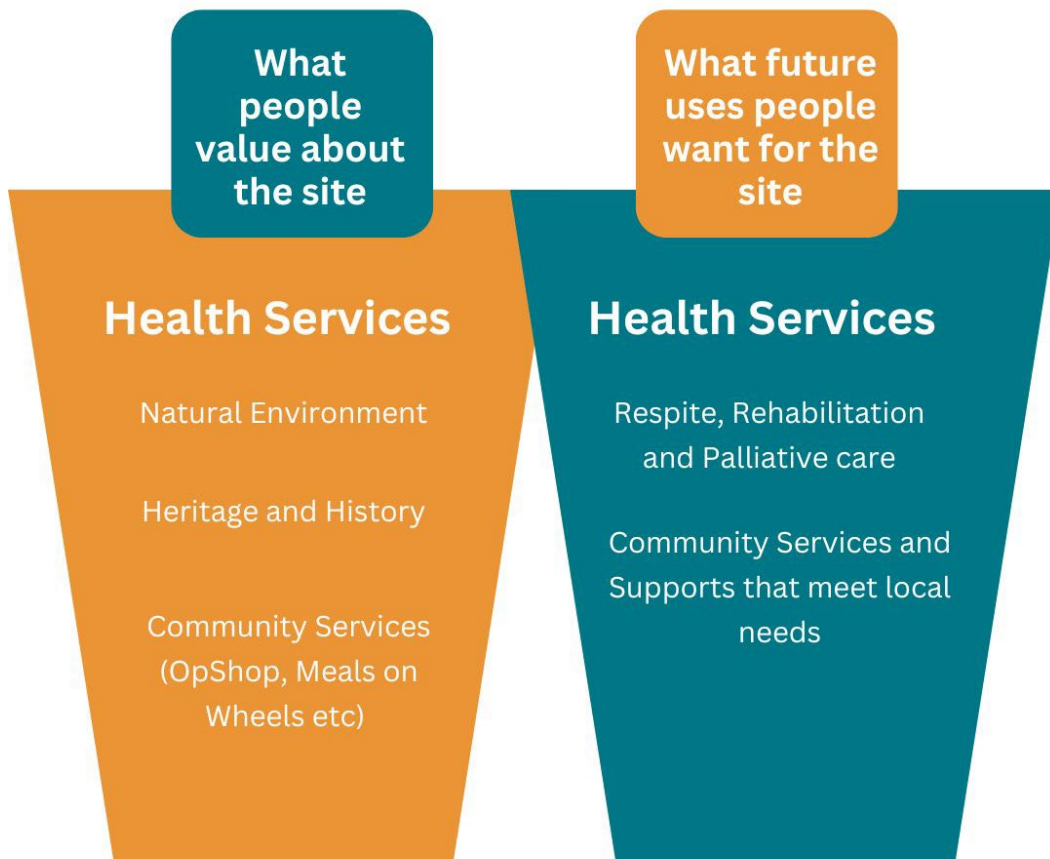
What became very clear throughout the engagement is that the McLaren Vale and Districts War Memorial Hospital site (the site) has a special place in the hearts of local community members. We heard the cherished memories the community have. Many people were born, or had their own children at the hospital, spent time as patients, or worked at or visited the hospital. Many have said goodbye to loved ones there in the peaceful setting. We heard stories of family members who fundraised to build the hospital in the 1940s and the many people who have volunteered, fundraised or supported the hospital in the years since.

*I value the gardens and community facilities, and all the private practice services provided. I have used these over the years. I am an op shop person, so love finding a bargain or two. I have worked at this hospital in its past life, in addition to having two of my children there. It's a beloved place to me and many others in our community.*

Survey Respondent

**The hospital and grounds have been an important part of the social fabric of the community and the history of the region.**

A snapshot of what the community value about the site and what future uses people want for the site is below.



In summary, the Community's participation in the process revealed the following insights:

- **Historical and Emotional Connection:** The community has a deep emotional connection to the MV&DWMH site. Many people shared cherished memories of being born, having their children, or saying goodbye to loved ones at the hospital. The site holds significant historical value and is an important part of the social fabric of the region.
- **A new future for the site:** While honouring the site's legacy is crucial, the community is generally looking towards a new future for the site. The feedback indicated a desire for the site to provide a range of health and wellbeing services, support for ageing individuals, and serve as a centre for community activities – meeting the needs of community in a new century.
- **Heritage and Natural Beauty:** The community emphasised the importance of preserving the site's natural beauty, including its gardens and war memorial rose garden. There is a strong desire to respect and maintain the site's historical significance while adapting it to meet contemporary needs.
- **Limited Support for Hospital Function:** Despite there being considerable high-profile debate in the community about retaining the site as a hospital, the engagement process only received a small amount of feedback (approx. 11per cent of people) asking for the hospital function to be reinstated and many of those respondents were accepting that this would be unlikely and that in its place a range of health services would be appropriate.
- **Diverse Community Needs:** The engagement process highlighted some potential points of contention, such as whether the site should include services for young people or offer affordable housing or temporary/crisis accommodation. These diverse needs reflect the community's varied perspectives on how the site should be used.
- **Retain for community access:** the vast majority of the community do NOT want to see the site used for commercial purposes, generic housing or childcare services. They hope to see it retain its community access and focus.

In general terms the engagement process undertaken by Kalyra, and the Advisory Group members provided extensive and diverse opportunities for the community of McLaren Vale and surrounds to get involved and share their perspective. These opportunities were well promoted through a variety of mediums (online, newspapers and in local streets) and the process had a very good rate of engagement. As a consequence, we believe that Kalyra can feel confident that the views of the community outlined in this report are representative of the majority of residents.

# Engagement Approach

## *Engagement Purpose*

Kalyra wanted to conduct an engagement process with the local community to ensure its voice would be central to any future plans for the site committing to:

- **Working together and with** the local community, users of the hospital spaces, residents, staff and potential future users of the hospital site to plan its future in the long and short term.
- **Seeking to support the agency and autonomy** of the local community and look to support services that the community can design and deliver.
- Being **transparent, open and sharing** information.
- Working to **build social connection and strengthen the community fabric**.
- **Respecting place** – respecting the history, heritage and environment of the hospital site.
- Pursuing a **practical approach which is tailored to the community**.
- **Using and valuing the knowledge and skills** of hospital staff, Kalyra staff and our residents.

Kalyra intend to use this engagement, and the contribution made by community to shape the future direction of the site, ensuring that it continues to be a site which delivers services and supports community well into the future, as it has for over 80 years.

## *Enabling Broad Community Involvement*

Kalyra and the Advisory Group wanted to hear from people of all ages, the quiet voices and the louder voices in the communities of McLaren Vale, McLaren Flat, Willunga and Blewitt Springs and beyond.

They wanted to hear from the broadest possible range of members of the community – everyone from school children, sporting groups and young families to older residents, different cultural groups and people with disability.

## *Focus of Engagement*

The Advisory Group and Kalyra advised that they wanted to understand the community's views about what the site should be used for in the short and longer term. In particular, they wanted to understand

- What aspects of the site do we value and not want to lose?
- What might be needed on the site – in 2 years, ten years or 30 years?
- What do we want to see improved or changed on the site?



# Engagement Methods

Given the breadth of community Kalyra and the Advisory Group were seeking to involve and the purpose of the engagement democracyCo recommended the following engagement approaches:

- Open Day
- Postcards
- Community conversations / Kitchen Table conversations
- Survey
- Market and shopping centre pop ups
- Workshops / outreach

To underpin and support the community discussion, democracyCo recommended that a short discussion paper be developed to help communities reflect on the breadth of opportunities for the site.

The above approaches were implemented though a comprehensive and cohesive engagement process from June to September, 2024 and participation in each is summarised below:

Engagement Format	People involved
Self-directed Community / Kitchen Table Conversations	63
Workshops	22
Business group tour	6
Survey	204
Postcards	63
Open Day feedback	70
<b>TOTAL</b>	<b>428</b>

## Discussion Paper

To support community members in considering the future of the Hospital site and reflecting on the questions being asked in the survey and at every stage in this engagement process – a short discussion paper was prepared (Refer to Attachment C).

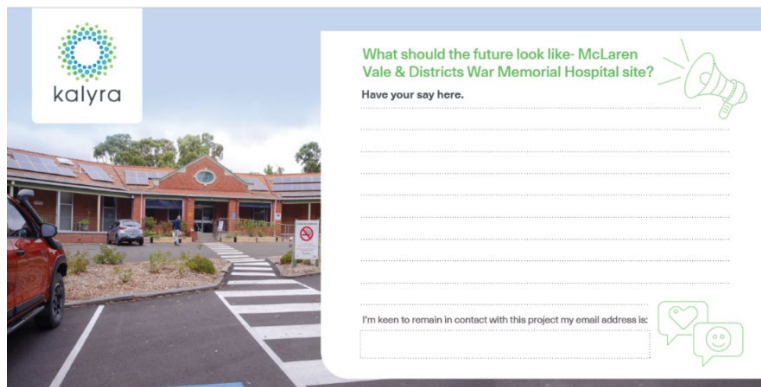
The discussion paper provided an important 'base' document, helping to inform the conversation and communicate important information about the engagement process.

The discussion paper sought to raise awareness about the process, Kalyra, the facts as they pertain to the site and promote conversation/ consideration of the best way forward for the site.



## Postcards

Kalyra printed Reply Paid postcards to enable people to jot down their feedback and participate in the process with very little effort. These postcards were distributed at pop up events and engagement activities, and they were also left at the Wellbeing Centre, Clinpath, Office of the Member for Mawson and speech pathology clinic.



The post cards also featured links and a QR code which connected people to the website, online survey and social media channels so that people could find out more information.

Along with the Discussion Guide, the post cards provided useful 'collateral', promoting the project, drawing attention to the important planning work for the site and enabling people to find out more.

2000 postcards were distributed with 63 completed postcards being returned.

## Survey

DemocracyCo set up an online survey which sought to understand the community's views in relation to the following questions:

- What aspects of the site do people value and not want to lose?
  - Why these things are important to us?
- What might be needed on the site in:
  - two years,
  - ten years
  - thirty years
- Given that opportunity for reflection offered by the questions about what they need on the site over the different time periods, we asked them:
  - 'On balance what should be the focus of the site?' as an open question and 'why?' they answered that question that way.

The survey was promoted as part of communications (social media and media) and links to it were provided on other collateral. 204 people completed the online survey.



Photo: Community tour of the old hospital facilities

## Open Day – Explore the Hospital

The Open Day was the centrepiece of the engagement process. It provided an opportunity for the community to get a strong sense of the current status and utility of the buildings and the site. It also gave people an opportunity to revisit and reflect on their memories of the hospital.

Held on Saturday 31<sup>st</sup> August from 11am to 2pm, the Open Day offered a range of activities to bring the community onto the site to explore it including:

- A local Lions Club BBQ (food paid for by Kalyra)
- A coffee cart – where people could purchase their own coffees or drinks.
- Ice cream cart – free ice creams
- Free face painting for kids
- Live music
- A balloon artist
- Animal farm/petting zoo
- The McLaren Vale Op Shop
- Rolling hospital tours



We sought feedback from community members about the future of the site and offered tours of the hospital to enable people to understand the opportunities and constraints offered by the current facilities.

At the engagement pop up on the day, democracyCo staff asked attendees to share their views on post it notes on the following questions:

- What would you like to see on this site?
- What aspects of the site do you value and not want to lose?
- What might be needed on the site in: two years, ten years, thirty years?

They were also able to see the thoughts, memories and ideas that other community members had posted and many spent quite a bit of time reading through them and adding their own responses.



The event was promoted via adverts in the local newspaper, social media advertising, promotional signage (corflutes) and Kalyra's website. We estimate that more than 380 people attended the event, 70 people provided feedback at the engagement popup and over ten0 people went on tours of the hospital.

## Self directed Community Conversations

Four self-directed community conversations were held involving 63 people.

The self-directed conversations provided the Advisory Group members with the opportunity to have their own discussions about the future of the hospital site, whilst ensuring the information they collected was easily collated for analysis. Other members of the community were also able to host their own conversations, with the content and a host kit publicly available to support them.

Advisory Group and community members brought together their friends, colleagues or community group to discuss the questions, and then uploaded the notes from the conversation to the online feedback form.

Using the Discussion Guide and supported by a Host Kit (a step-by-step guide to hosting a conversation), members of the Advisory Group hosted three conversations, and another general community member hosted one conversation.

## Pop-ups

DemocracyCo recommended that Kalyra go 'to people' rather than expecting people to come to them by hosting 'pop up' engagement activities at local gatherings and local shopping centres via pop up stalls.

The pop ups provided the opportunity for visitors to the stalls to share their views on the engagement questions with the team and put some thoughts down on postcards or to take a postcard away with them. Kalyra hosted 'pop ups' at the following locations:

Location	Date
McLaren Vale vs Willunga Football / Netball Event	29 June
Aldinga Community Centre	5 July
Willunga Almond Festival	27 July
McLaren Vale Bowling Club	2 August
Willunga Farmers Market	3 August
McLaren Vale Shopping Complex	8 August



## Workshops and Outreach

During the engagement, democracyCo hosted four workshops (see table below). Several of these workshops allowed us to speak with groups of the community who we may otherwise have missed, including younger people, local businesses and vulnerable people.

Group	Process / Date	Participants
McLaren Vale Business and Tourism Association	15 <sup>th</sup> August 2024 <ul style="list-style-type: none"> <li>Chris Overland (current Hospital Board Chair) led a tour followed by drinks</li> </ul>	6
Compassionate Communities	19 <sup>th</sup> August 2024 <ul style="list-style-type: none"> <li>A short history of the site and what is currently happening there. Future predictions for the area.</li> <li>What they thought might be important to have at this site in the future.</li> </ul>	7

Willunga High School	24 <sup>th</sup> July 2024	13
	<ul style="list-style-type: none"> <li>• A short history of the site and what is currently happening there. Future predictions for the area.</li> <li>• What they thought might be important to have at this site in the future for 2, ten and 30 years.</li> </ul>	
Online Workshop	8 <sup>th</sup> August 2024	Two people attended
	<ul style="list-style-type: none"> <li>• An online Workshop was held on 8 August. It was open invitation, promoted on the website and via social media</li> </ul>	(30 people had RSVP'd indicating they would attend)

## Promotion and Communication

The process and opportunities to engage were widely promoted through the following media:

- Social media advertising
- Digital newspaper adverts – running for six weeks in both The Fleurieu Sun and The Victor Harbor Times
- Six print advertisements in The Fleurieu Sun and The Victor Harbor Times
- One newspaper editorial
- Email updates to email distribution list
- Corflute adverts in streets around McLaren Vale and Willunga
- Sharing activities on relevant local social media pages

### Social Media Advertising

Kalyra targeted people aged 18-65+, located in Aldinga, McLaren Flat, Willunga, Tatchilla, Moana, Seaford, Aldinga Beach, Maslin Beach and Seaford Rise through their social media advertising.

The campaign was launched using the community engagement and survey ads to raise awareness about the community engagement and drive traffic to the website and survey. The Open Day ad was added about four weeks out from the event to encourage community attendance. Throughout the nine week campaign period the campaign reached almost 21,000 users, achieved 1,600 link clicks and was shown to each user about once per week on average.

The campaign was highly successful and contributed significantly to the awareness of the community engagement and completion of online surveys.

# Results – detailed

This section provides a detailed overview of feedback provided from each engagement activity conducted from June – September 2024.

## Overview

### *Value of the Existing Site Aspects*

At the Open Day and in the online survey we asked people what aspects of the current site they value the most. There was a lot of support for maintaining most services and aspects of the current site, however it is clear that of most importance is maintaining a health focus and the natural environment & gardens.

Figure 1. Survey Results

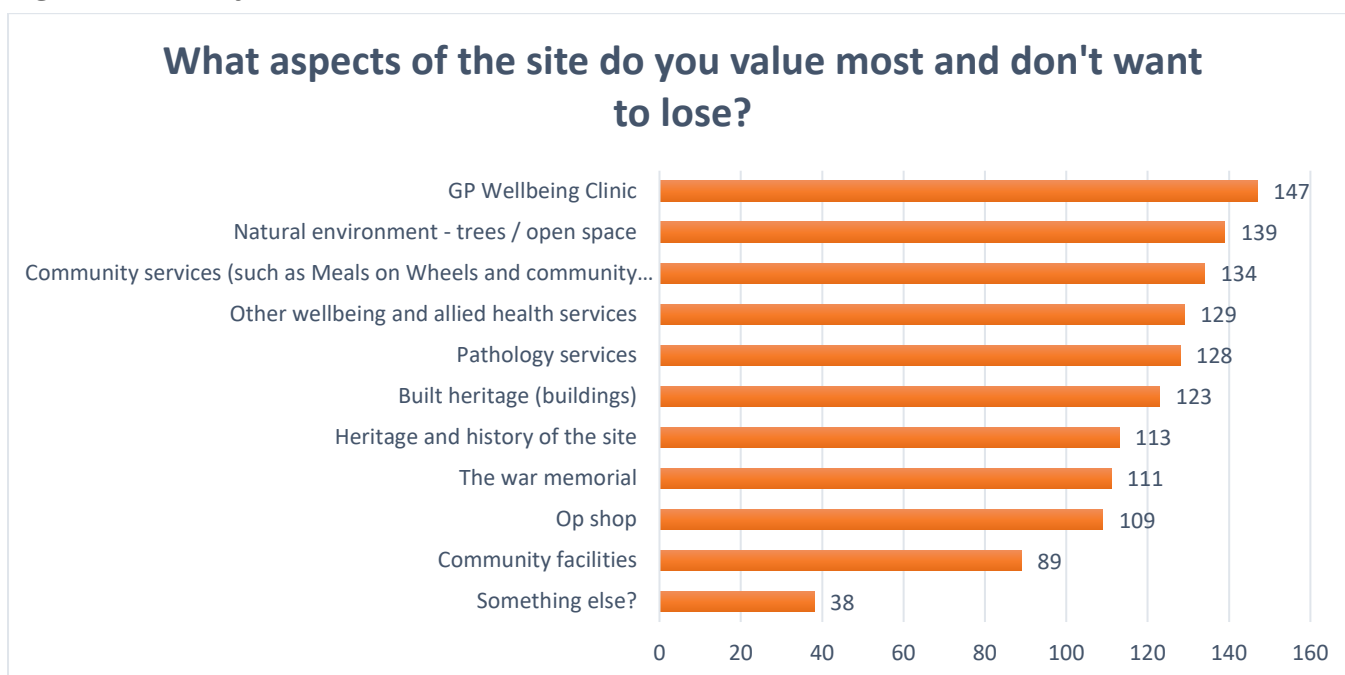
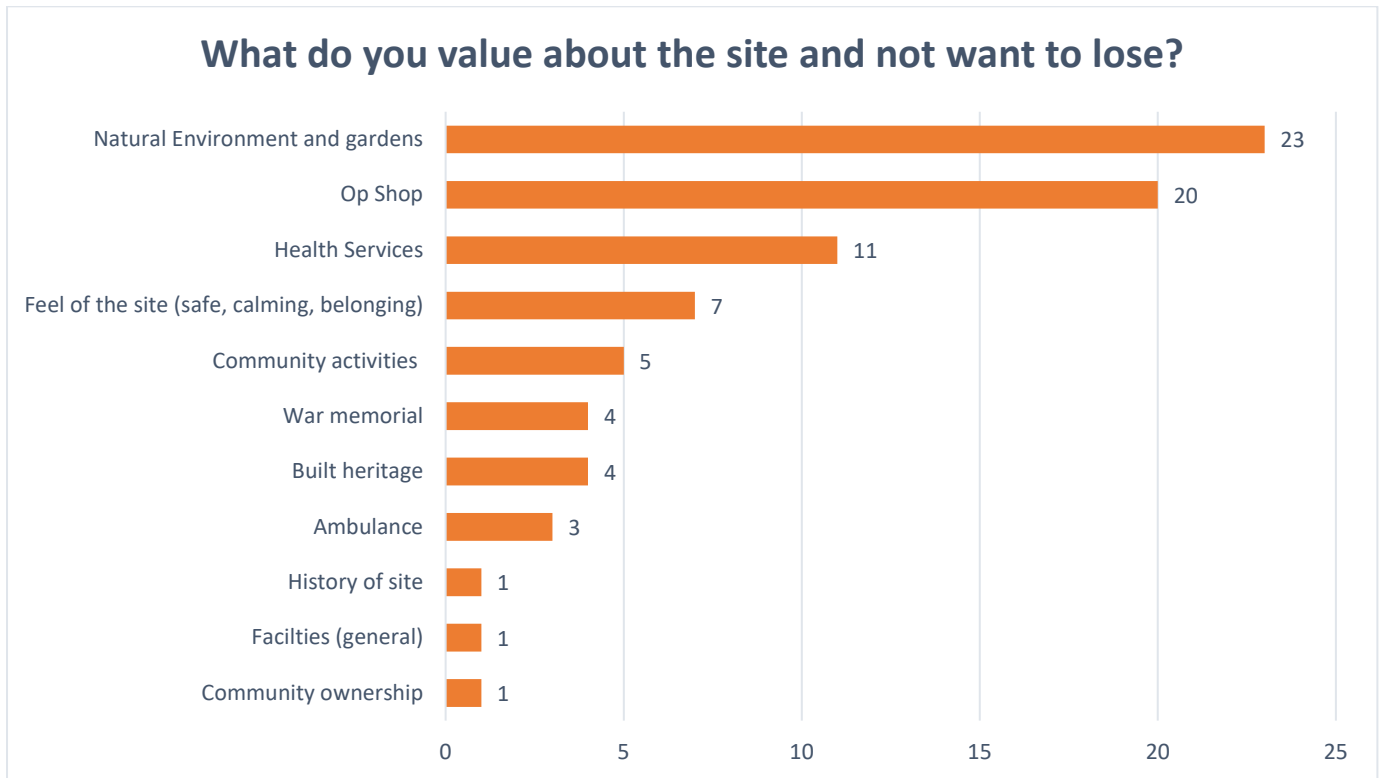




Figure 2. Open Day Results



## Future Needs

We asked people to reflect on what they thought would be needed on the site into the future. The retention and extension of health services was the most common theme coming through all formats of the engagement. However, the development of a couple of new services / aspects also emerged as common themes, which aren't a feature of the current site as follows –

- Rehabilitation and Respite
- Palliative care
- Aged Care (although there is aged care and retirement living immediately adjacent to the site)
- Community Hub

In the next section we explore each of these areas in detail.

***“I think a wellbeing hub. A place for community, connection, and wellness. A place people can go to get the tools, resources and support to empower them to live well. I think a place of rest and recharge. A place to connect to each other and have purpose. A place valuing all ages and situations and giving people the boost they need when they need it.”***

**Survey respondent**

Figure 3. Survey Results

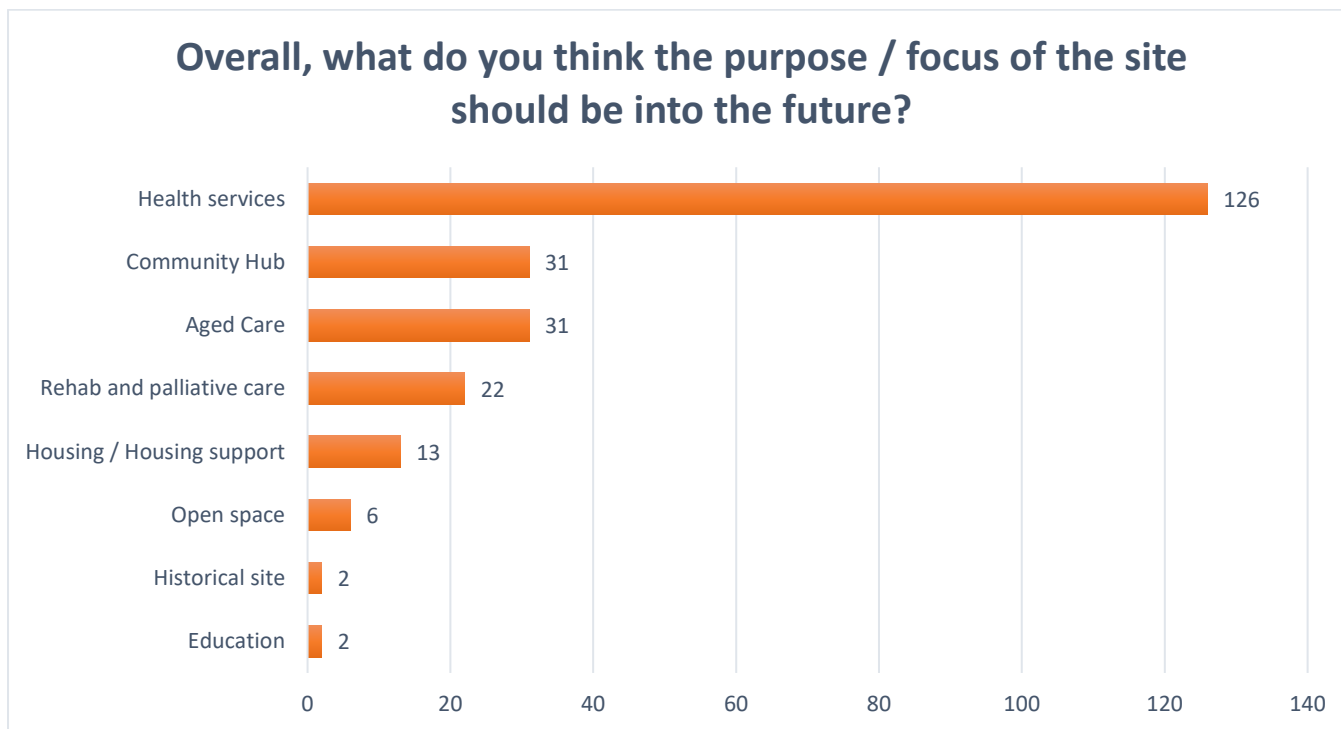


Figure 4. Open Day Results

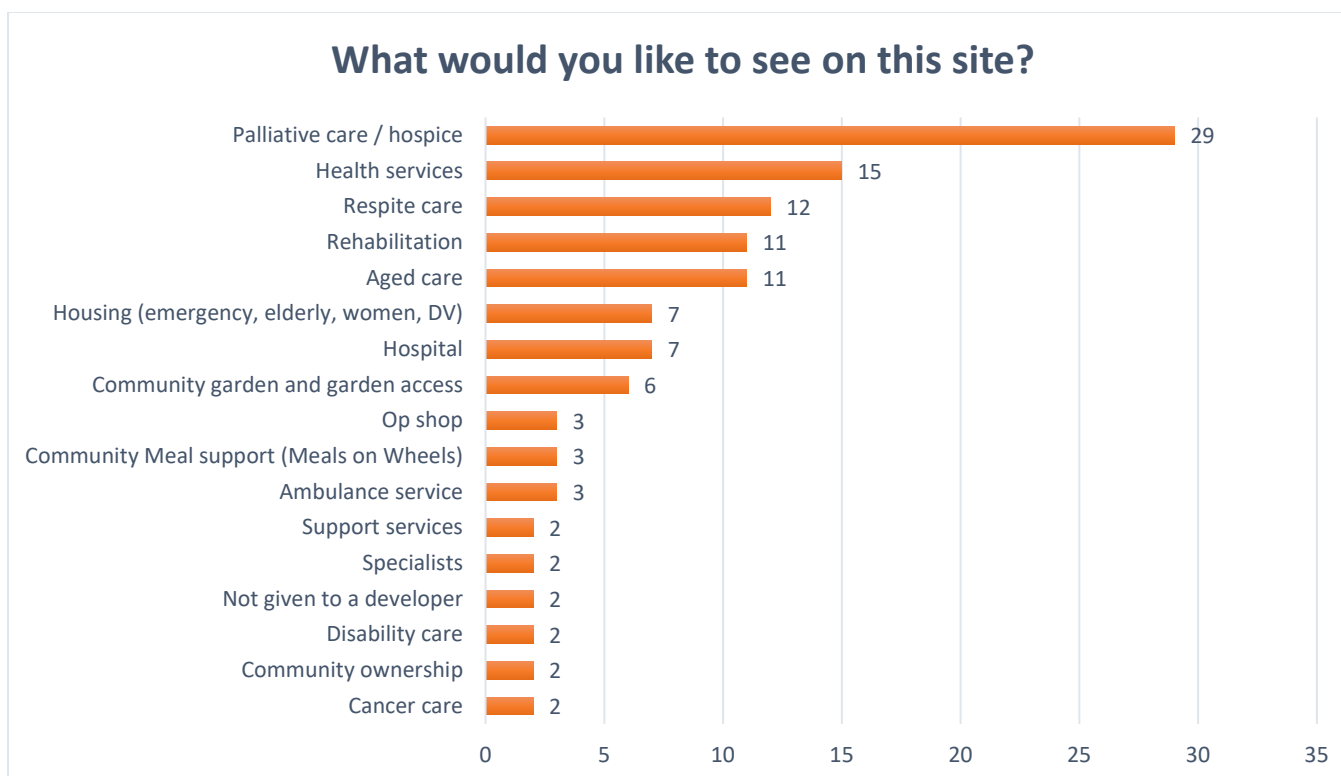


Figure 5. Open Day Results

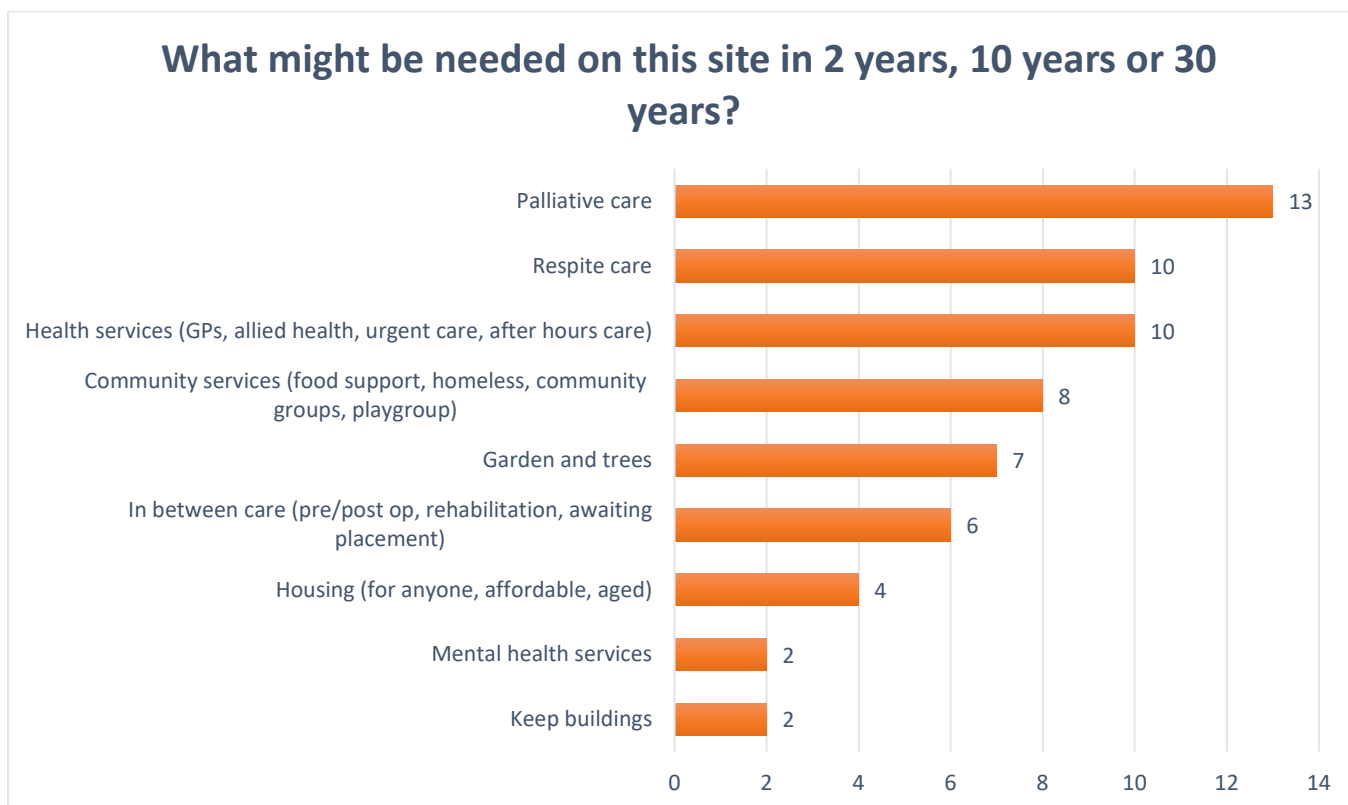
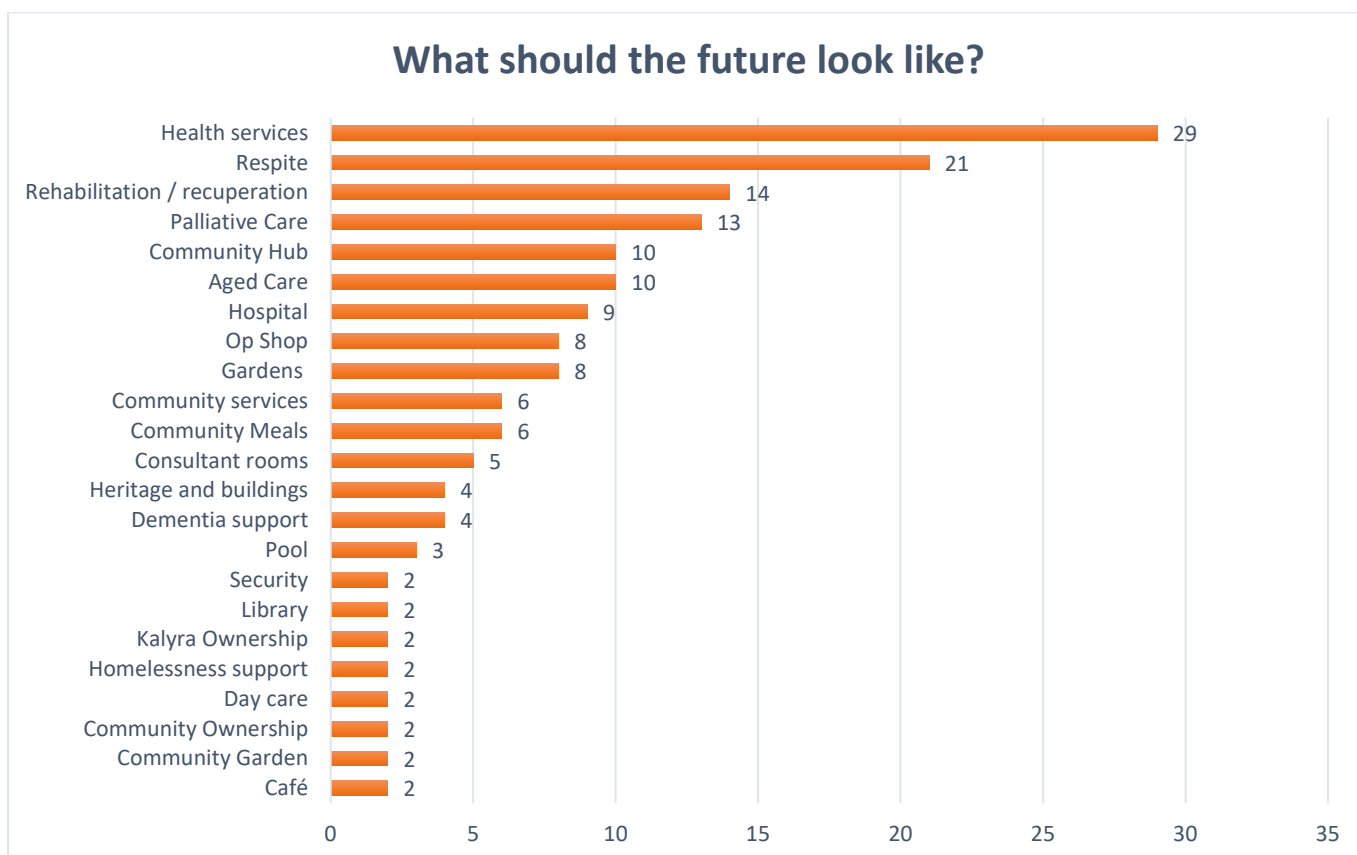


Figure 6. Postcards – About the Future

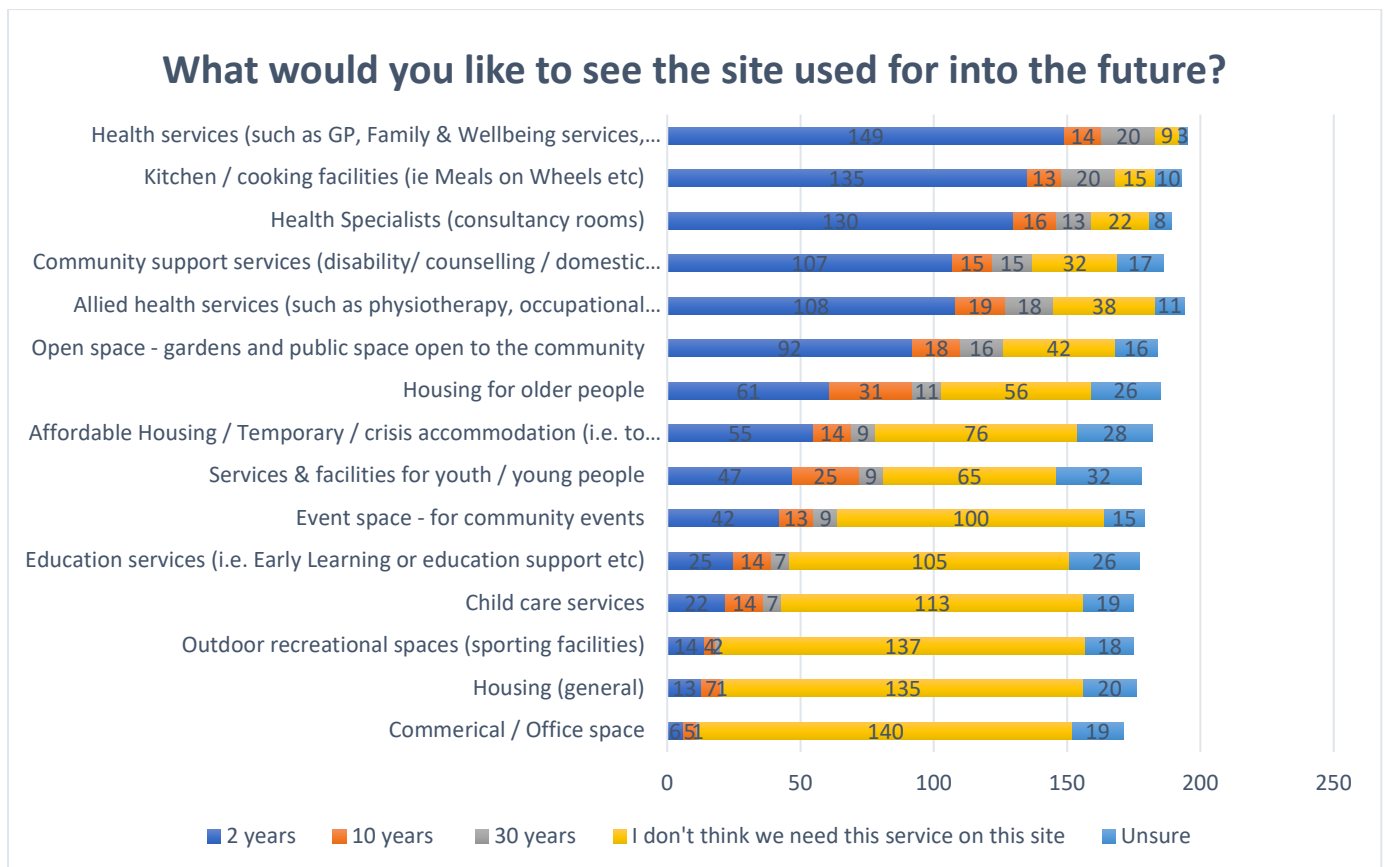


## What the Community Doesn't want

The survey gave us the opportunity to understand what services or features people don't want on the site. (Figure 7). The community was very clear that they didn't think the following would be needed or appropriate on the site into the future:

- Commercial / office space (82per cent)
- Outdoor recreational spaces (sporting facilities) (78per cent)
- Generic housing<sup>1</sup> (76.5per cent)
- Childcare services (64.5per cent)
- Educational services (59.5per cent)
- Event spaces / venues (55.9per cent)

Figure 7. Survey - Future Uses for the Site



These potential future site uses were similarly unsupported on the Open Day, through the postcard submissions and the conversations and workshops. There was no mention on the Open Day, community conversations and workshops or postcards for commercial or office use, other than meeting areas, offices for community groups

<sup>1</sup> Whilst there wasn't support for housing in general to go on the site there was considerable support for the inclusion of housing for older people and views were polarised on whether affordable housing or temporary / crisis support accommodation should be provided on the site.

(eight mentions total). There were only two mentions supporting general housing, three mentions for childcare, one mention for education services and two mentions for an event space.

Outdoor recreation facilities received slightly more mentions in the engagements (excluding the survey), especially a pool (ten mentions) and a playground (four mentions).

## *Issues Requiring Further Exploration*

As Figure 7 highlights, two areas also emerged where there appeared to be polarised views in the community about what the site could or should be used for into the future.

This was the case for both the provision of *services for young people* and the appropriateness of having *affordable housing or temporary/ crisis accommodation* provided for on the site.

In the case of *services for young people*, 81 people (45.5per cent) who responded to this question in the survey felt that there was a need for these services to be provided on the site at some stage in the next 30 years, 32 people (18per cent) were unsure and 65 people (36.5per cent) didn't think these services were needed at all.

There was very little commentary through the open-ended comments in the survey or other engagement formats to provide further clarity for this potential site use. Three community conversations spoke of the need for facilities for young people. On the Open Day, there was one mention of a water park and one mention of wanting an intergenerational space. One postcard also mentioned intergenerational programs.

Willunga High School students in particular spoke of their wish for more mental health support and hang out locations, as well as support with gaining life skills such as job opportunities and managing finances.

In the case of '*affordable housing or temporary / crisis accommodation*', 78 people (43per cent) who responded to this question in the survey felt that there was a need for these services to be provided on the site at some stage in the next 30 years, 28 people (15.5per cent) were unsure whether these services were needed and 76 (42per cent) didn't think these services were needed on site.

In the survey, four people were particularly interested in seeing housing on the site for women. Two people spoke of a need for domestic violence support.

Advisory Group members who hosted pop up sessions across the region estimated that they heard about ten people speak about the possibilities for homelessness support at the site. Three community conversations or workshops also spoke of homelessness support, two postcards and four people on the Open Day mentioned this.

# What the community wants on the site

In this section we explore in detail the main elements/ facilities/ services that the community had high degrees of consensus about wanting to see on the site.

## *Theme 1: Community Health, Wellness and Care*

When reflecting on what they most value about the site as it is currently, 85per cent of participants in the survey listed health services such as the GPs, pathology, and allied health as one of the things they would not want to lose on the site (Figure 8).

Health services were third on the list of the most valued aspect of the site as it is currently, at the Open Day.

The overwhelming majority of people would like to see a health focus maintained for the site, with 126 (62per cent) of survey respondents suggesting this, compared to just 31 (15per cent) of respondents for the second top focus of a community hub. Other popular focuses for the site included Aged Care, Rehabilitation/Recouperation care and Palliative Care.

So let's break this down – what specific health and wellbeing services did people want to see on the site?

Overwhelmingly participants identified that they would like to see services such as the following on the site into the future:

- Allied health services
- Primary Health care
- Rehabilitation and respite care
- Palliative care
- Aged Care

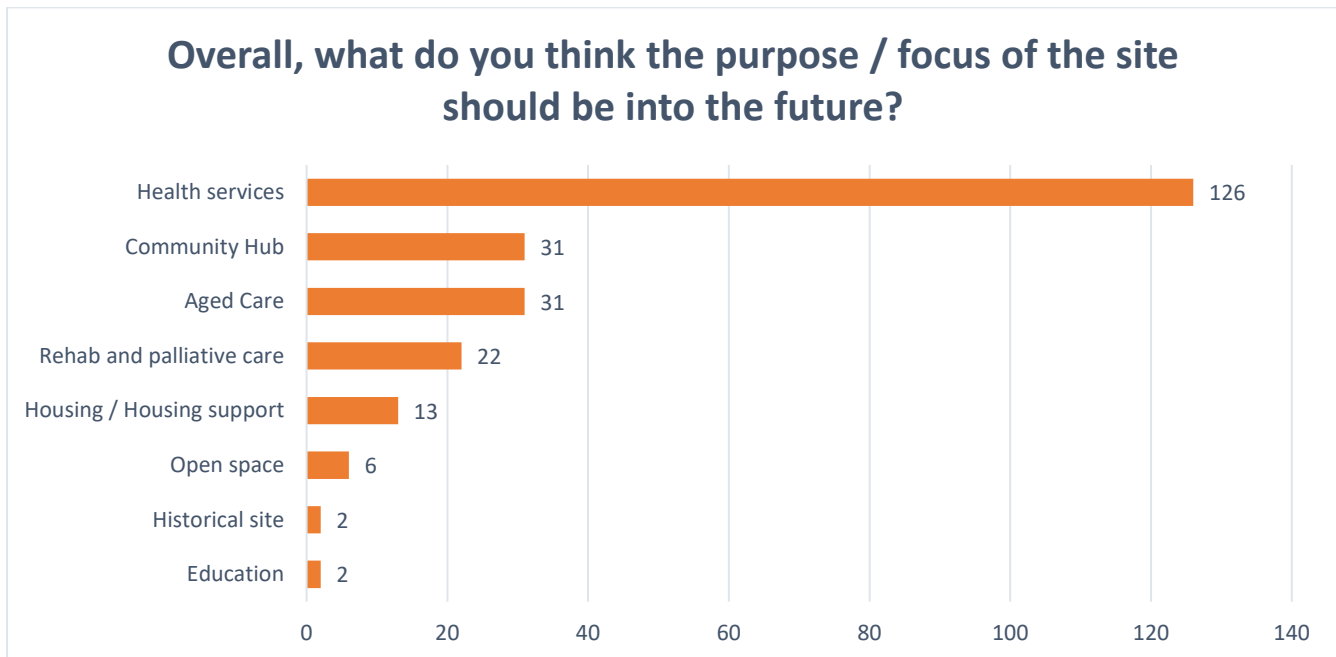
Across all formats of the engagement, the advantages mentioned for using the site for palliative, respite or rehabilitation care included:

- Freeing up beds in hospitals
- Allowing people to be closer to friends and family
- Supporting family members who may be elderly, frail or overwhelmed with responsibilities.
- Providing support for people whose carer's may need to go to hospital themselves
- Provides a smaller, more community orientated space
- Setting is tranquil/peaceful and less clinical than the big hospitals
- Adjacent retirement living village and there is an older local population
- Allows a dignified death

## Survey

There was overwhelming support from respondents to the survey for the site being used for the provision of health services.

**Figure 8. Survey Results**



In the survey format, we were able to break down each of the potential site uses to allow respondents to indicate when they thought this service might be needed (i.e. two, ten or thirty years) or if it was needed at all. They were only able to select one time period (or never) for each potential use and there was an "unsure" option as well.

Three of the top five future site uses needed in the next two years were health related, including health services (GPs, family & wellbeing services, pathology), health specialists (consultancy rooms) and allied health services (physiotherapy, occupational therapy, sports medicine, Pilates), with respectively 76.5per cent, 69per cent and 55.5per cent of the respondents who answered the questions.

Figure 9. Survey Responses – Health Services

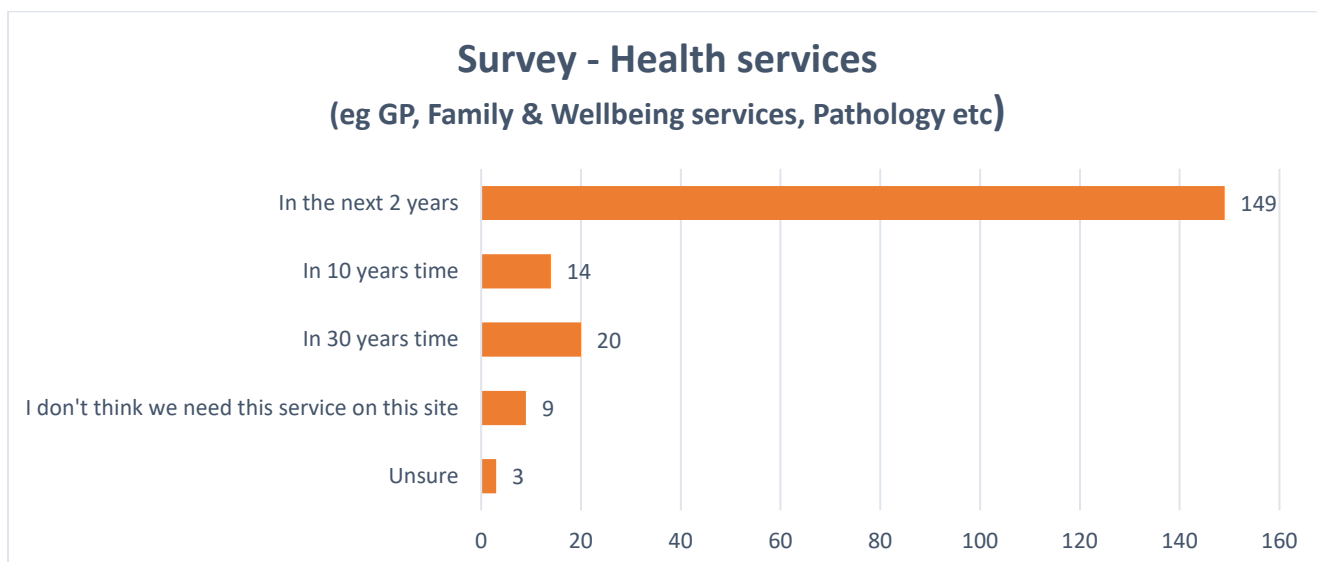


Figure ten. Survey Responses – Health Specialists

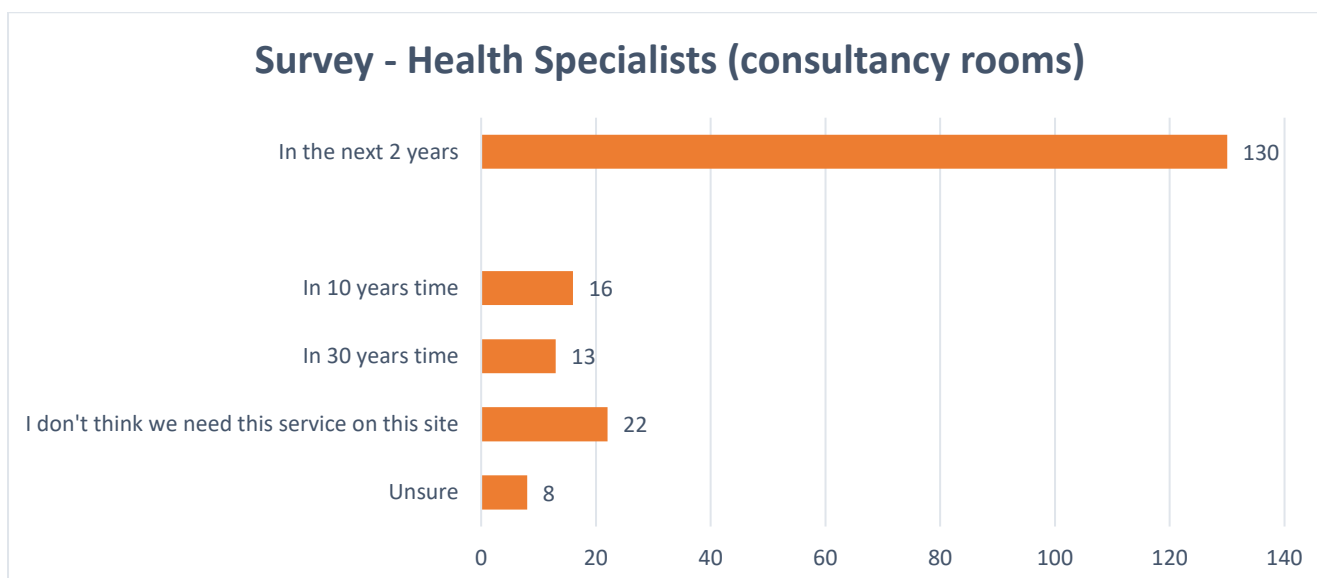
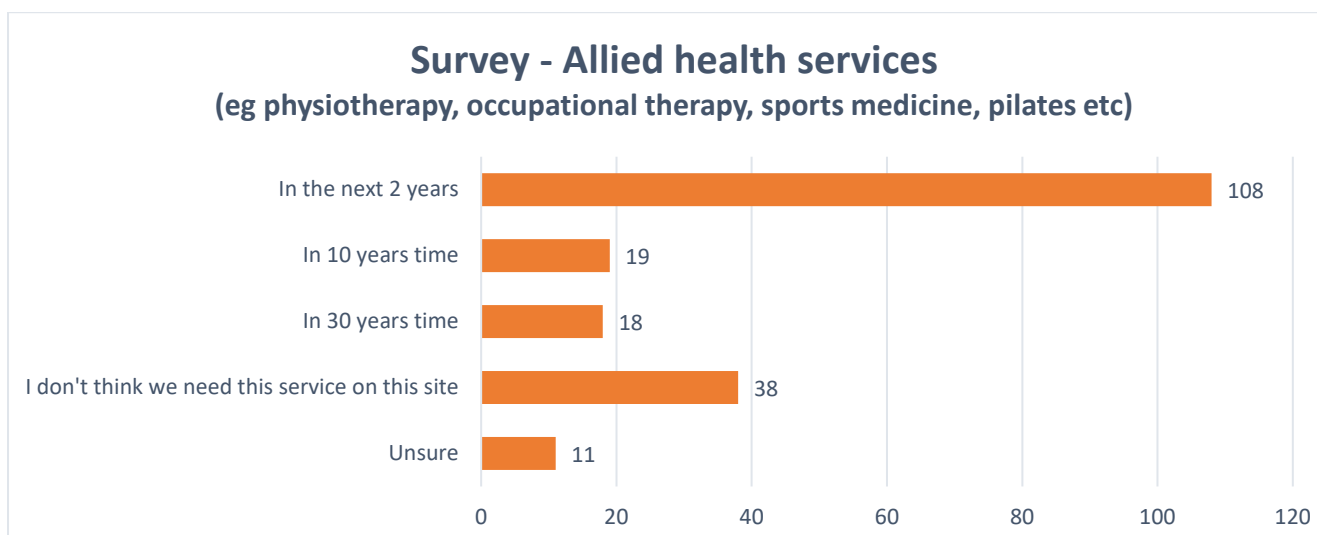


Figure 11. Survey Responses – Allied Health





In addition, to being able to show their level of support for a range of health services, the survey also allowed respondents to suggest other uses. In response to this open question 24 people suggested palliative care, 18 suggested respite care and 15 suggested rehabilitation/ recuperation (e.g. after hospital care or when care is needed but not hospital level care).

## Open Day

Similar areas of focus for the site emerged from people who provided their feedback at the Open Day,<sup>2</sup> however, a higher emphasis was placed on palliative care, the provision of hospice services, and respite care. (Figures 12 and 13). Palliative care was the top identified function that the community wanted to see at the site (29 mentions). Given our estimation that approximately 70 people contributed to the feedback we received on the day, this represents approximately 40 per cent of contributors indicating of support for this function. Palliative care came out as the top priority – as a general need for the site irrespective of the timeframe. Respite care was the third most common function, with twelve mentions and rehabilitation was fourth with eleven mentions.

Figure 12. Open Day Results

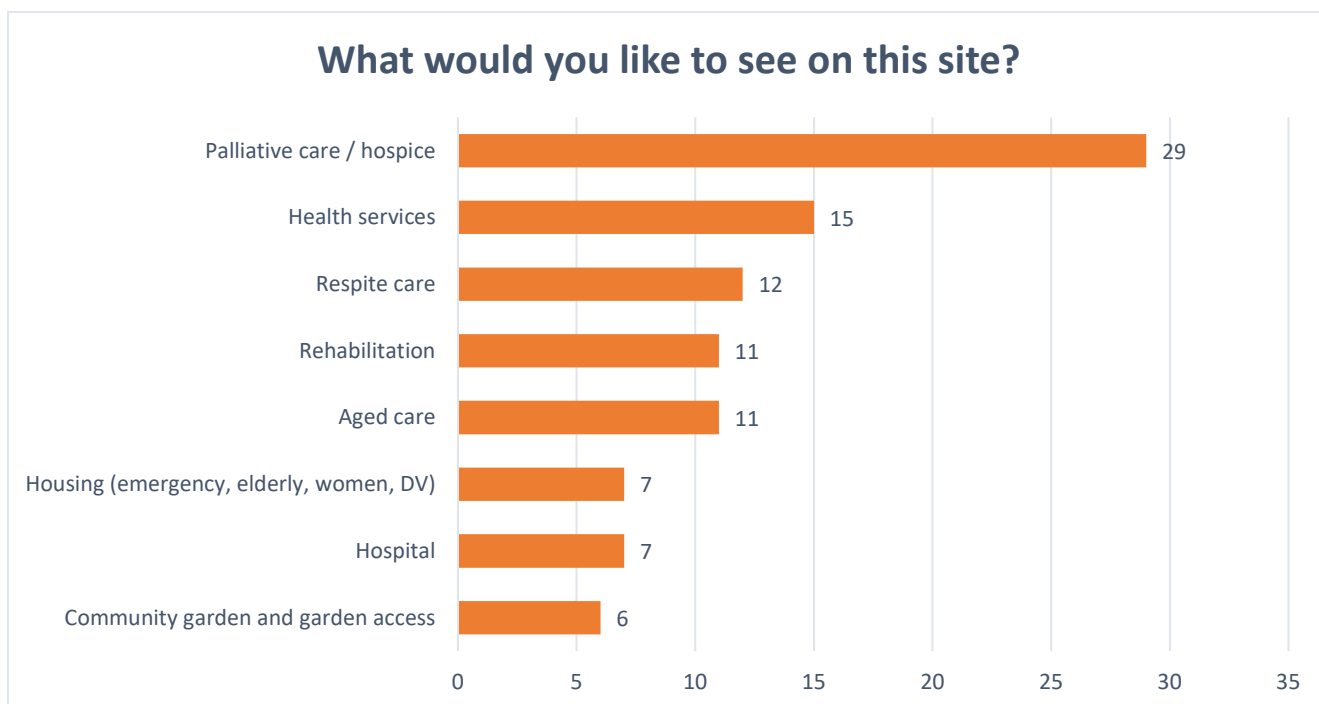
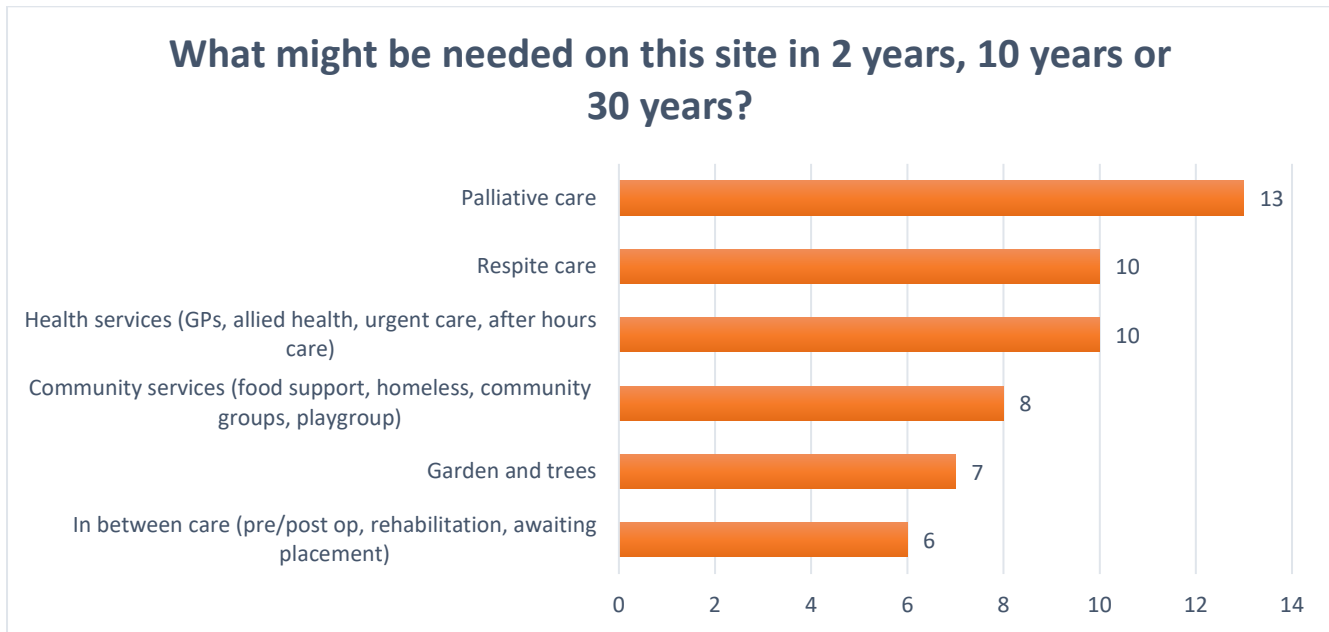


Figure 13. Open Day Results



## Postcards

Postcard respondents also prioritised health services (excluding use as a hospital) for future site use, with 54.5per cent of responses mentioning this use.

People who responded via a postcard indicated that they would like to see the site keep existing services in place including breast screening, wellbeing doctors, allied health and pathology. However, they also suggested that these health services could be expanded to include other health services that aren't sufficiently provided for locally including.

- specialists – such as such as podiatrists and opticians, audiologists
- Radiology,
- Out of hours GP services,
- Rehabilitation and preventative facilities and support including – pool, gym and physiotherapy,
- Dementia support,
- Dental services and,
- Mental health services.

## Community Conversations/Workshops

Seven of the eight community conversations and workshops focused on the need for the site to offer health services in the future, including specialty consulting rooms, out of hours services, radiology, mental health support, disability supports, pathology, GPs, physio/chiropractors, chemo, dialysis, dieticians, and other allied health services.

Six community conversations mentioned the need for respite care, three mentioned rehabilitation and three of mentioned or spoke at length about the need for palliative care in the region. Twenty-one postcard respondents mentioned respite care, fourteen mentioned rehabilitation care and thirteen mentioned palliative care.

## Using the Site as a Hospital

While there has at times been high-profile debate in the community about retaining the site as a hospital, the engagement received only a small amount of feedback asking for the hospital function to be reinstated. Some people commented that they would like a hospital to be redeveloped on the site, others commented that while they would ideally like hospital services provided on site, that they accepted alternative uses if this was not deemed possible.

In the survey, only 12 participants (6per cent) commented that they would like to see a hospital on site, when asked about what they value and would not like to lose at the site. Two of these respondents were interested in it being used specifically for rehabilitation or respite purposes, which would potentially not require full hospital services.

In another survey question when people were asked to suggest uses for the site, only 22 respondents (11per cent) suggested they would like to see a hospital facility on the site. Many of these respondents reflected on the current bed shortages being experienced by our health system and the need for increased facilities to be available locally in the region in the future.

In the community conversations and workshops there was only one mention of the site being needed as a hospital, with the person mentioning that the closest public hospital was in Noarlunga and smaller regional hospitals only have limited services.

At the Open Day, only seven out of the seventy people mentioned that they would like to see the site used as a hospital into the future. Two of the seven mentioned that the hospital could just provide minor operations such as colonoscopies.

In postcards, only nine people out of sixty-three indicated they would like to see the site include a hospital. Two of nine suggested day surgery or recovery after operations. Another two of these nine people were happy to consider other health service uses if it could not be retained as a hospital.

*Local people could go there for palliative care and respite care. It is a beautiful site, with gardens. Palliative care is really clinical at Flinders now. This site is more homely. Using it for this could free up some beds in hospital too.*

Community Conversation

## Theme 2: A Place for Community

Many members of the community reflected on the importance of providing a place for the community that the site has held throughout its history, and their wish for it to remain a place which served the needs of community.

They highlighted that the site had always been a community space and that this should continue.

***I think these services - even the op shop - really encapsulate community, wellbeing, and connection.***

***I like that volunteers are valued and given an opportunity to contribute.***

***I like the continuity of support and a wellbeing approach rather than just traditional medicine. I love that the aged care housing are homes with micro communities in a larger community. It is very inclusive.***

Survey Respondent

When asked what the overall focus of the site should be, a community hub enabling connection, support, meals, resources and other community services was ranked as the second highest priority for survey participants (31 responses – 15per cent).

Seven of the eight community conversations also highlighted the role the site could play as a community hub and connector.

ten postcard respondents and one Open Day participant also highlighted the possibility of a community hub.

Several people across different engagement formats highlighted that they would like to see this community hub take an intergenerational approach, with something for all age groups and allowing people of different ages to interact together.

Engagement participants suggested that the site could include things like:

- Meeting spaces or offices for local community groups and special interest groups,
- A men's shed,
- Community garden,
- A community centre,
- Playgroups,
- Exercise classes (especially for seniors),
- Spaces to socialise (especially for young people),
- Group activities e.g. arts or storytelling,
- Cooking classes,
- Recycling centre,
- Library,
- Concert/performance space,
- Life skills (money and tax, IT, job skills),
- JP services.

***We would like support with life skills like job opportunities, starting your own life after school, knowledge on finances.***

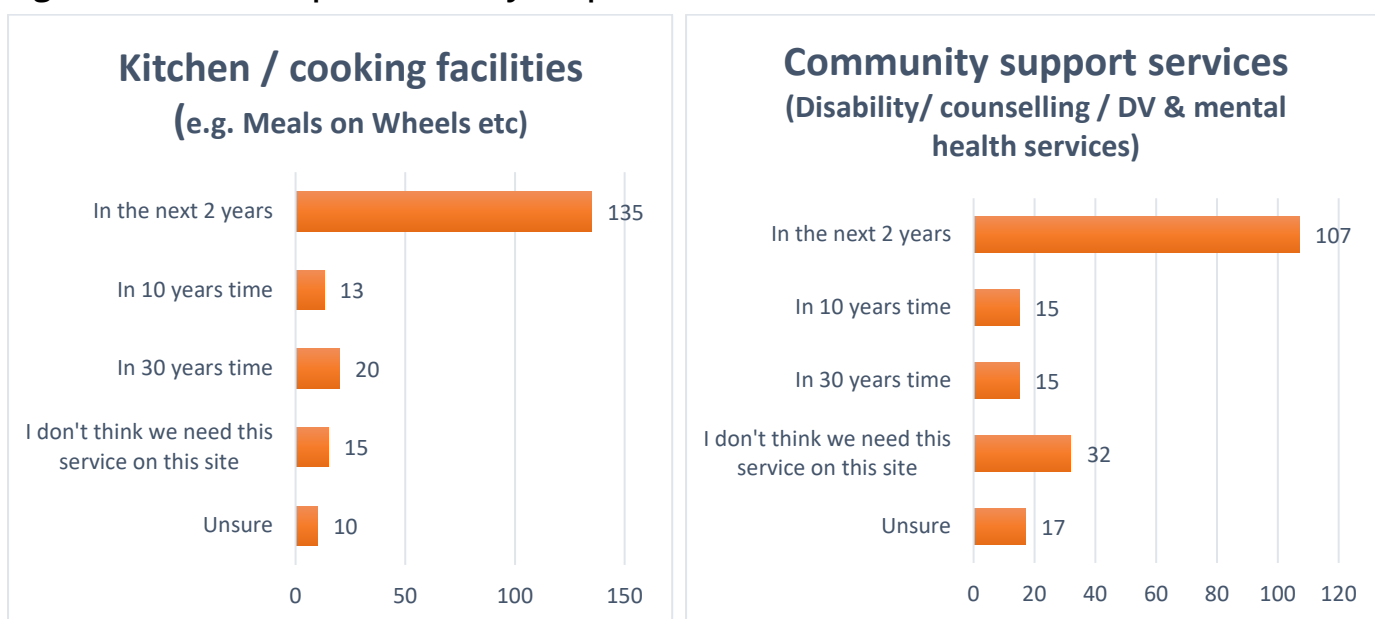
***These kinds of things aren't always focused on in school.***  
Willunga High School Students

When asked in the survey why they valued the site for community services 65 respondents shared the following reflections<sup>3</sup>:

- They offer support and community benefit,
- The op shop enables redistribution of items among the community, as well as supporting good local causes,
- The park like environment is very pleasant,
- The site represents community, wellbeing, belonging and connection,
- It's locality within the township is important as it allows ease of access to services,
- Opportunities to contribute to community (volunteering).

When reflecting on what they would like to see the site used for in the future, survey respondents ranked Kitchen / cooking facilities (ie Meals on Wheels etc) and community support services (disability/ counselling / domestic violence services / mental health services) as the second and fourth most needed site uses for the next two years, with 70per cent and 57.5per cent of the respondents to that question respectively.

**Figures 14 and 15. Specific Survey Responses**



Seven postcard respondents also prioritised community meals (such as Meals on Wheels or a soup kitchen) and five of the eight community conversations and four Open Day participants also reflected this sentiment.

Three Open Day participants and two community conversations mentioned community support services as potential future site functions. Young people particularly emphasised having mental health support services at the site.

<sup>3</sup> Note we have summarised the 65 reflections into themes  
 McLaren Vale & Districts War Memorial Hospital Site – Engagement Report July – September 2024

## *The Op Shop*

Many community members enjoy shopping or volunteering at the op shop. ten9 (53.5per cent) respondents to the survey said they value and would not want to lose the Op Shop. On the Open Day, the Op Shop was one of the most common aspects which the community valued at the site, second to only the natural environment and gardens. Eight postcard respondents would also like to see the Op Shop stay on the site and two of the community conversations also mentioned this aspect of the site.

## *Aged Care and Housing*

Survey participants wishing for an overall site focus on aged care reflected on a general shortage of places in the region and an ageing population.

While housing for the general population was not a popular option for future site uses, with only 12per cent of survey respondents believing this was a function they would like to see on the site within the next 30 years (Refer to page 19 for more information), there was support within the community for housing and supports for targeted groups who may need it. These included:

### **Housing for older people (especially women).**

55.5per cent of survey respondents stated this was a function they would like to see on the site within the next 30 years. Perhaps unsurprisingly given the older average age of engagement participants, aged care was also the equal second priority for the overall purpose or focus of the site for survey respondents. Participants also stated that older women are more likely to be at risk of homelessness and so this function could be targeted to women.

Aged care was the fourth most commonly mentioned function at the Open Day that people would like to see on the site, and the fifth most common in postcards, although when Open Day participants were asked about what might be needed on the site in the future (rather than what they would like to see), aged care received the lowest number of mentions (two).

### **Support for people experiencing homelessness.**

Four Open Day respondents spoke of the possibility for there to be emergency accommodation included on the site, including for older people (especially women) or others experiencing or at risk of homelessness. This theme also emerged in the survey, with seven people talking about the need for housing support, especially for women fleeing domestic violence.

## *A Pool*

Seven survey participants, five of the eight community conversations, two Open Day participants and three postcard participants suggested that a pool could be added to the site. For some people this was for rehabilitation purposes, for others it was for keeping active and for some it was for fun and social interaction. One young respondent even drew us a picture of the waterslide they'd like to see included.

The option of a pool is also discussed in Theme 1 – in relation to rehabilitation.

## Theme 3: Heritage

When listing the aspects of the site that community value and would not want to lose, the heritage and history of the site was prioritised second in the survey and fourth at the Open Day.

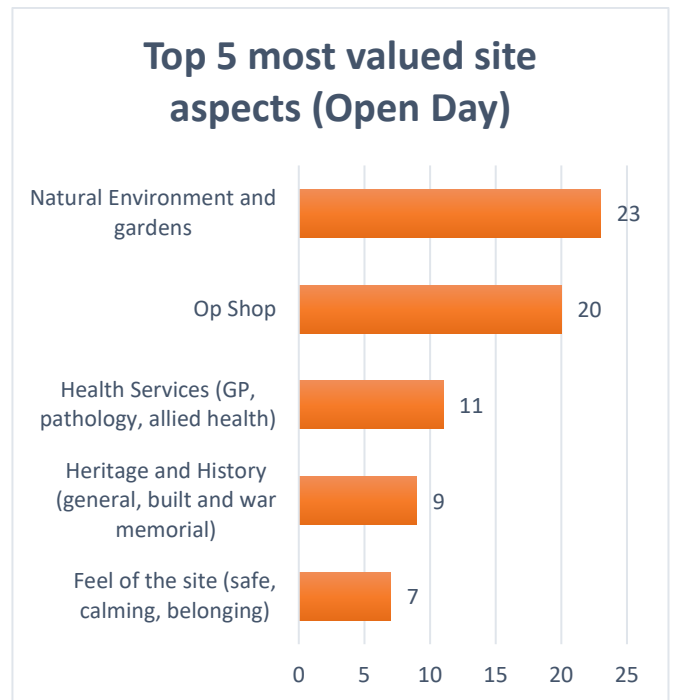
*It's the history and heritage of the buildings, the history linked to our strong recognition of war memorial and those that served for our country.*

Survey Respondent

The postcards did not ask this question, and were instead future focused, but four people still commented that they would like to see the main buildings kept, especially Tsong Gyiaou. It was also a commonly mentioned aspect in the community conversations.

The war memorial was another important aspect for many members of the community, with 55per cent of respondents in the survey listing this as an aspect they would not want to lose. This is relatively high considering some survey respondents may not have been aware that there is a dedicated memorial on the site, especially those who live further away from the region. Four community members at the Open Day also commented on the war memorial and its associated gardens as valued aspects of the site.

Figures 16. Survey results and Figure 17 Open Day Results



When asked in the survey why the things they selected were important to them, participants had the following responses:

- The heritage and history of the site are part of the story of McLaren Vale, and the district.
- The community helped raise money for the hospital to be built.
- The war memorial function and its recognition of those who served for our country was important.
- Heritage buildings are important historical references for the community and should be preserved and maintained.

- Many community members have been born, had children, convalesced and/or died at the hospital. Many have worked or volunteered there.

## Theme 4: Natural setting

The natural setting and gardens of the Hospital site are important to the community for several reasons, including their role in memorialising war veterans and other loved ones who have passed, the ability of nature to support wellbeing and for the importance of open space and nature for environmental protection.

The natural environment and gardens were the topmost valued aspect of the site for people who attended the Open Day. It was also the second most valued aspect in the survey, with 139 people (68per cent) rating this as important.

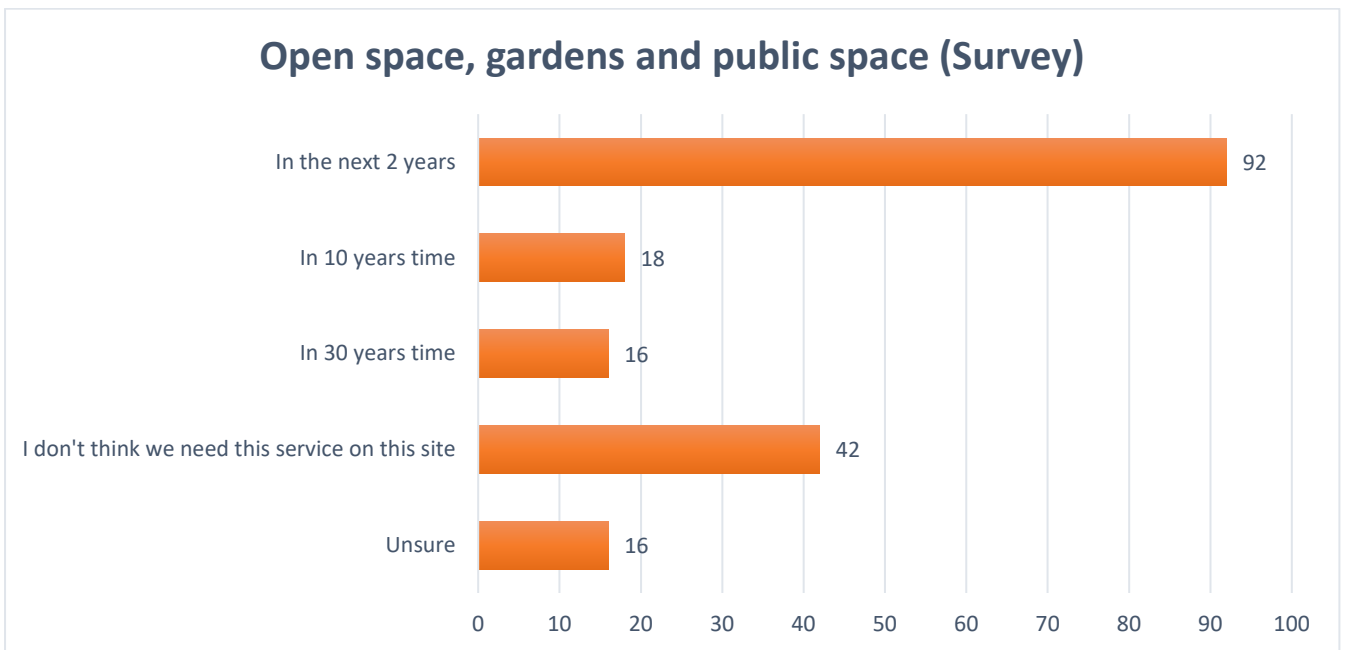
When asked why they value the natural setting at the site in the survey, respondents reflected that:

- The natural setting is irreplaceable,
- The gardens and trees make the site pleasant, peaceful and beautiful,
- The natural setting is good for wellbeing,
- Wildlife in the area rely on the established trees and gardens.

***The hospital sits in a beautiful site and it is important to keep the trees and rose garden for future generations.***

Survey Respondent

When we asked survey participants to look into the future and indicate what was important to have on the site during different timeframes open space and gardens ranked as the 6<sup>th</sup> most important aspect to include in the site in the next 2 years (50per cent of respondents to this question).





# Attachments



# Attachment A

## About democracyCo

We make better decisions together!

**At democracyCo we create opportunities for all people to participate in solving the complex problems of our time through the design and delivery of deliberative engagement processes.**

Our clients are governments, corporates and other organisations that come to us when they have complex issues to solve, or they want to build relationships and collaborate with other organisations or community.

We deploy a wide range of engagement techniques to enable effective decision making and relationship building. We analyse the issues, seek to understand the communities and stakeholders involved and design a deliberative process which works.

We support stakeholders and / or communities in developing solutions.

Our work cuts through the current polarising environment – enabling diverse groups of citizens with different views to find agreement and a way forward.

Our clients use our services to allow citizens to shape policy or regulation so that decisions are made that are appropriate, effective, and made for the people by the people

We support engagement across Australia as well as internationally. We are currently supporting projects in Singapore and the Philippines and across Australia at both a state government and local government level.

**Multi IAP2 Award winners and nationally recognised by The Planning Institute - democracyCo is highly recognised for its engagement expertise locally and internationally.**

## Engagement Design and Reporting Team

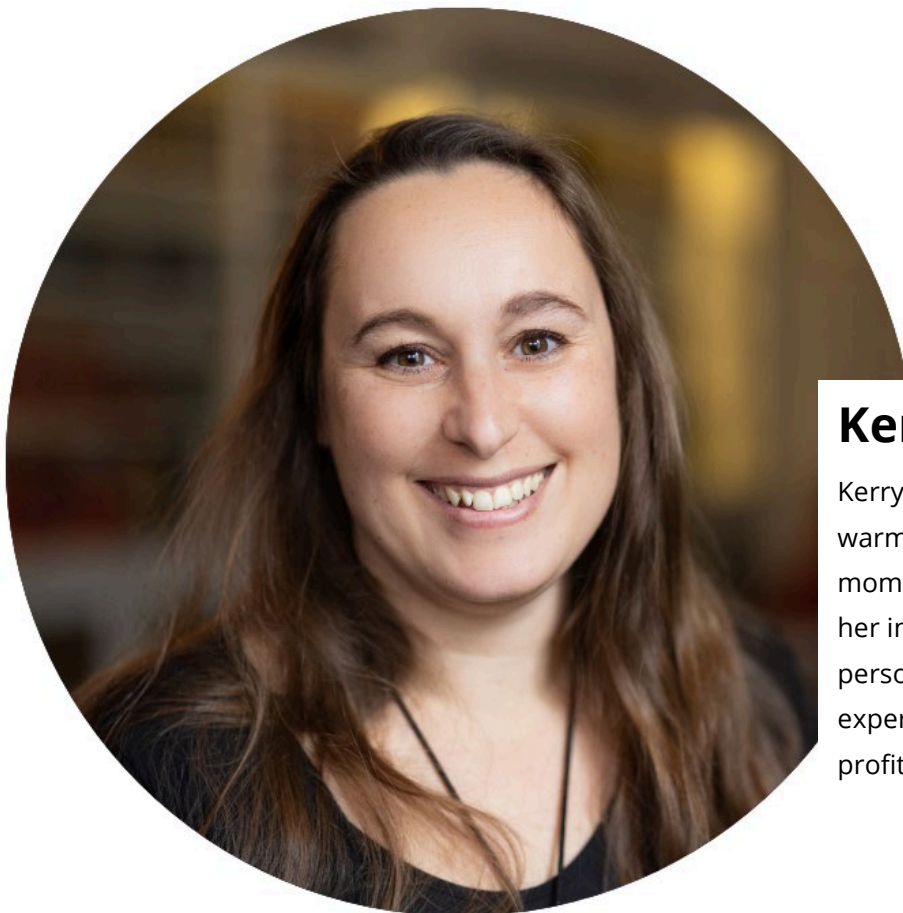
### Emily Jenke

Emily Jenke is one of Australia's most skilled engagement practitioners and an extremely accomplished and talented facilitator of more than 20 years. Emily uses a range of techniques to support a group and her hallmark skills are her ability to read the room – intuitively responding to participants' needs.



### Emma Fletcher

Emma Fletcher (nee Lawson) is a policy and community engagement expert. She has worked at the highest echelons of the Public Service in SA and abroad. She offers an unparalleled understanding of the workings and challenges of government as well as extensive networks.



## **Kerry Reed**

Kerry is a people person with an ability to warmly connect with people from the moment they meet her, ensuring that all her interactions benefit from her genuine personality. She has a broad range of experience in design, business, the not-for-profit sector and community engagement.

# Attachment B

## Advisory Group Members and Terms of Reference: McLaren Vale & Districts War Memorial Hospital

### *Kalyra Advisory Group Terms of Reference*

#### **Background**

The McLaren Vale & Districts War Memorial Hospital site Advisory Group (Advisory Group) is being established to assist the new owners of the site, the James Brown Memorial Trust to work with the community and key stakeholders about the future of the site.

This follows a decision of the McLaren Vale and Districts War Memorial Hospital Board and membership to transfer to *"James Brown Memorial Trust the assets and undertakings of the Hospital on such terms as the Board determines."*

#### **Purpose of the Advisory Group**

The purpose of the Advisory Group is to seek to provide the **best outcome for the community** on the McLaren Vale and Districts War Memorial Hospital site.

Specifically, the McLaren Vale Hospital site Advisory Group will -

##### **Establish the vision for the site**

Define the purpose and principles for the use of the site. This will establish some 'parameters' around what the site is used for and is not, and how that use should be grounded in a principles led approach.

Support implementation of the purpose and principles.

##### **Enable information sharing**

Provide a place where Kalyra can provide information to key community members about what is possible / achievable and raise awareness about Kalyra and Kalyra's role,

##### **Provide advice and feedback on changes to the site**

Provide feedback on and advice to Kalyra from a community and stakeholder perspective on plans and or significant changes to the site.

Co-design elements of the future use of the site.

##### **Provide advice on, and support broader community engagement by Kalyra about the site.**

Provide advice about how to reach out into the community more broadly and receive feedback from the broader community.

Different members on the Advisory Group will have different roles in supporting the work of the overall group. Details regarding these can be found in the Roles and responsibilities section.

## Membership

The Advisory Group members are:

### ***tenants***

Martine Carpenter, Speech Pathologist

Dr Mike Reid,

Brooke Kenny, Clinpath

Dr Graham Lovell, Wellbeing Clinic

Robert Hall, Meals on Wheels

SA Ambulance

### ***Government***

Marisa Bell, Councillor, City of Onkaparinga (as Elected Member Liaison)

Lisa Elder, City of Onkaparinga Community Capacity area (Acting Team Leader for Active Ageing)

### ***Social service provider***

John Gyepes, RSL

### ***Kalyra Residents***

Kevin Baugh

Pam Williamson

Vic Rowe

Susan Ryan

Bryan Hearn

### ***Community Members***

Juli Ferguson

Leanne Bawden

Margaret Paulsen

### ***Kalyra Staff***

Sara Blunt, CEO

Samantha Manoel

In addition, Amanda Bywater, Kalyra will be Secretariat and democracyCo staff will facilitate.

### **Selection and Replacement of Members**

<b>Membership Group</b>	<b>Terms and Replacement method</b>
<b>Local residents</b>	Two-year term Selected via open invitation (registration of interest) with the aim to choose a demographically diverse group with different experiences with the site – every two years.
<b>State Member for Mawson</b>	Unlimited term - As elected by constituents.
<b>City of Onkaparinga</b>	Unlimited term Appointed and replaced as determined by the City of Onkaparinga CEO.
<b>Service providers</b>	two-year term - Kalyra to select in consultation with service providers.
<b>Kalyra Staff</b>	Unlimited term – members and their replacements appointed by the CEO of Kalyra
<b>Residents of Kalyra homes</b>	Two-year term - Open call to residents and depending on response, members then selected by Kalyra
<b>Site tenant representatives</b>	Unlimited – as long as they are tenants of the site. Member determined by each of the tenants.
<b>Local advocate</b>	Two-year term After the initial appointment by Kalyra, the person in this position will be determined by the Advisory Group members. Advisory Group can decide to reappoint if the advocate agrees.
<b>Hospital Board Representative</b>	A representative of the Hospital Board will be selected by the Board to represent the Board on the Advisory Group until such time as the transition arrangements to Kalyra are completed.

## Roles and Responsibilities of Members

Position	Responsibilities
<b>Facilitator</b>  <b>Kalyra</b>	<ul style="list-style-type: none"> <li>• Design and facilitate the meetings</li> <li>• Act as spokesperson for the group during 2024, only speaking about the groups purpose, process and work.</li> </ul>
<b>CEO / Lead</b>	<ul style="list-style-type: none"> <li>• Listen/ reflect and respond to the views and needs of Members.</li> <li>• Bring all relevant information to support 'advice' from Members.</li> <li>• Lead communications and engagement with the community – in line with agreed approach with the Advisory Group.</li> <li>• Bring information gained through engagement processes about the needs and expectations of the community back to the Advisory Group for their information, reflection and consideration.</li> <li>• Explore redevelopment opportunities and options in line with the Advisory Group's purpose and bring to the Advisory Council for advice and discussion.</li> <li>• Work with the Government regarding the provision of health services on the site.</li> <li>• Take all legal and financial responsibility for the site.</li> </ul>
<b>All Members</b>	<ul style="list-style-type: none"> <li>• Regularly attend and participate in meetings.</li> <li>• Contribute their skills, knowledge and experience.</li> <li>• Report as necessary to their organisation to share knowledge on progress and issues (as relevant)</li> <li>• To share what they learn with the broader community.</li> <li>• To reflect their knowledge / views / understanding of the needs of the broader community to ensure the work of the Advisory Group is focussed on achieving the best outcome on the site for the community.</li> <li>• Lead subgroups if required.</li> <li>• To act in line with decisions of the Advisory Group and in line with the Group's core objective - <i>to provide the best outcome for the McLaren Vale and Districts War Memorial Hospital site for the community.</i></li> </ul>
<b>Kalyra Secretariat</b>	<p>The core functions / roles of the secretariat for the Advisory Group will be:</p> <ul style="list-style-type: none"> <li>• Attend all meetings of the Advisory Group</li> <li>• Attend all meetings between the Executive and Facilitator.</li> <li>• Liaison with all Advisory Group members regarding their attendance, payment of their honorarium and any other matters pertaining to their participation.</li> <li>• Meeting Oversight – includes scheduling dates (in collaboration with facilitator), booking venues and catering, notifying members of dates and following up to ensure attendance. This will also include sending out a meeting overview – which will be prepared by the facilitator, and the distribution of any pre-workshop materials. From time to time this may also include inviting guests and ensuring / supporting their attendance.</li> <li>• Management of turnover of members – in the event a member withdraws from the Advisory Group, the Secretariat will support the Executive and Facilitator to identify a replacement and will then be responsible for liaising with that person to secure their commitment.</li> <li>• Monitor terms of members – and support the process for replacement.</li> </ul>



- Workshop Notes – it is intended that outcomes from each workshop are recorded, but minuting of workshops is not required. Usually the facilitator will capture notes in the workshop (either on paper/boards or on google docs) and it will be the responsibility of the secretariat to type up these workshop notes / reports. Once a first draft is complete, notes are to be sent to facilitator for checking, before distribution to the group. This work will slightly change with each workshop – as the purpose and scope of each workshop will be different – but this will be explained / supported by the facilitator.
- Support / facilitate any community facing messaging that the Advisory group wish to promote – this might include the preparation of text for the website, communiques and the like.
- Management of conflict-of-interest register. This includes developing a proforma for registration of conflicts and annual updating of it.
- Management of other compliance documentation required (if needed).

## **Decision Making**

The Advisory Group is not responsible for the management of the McLaren Vale Hospital Site nor its finances or staff. No staff report to the Advisory Group.

Strategic site level decisions will be informed by the Advisory Group, with final decision making the responsibility of the Kalyra Board.

The Advisory Group will make decisions through the course of their deliberations. These will likely be decisions about what they agree the vision of the site should be, and the best way to ensure the site meets the needs of the community. Decisions will be made by consensus (80per cent) – with an aim to be able to provide advice to Kalyra that has clear levels of agreement amongst the Advisory Group. Where members of the Advisory Group don't agree, their reasoning will be articulated and clear.

## **Terms of Reference Review**

The Terms of Reference will be reviewed initially after 9 months from adoption by the Group, and from then on, every 12 months.

## **Operational Requirements**

### **Workshop Details**

- Will be monthly initially (for four months) and from then on quarterly, until determined otherwise.
- Workshop notes will be produced by the facilitator – after every meeting of the group which reflect the outcomes / advice.

### **Financial Support for Community Members**

Community members, the Local Advocate and the Kalyra residential members will all be paid an honorarium of \$50 per meeting, to cover expenses incurred in their participation.

### **Protocols for Conduct, Conflict of Interest, Confidentiality**

#### **Conduct**

The Advisory Group have considered the way in which we want to work together – the principles which will underpin our work. These include:

- Being **committed** to why we are here and what we are doing.
- Being **respectful** of each other, patient and showing respect at all times.
- **Participating** fully – cooperating, giving each other equal airtime and following the process
- **Empathy** – We care about each other. We allow people to have time and space when they need it.
- We **listen and learn** from each other - we recognise and value our different views, ideas, experiences and personalities and see everyone on the group as equal. There are no wrong ideas. We are open to all views & ideas.
- We are **adaptive** – we compromise, have flexibility and as a group are committed to problem solving together.
- We are **responsible and accountable** – we concentrate and do the work we are here to do.
- We **enjoy our time** together – we work creatively and bring ideas forward and enjoy humour in our work.

## Conflict of Interest

Conflict of interest does not depend on a person's character, integrity or actions, but on the person's range of interests, involvements and situations. Conflicts of interest that remain unidentified, undisclosed, and unmanaged can give rise to a suspicion that corrupt conduct has occurred, is occurring, or may occur. If a reasonable and fair-minded observer might perceive that a members' personal interest could be favoured by exercising their duties and responsibilities, then a conflict of interest exists.

All members are expected to avoid conflicts of interest where possible, through the identification and disclosure of their interests. When avoidance is not possible, members are required to disclose such conflicts in a prompt manner if and when they arise. In the circumstance where a conflict of interest exists, the member should disclose the interest in writing to the Secretariat as soon as reasonably practical, upon which a decision will be made by the Facilitator / Kalyra Executive about the persons participation in the discussion.

All members will be asked to disclose their interests at the beginning of each calendar year through a register managed by the Secretariat (which will be published for transparency). It is expected that all members will have interests in the site. The 'reasonable person test' will be applied to determine a conflict of interest.<sup>4</sup>

## Confidentiality

All conversations held at Advisory Group workshops and information disclosed in related correspondence will be deemed as public (i.e. open, transparent, and allowed to be shared) unless explicitly directed by Kalyra Executive or the Facilitator. Only matters which will have a commercial or sensitive legal nature to them will be potentially held in confidence and in these circumstances, it will be very clear to Advisory Group members what is allowed to be shared, and what is not.

## Communication

### External Communications

We know that this project will continue to be prominent in the local community and beyond.

The intent of the Advisory Group is to help guide Kalyra in how it works with the community on plans for the site in a positive and inclusive way. As a consequence, ongoing work of the Group will be shared publicly in order to ensure transparency and engagement.

Communications sent regarding the work of the Advisory Group will be shared with Group members. If you are approached by the media and wish to comment, Advisory Group members should speak as 'individuals' or as a representative of your organisation (if appropriate) serving on the Advisory Group, but please don't speak 'on behalf' of the Advisory Group.

Emily Jenke, CEO democracyCo will be the official spokesperson for the Advisory Group and its work – and will only ever speak about the group's purpose, work and process. This arrangement will stay in place until the end of 2024, at which time the Advisory Group will consider the best approach. Broader Kalyra related communications will be undertaken by Sara Blunt, CEO Kalyra.

If you choose to speak to media as an individual or as a representative of your organisation (if appropriate) and would like some support to do so, then please reach out to Amanda Bywater.

Members are welcome and encouraged to share what the Advisory Group is doing with any friends, family members, community members and/or groups you are a part of.

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<sup>4</sup> [https://www.icac.sa.gov.au/documents/ICAC\\_Identify\\_Disclose\\_Manage\\_2021.pdf](https://www.icac.sa.gov.au/documents/ICAC_Identify_Disclose_Manage_2021.pdf)

Should Members experience any negative behaviour from other community members arising from serving on the Advisory Group, please reach out for support. You do not have to deal with their behaviour on your own. If you have an issue with any aspect of the Advisory Group process then please share your concerns with us in the first instance so that we can discuss and seek a solution together.

### **Internal Communications**

The Advisory Group have agreed to establish a Basecamp site – which will be the space for documents to be shared and will enable all members to communicate with each other between meetings. To enable equitable participation, all documents will also be emailed to the group.

All meeting notes, agendas and outputs from the Advisory Group will be loaded and stored in Basecamp. Documents which require confidentiality will be marked accordingly.

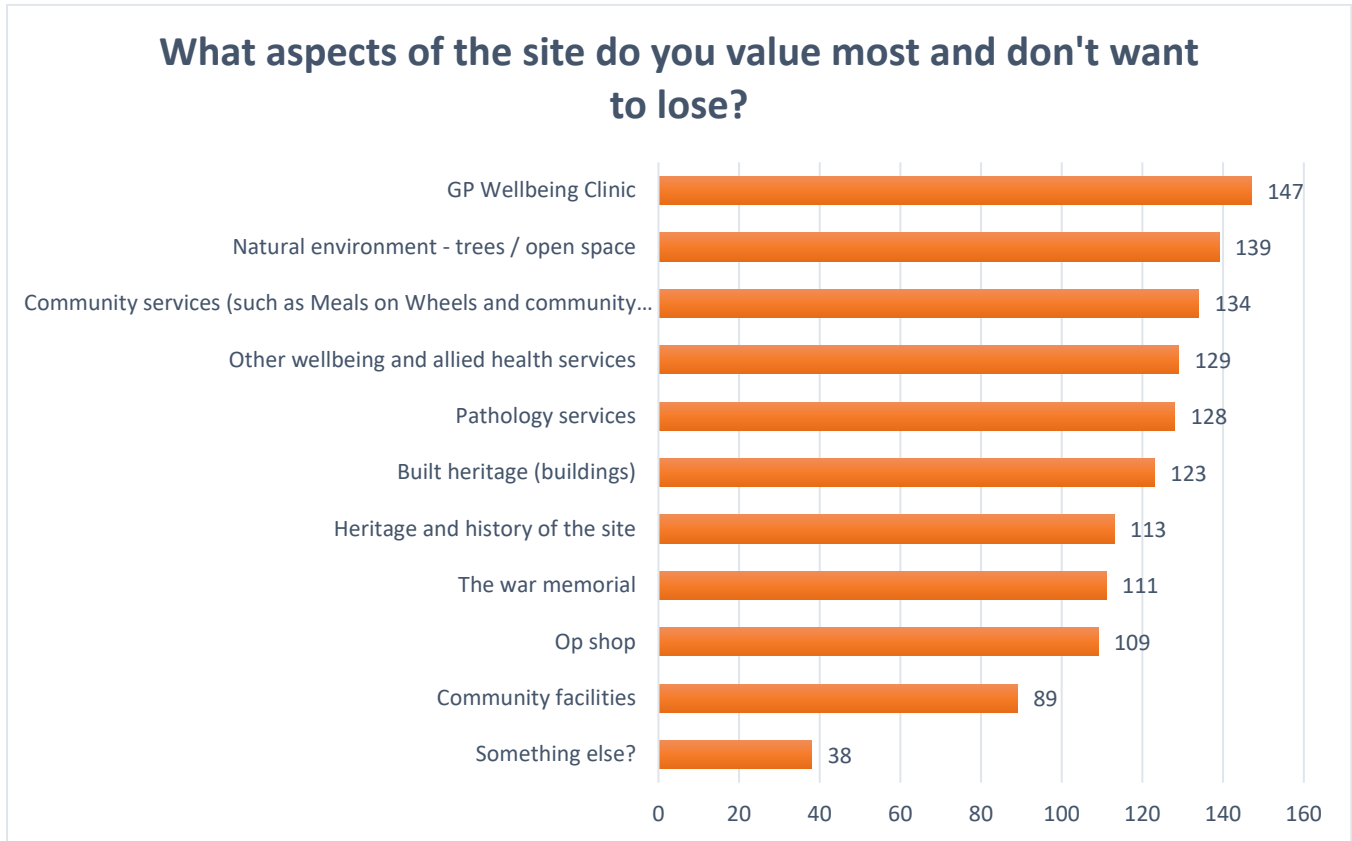
The group have agreed that the best time for meetings is a Sunday afternoon – at around 2pm. Forward meeting dates will be agreed with enough notice to enable members to make appropriate arrangements to attend. Meetings will generally be planned for two hours duration – but this may change from time to time depending on workload.

# Attachment C

## Full Engagement Results - Survey

What does community value about the site (and not want to lose)?

Chart 1: Survey



Responses to something else included:

- SAAS (2)
- All the above (3)
- Hospice/Palliative care/respice/rehab (6)
- Hospital (8)
- Gardens (especially trees and roses) (3)
- Community ownership (2)
- Carparking (1)
- Memories (1)
- Location (1)
- Nothing (demolish it all) (1)

### Why is this important to you? (survey)

When asked why they valued the things that are important to them, which they would not want to lose, respondents spoke of how valued the services and the site are to the community, how important this history was to them, how important the health services were and how much they valued the natural setting.

## Community

### Community Value and Benefit (65 responses)

- The community services offer support and benefit and are valued by the local community.
- The op shop enables redistribution of items among the community, as well as supporting good local causes.
- The park like environment is very pleasant.
- The site represents community, wellbeing, belonging and connection.
- Its locality within the township is important as it allows easy access to services.
- Many in the community love this place.
- Opportunities to contribute to community (volunteering)

### Community Focus (29 responses)

- Focus should be on community.
- It has a history of being built by the community, for the community so should remain close to the community.
- Some say it should remain under a community ownership model
- Community involvement and access is important.

### Future Development (six responses)

- Planning for future needs of the community is important.
- Repurpose the space into something that is useful for community.

## Health Needs

### (94 responses)

- The health system needs more resources, not less.
- Health services are valued and needed by the community.
- It is easy to access for the local community – especially important for older residents who live nearby.
- Palliative or respite care in a local setting would enable friends and family to visit more often, especially those who cannot drive.
- The natural setting is beneficial for physical and mental health
- The holistic approach to healthcare is valued by the community.
- The south is growing rapidly and there is a shortage of GP's and health services.
- A hospital and rehab service would reduce the impact on major hospitals.

## History

### (47 responses)

- The heritage and history of the site are part of the story of McLaren Vale, and the district.
- The community helped raise money for the hospital to be built.
- The war memorial function and its recognition of those who served for our country is important
- Heritage buildings are important historical references for the community and should be preserved and maintained.
- Many community members have been born, had children, convalesced and/or died at the hospital. Many have worked or volunteered there.

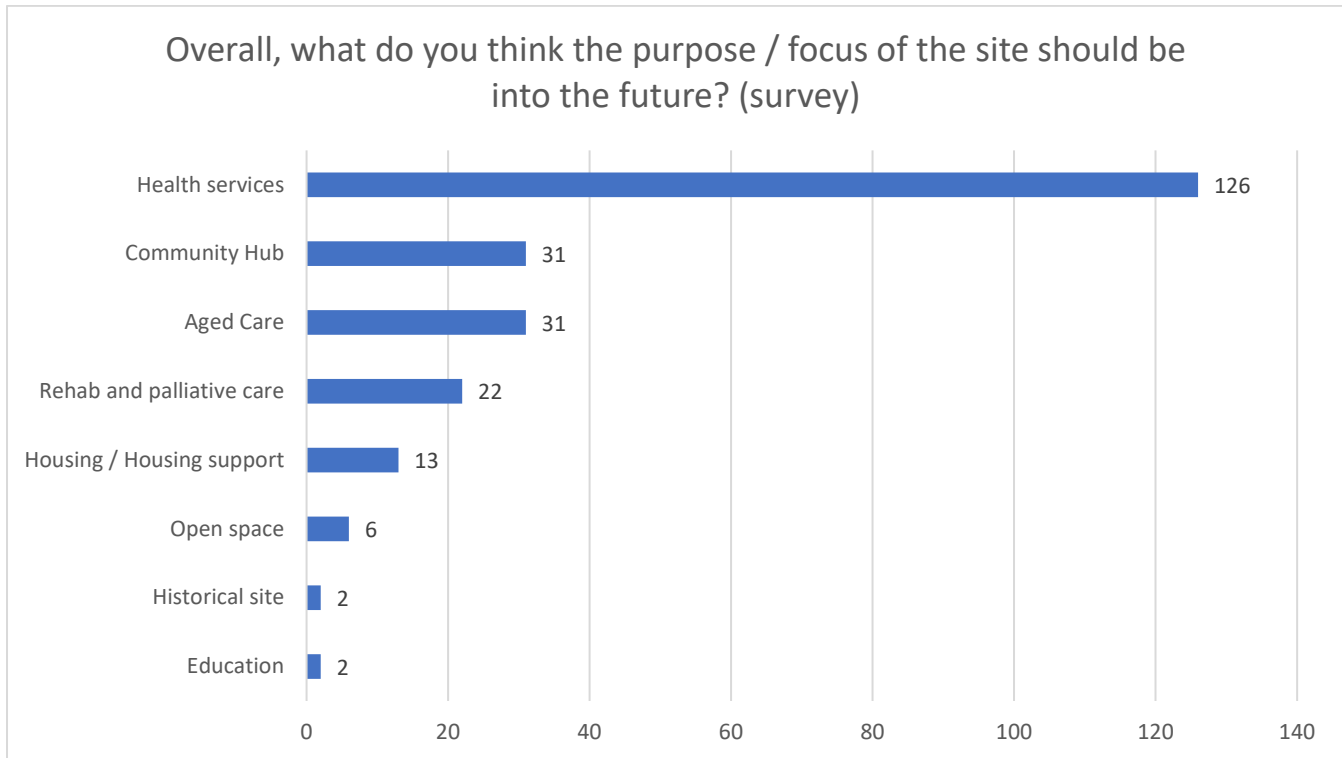
## Natural setting

### (24 responses)

- The natural setting is irreplaceable
- The gardens and trees make the site pleasant, peaceful and beautiful

- Natural setting is good for wellbeing
- Wildlife in the area rely on the established trees and gardens

**Overall, what do you think the purpose / focus of the site should be into the future?  
(survey)**



Respondents were then asked to share what community need this would serve.

**Health Services**

- Lack of hospital beds,
- Locally accessible services and close for visitors. Keeps people near family,
- Community wants them,
- High percentage of older people in the area and an aging population,
- Garden/park accessibility,
- There is a shortage of these types of services in the area,
- Having services all in one place is very convenient.

**Community Hub**

- A sense of connection, belonging and bringing community together,
- Range of services can support community needs (beyond just health services),
- Caring for vulnerable people,
- Bring together all age groups,
- Opportunities to give service to community,
- Keeps the country feel of community.

**Aged Care**

- Supports elderly people to remain well and safe,
- Shortage of aged care in the region,
- Growing aging population,
- Shortage of dementia specific care,
- More employment for the region.

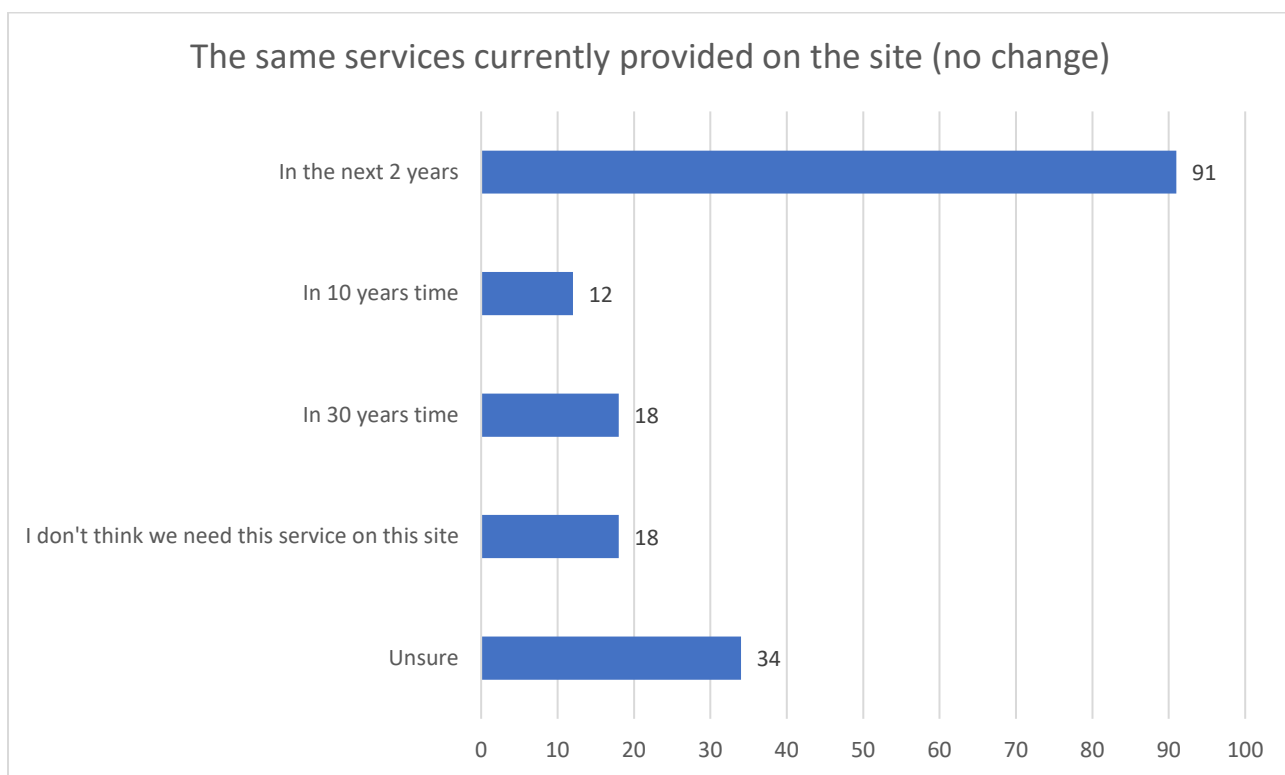
### Rehab or Palliative Care

- Keeps people close to home when they are unwell or dying,
- Aging population,
- More community focused/friendlier place than big hospitals,
- Tranquil surroundings,
- Dignified death.

### Open Space

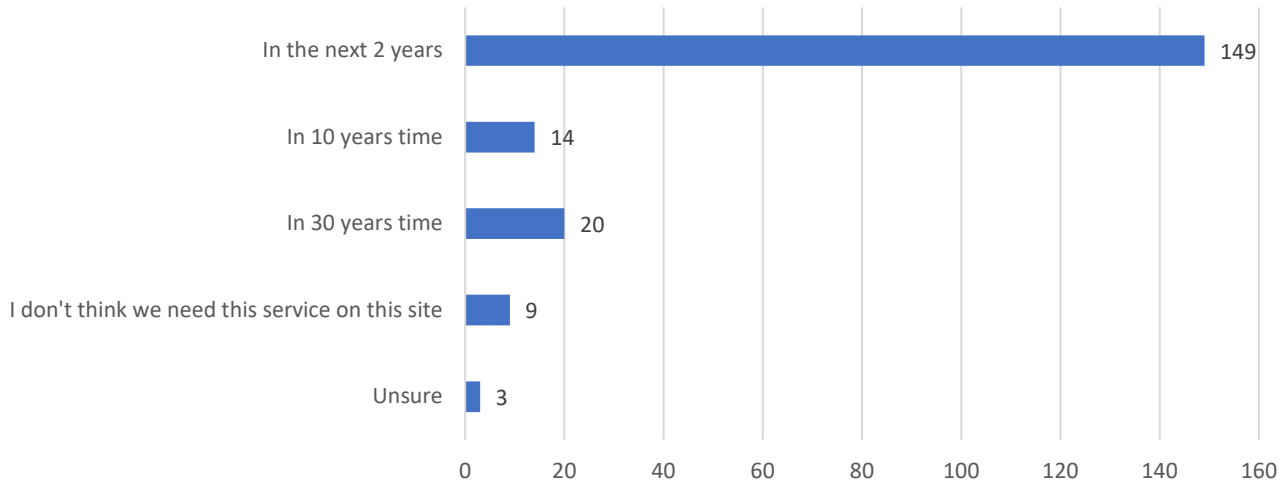
- A place for reflection,
- Enjoyment of the gardens open for everyone.

The site currently provides a range of health and community services. What would you like to see the site used for into the future? (Think about what the community will need that could be accommodated on the site) (survey)

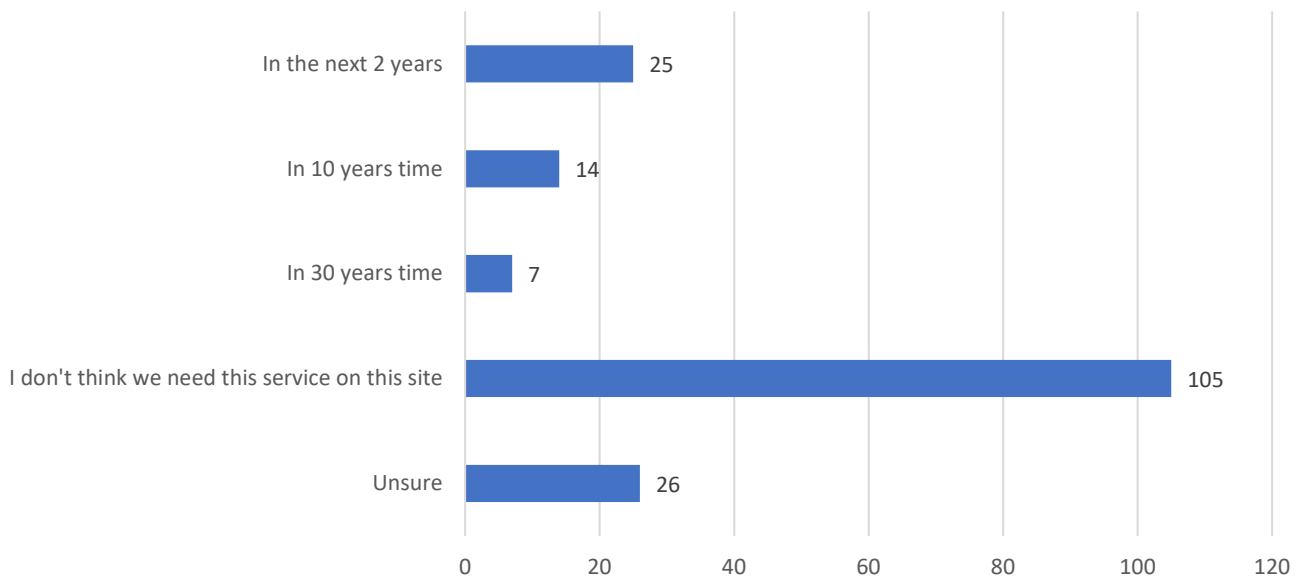




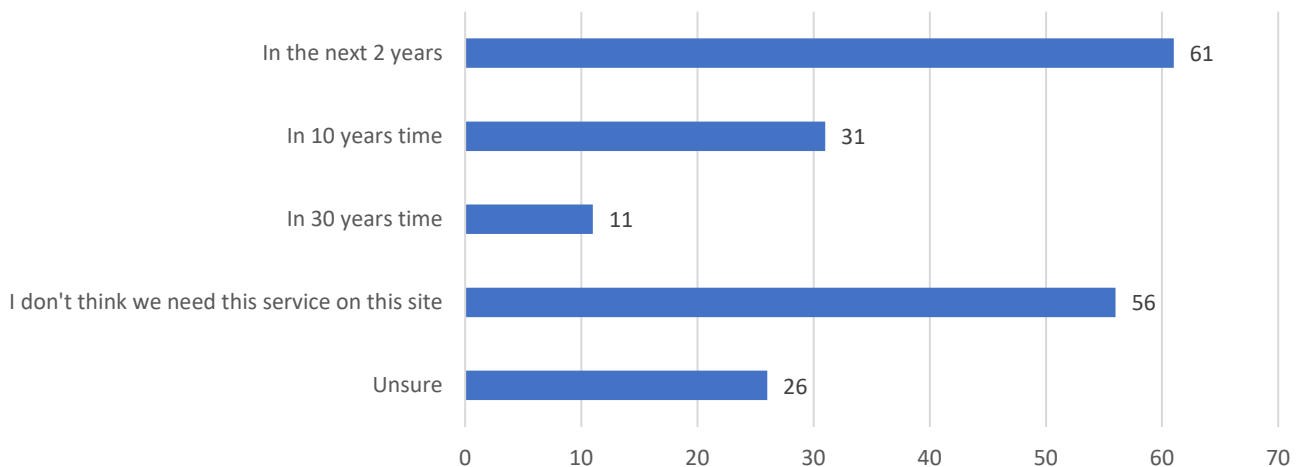
### Health services (such as GP, Family & Wellbeing services, Pathology etc)

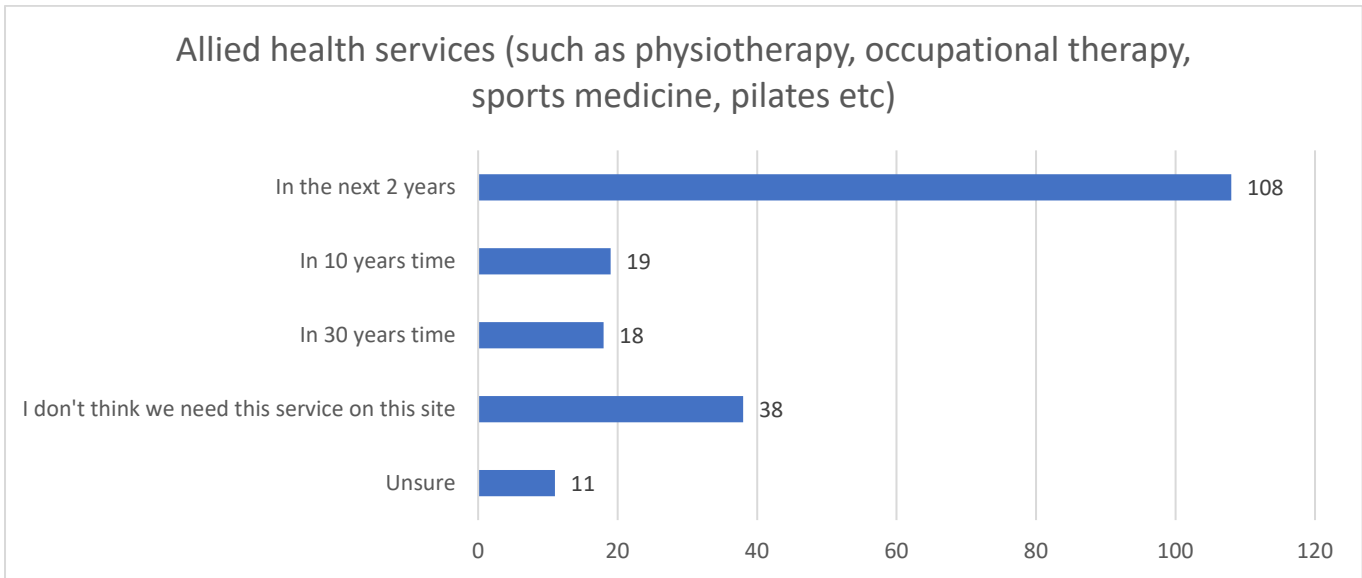
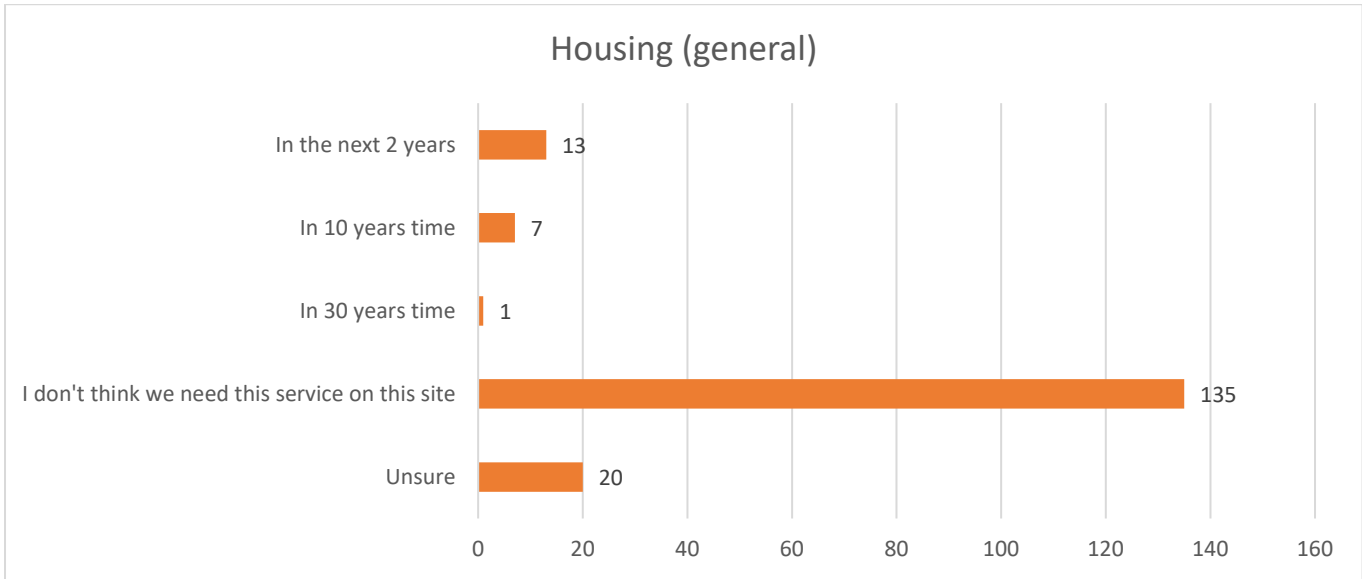


### Education services (i.e. Early Learning or education support etc)

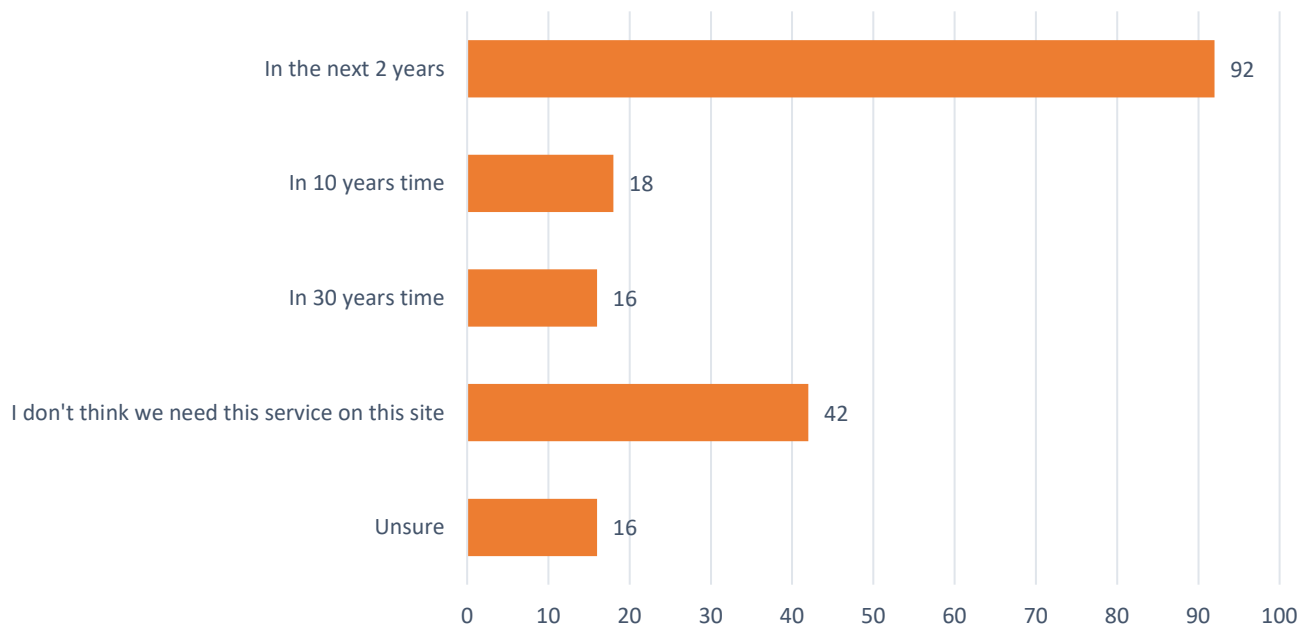


### Housing for older people

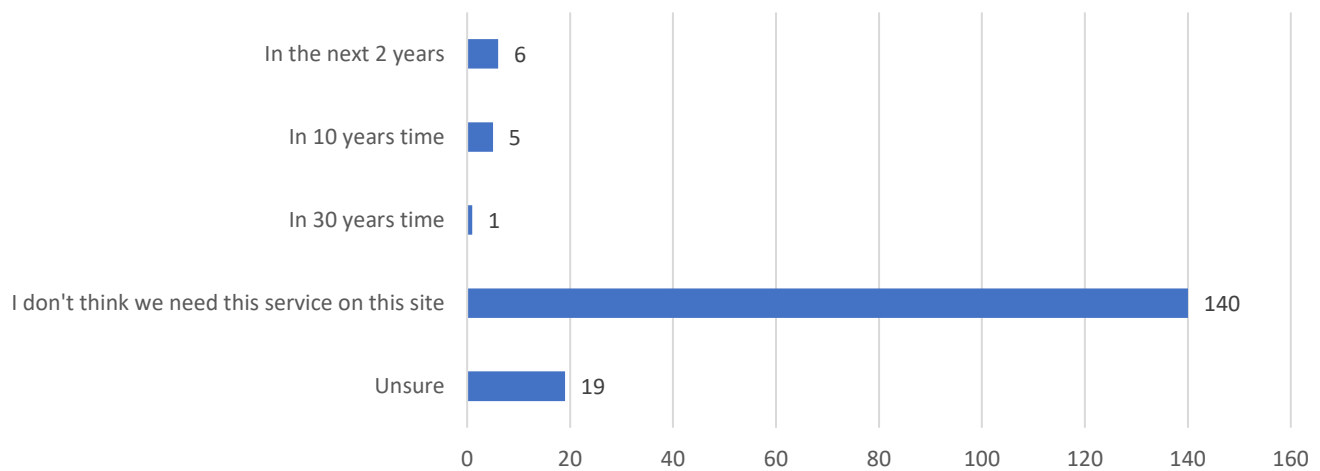




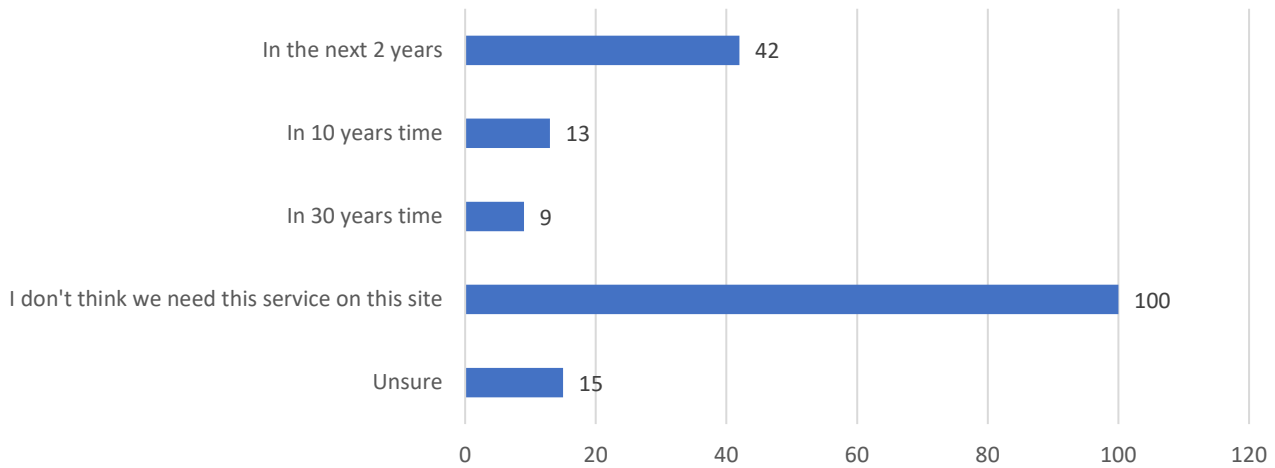
## Open space - gardens and public space open to the community



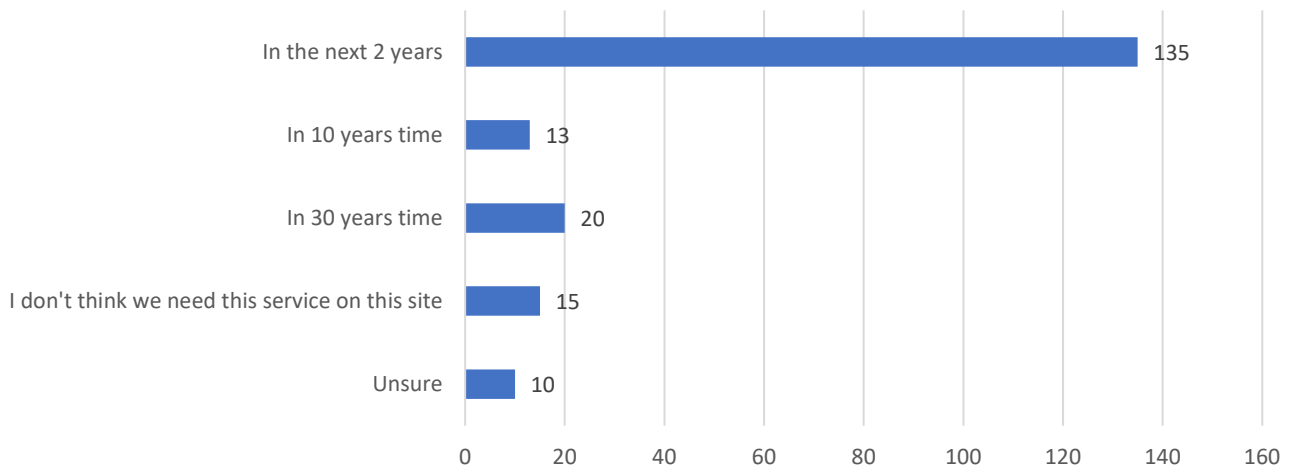
## Commercial / Office space



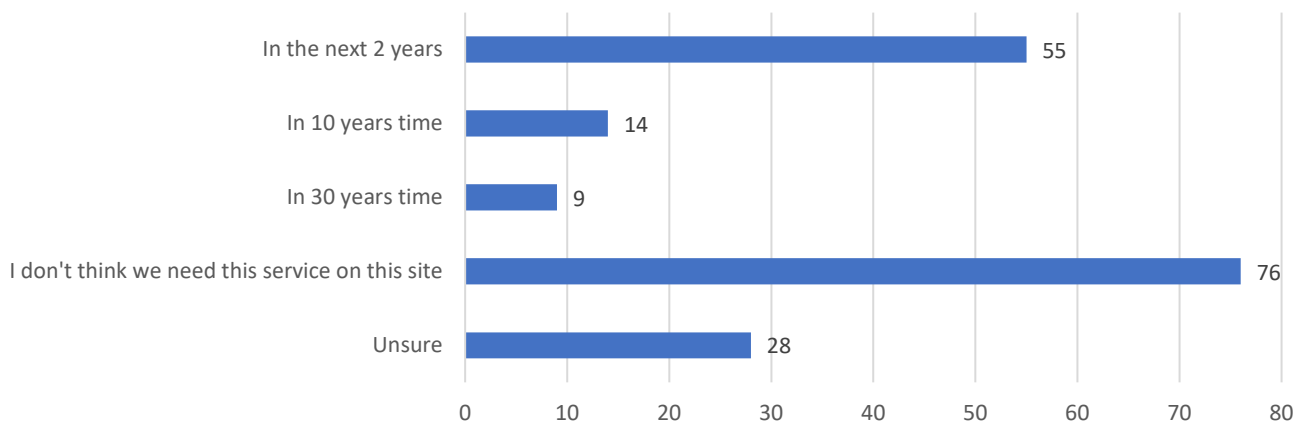
### Event space - for community events

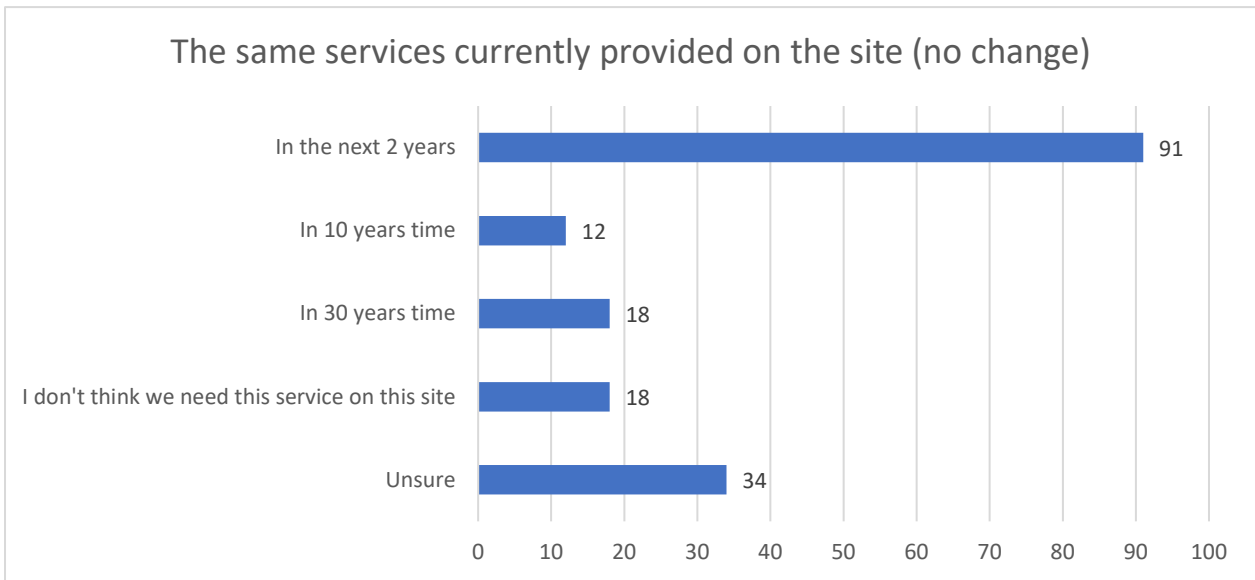
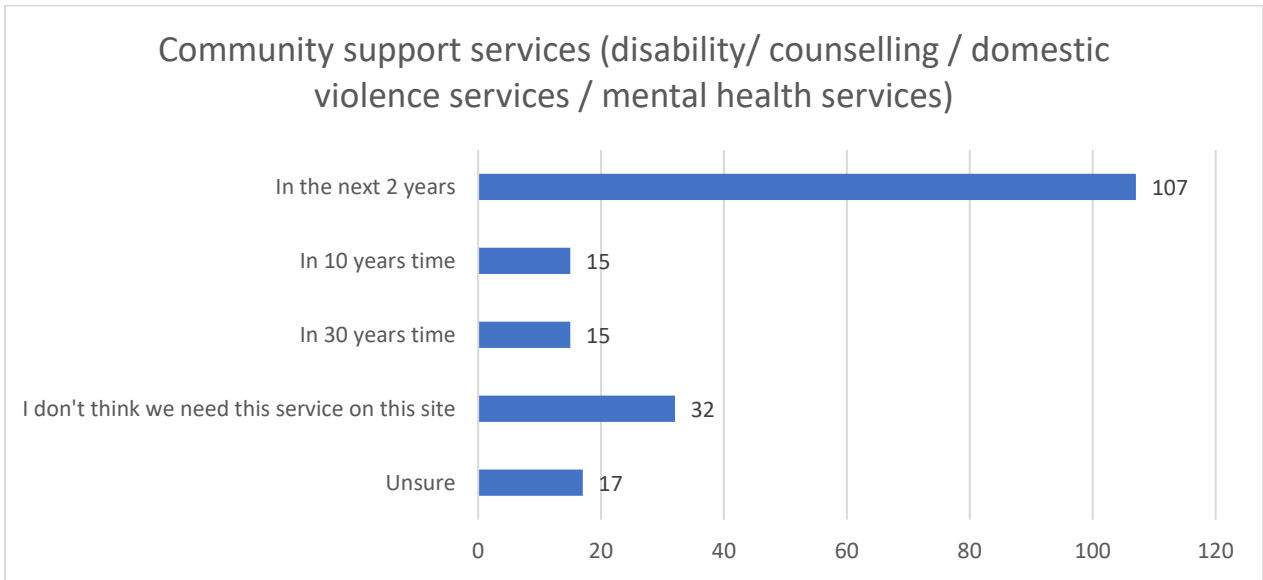
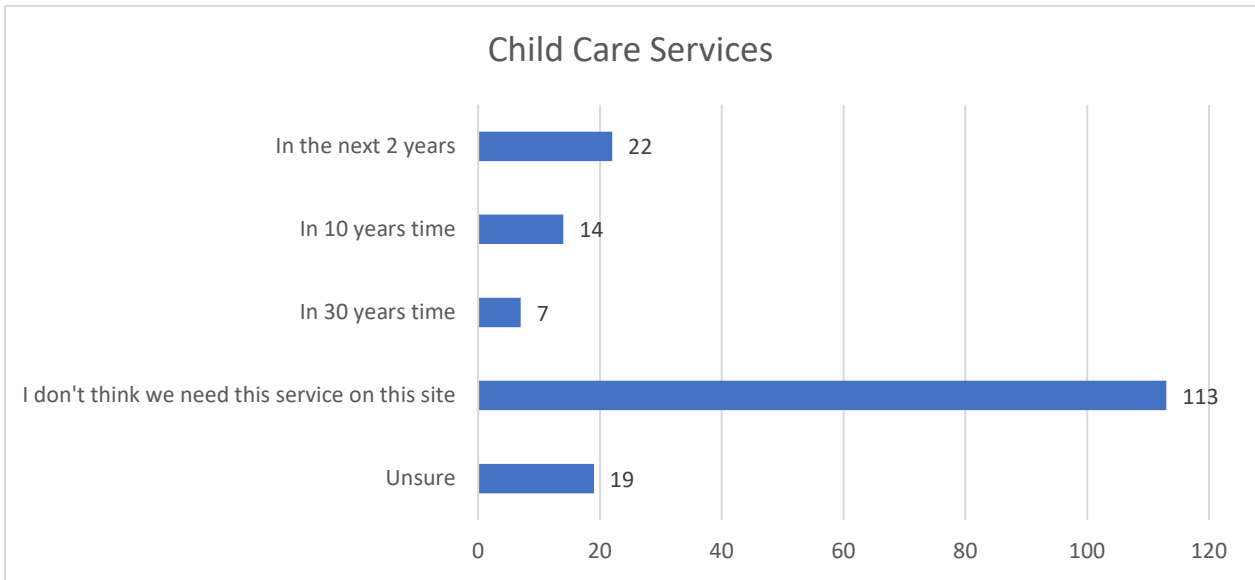


### Kitchen / cooking facilities (ie Meals on Wheels etc)

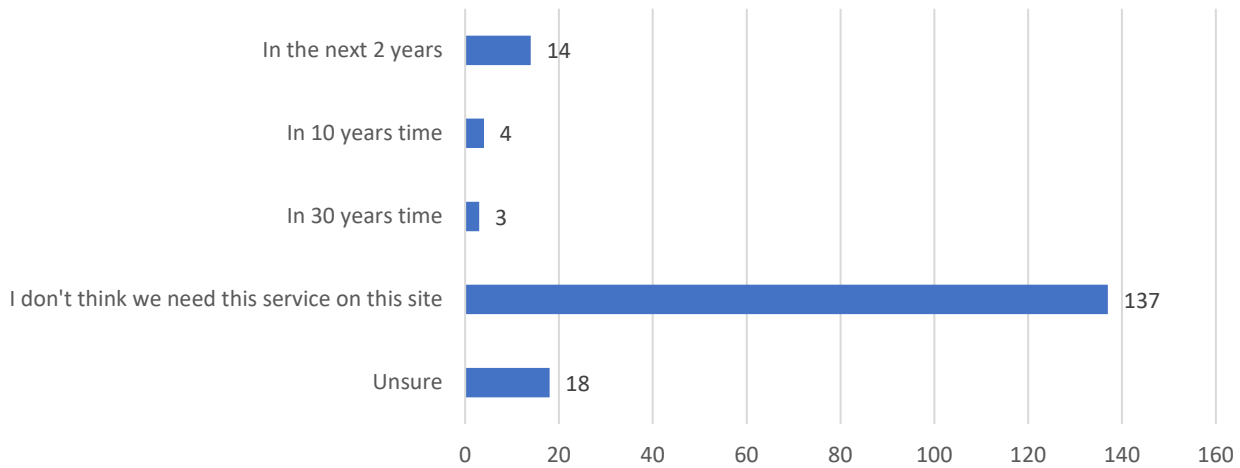


### Affordable Housing / Temporary / crisis accommodation (i.e. to support those experiencing homelessness / domestic violence)

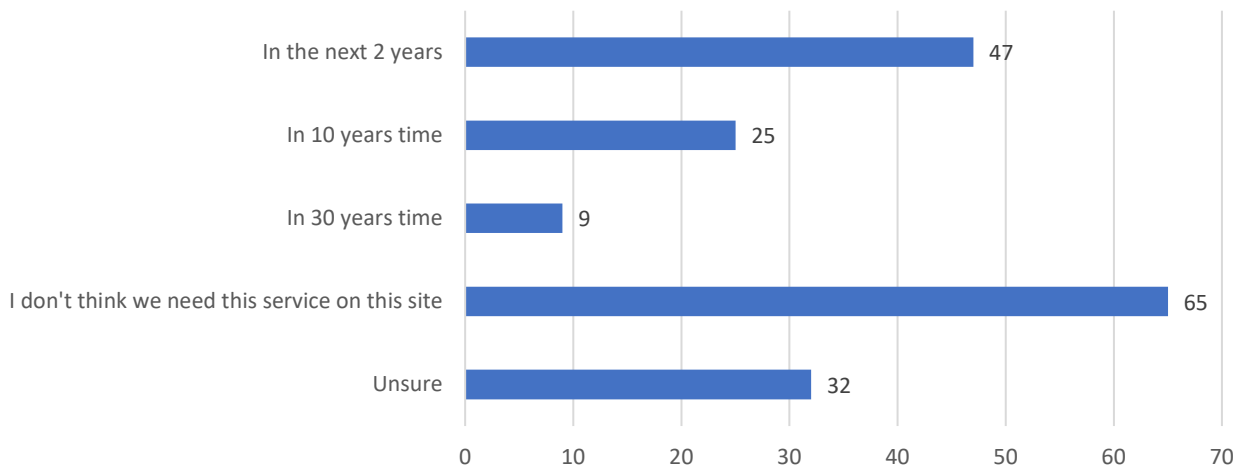




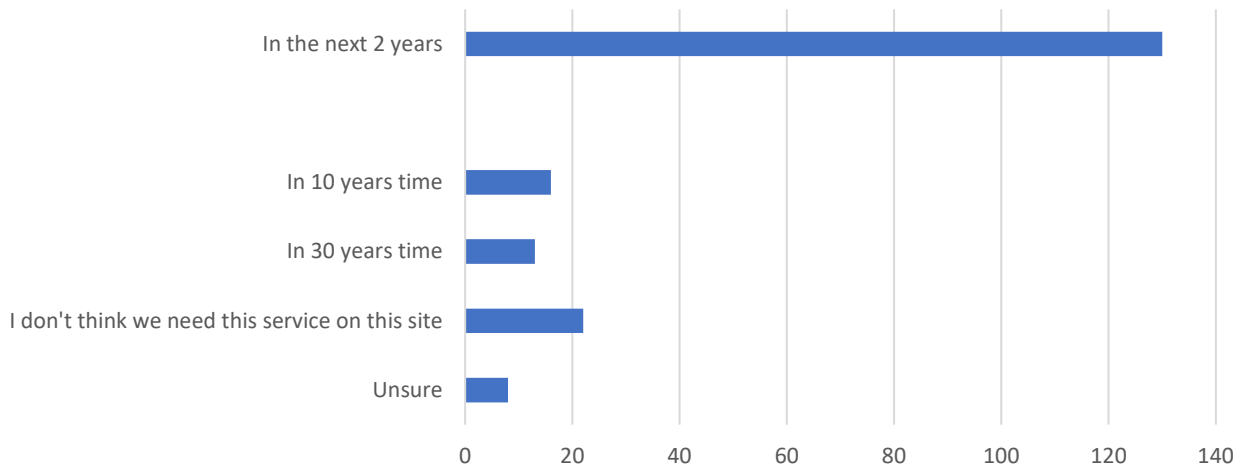
### Outdoor recreational spaces (sporting facilities)



### Services & facilities for youth / young people



### Health Specialists (consultancy rooms)



Respondents to the survey were also able to suggest something else that they would like to see on the site.

**Hospital (25 responses)**

**Palliative care (24 responses)**

**Respite care (18 responses)**

**Health services (18 responses)** – suggestions included an urgent care clinic, child and adolescent services, dietician, ENT specialists, audio and visual testing, pre-and post-natal birthing centre.

**Rehabilitation (15 responses)** – Post surgery or for those who aren't ready to go home yet or are waiting to be placed in a care facility, but don't need a full-service hospital.

**Aged care (9 responses)**

**Pool (7 responses)** – especially for hydrotherapy and keeping older people active.

**Community Centre (4 responses)**

**Housing for women (4 responses)**

**Dementia support (3 responses)**

**Mental health services (3 responses)**

**Park / gardens (3 responses)**

**Playground (2 responses)**

**Community garden (2 responses)**

**Cancer treatment centre (2 responses)**

**Exercise classes (2 responses)**

Other single responses included: arts hub, aafé, community owned, DV support, early learning, hospitality education, museum, not housing, technology education, tertiary education.

## Improved or changed (survey)

**Building and garden maintenance or renovations (46 responses)** – update/refurbish the existing buildings, especially heritage buildings, keeping the grounds well maintained.

**Health services (16 responses)** – more multi-dimensional health and wellbeing services.

**Meet community needs (15 responses)** – meet the needs of the whole community, including a growing population and younger families, as well as the aging population.

**Open space (13 responses)** – updating the gardens and retaining them as open space for the whole community. Could include playground, walking trails, picnic grounds, updated war memorial, more native planting, keep as many trees as possible.

**Retain existing buildings (11 responses)** – keep and make use of the buildings, especially the heritage buildings. Upgrade them to suit current requirements.

**Use it as a hospital (9 responses)**

**Parking (8 responses)** – improve the parking areas, ensure there is adequate parking for future uses.

**Aged care (5 responses)** – update the site for aged care as more places will be needed in the future.

**Nothing (5 responses)**

**Maintain community access (5 responses)** – use the whole site and do not close the facility for the community.

**Develop (4 responses)** – Add more buildings to offer extra services on the site.

**Community ownership (2 responses)** – retain community ownership.

**Op Shop (2 responses)** – retain and improve op shop accessibility

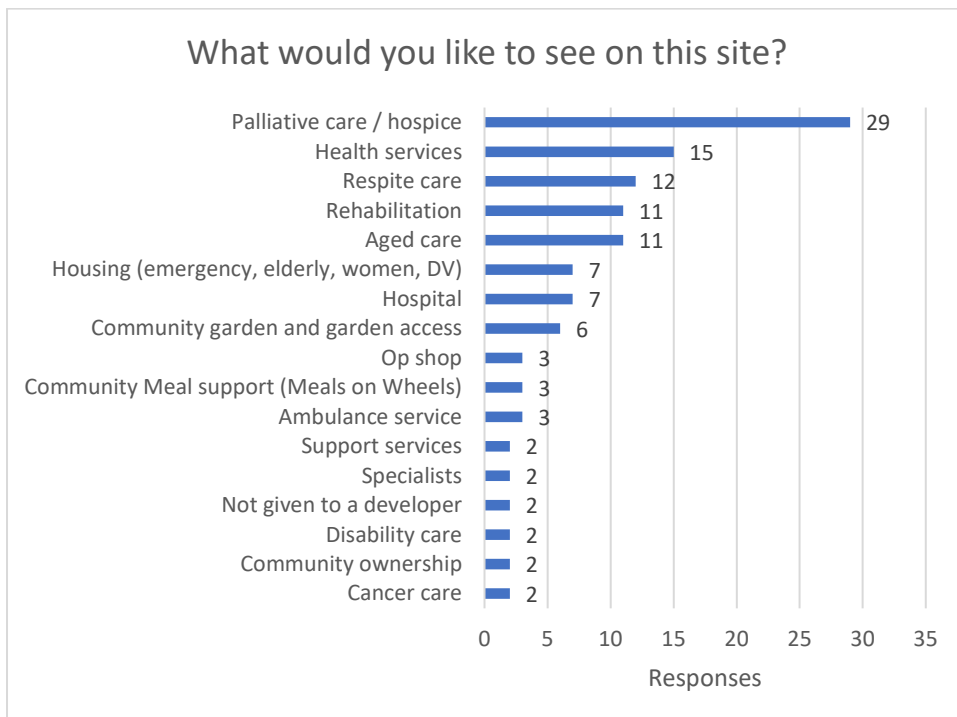
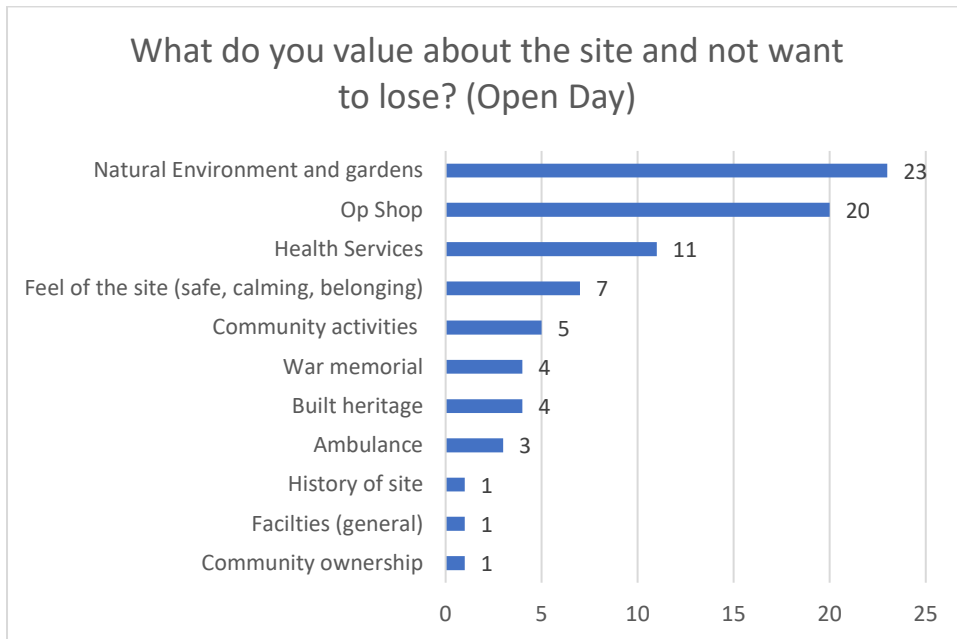
**Remove buildings (2 responses)** – remove the older building to allow for new facilities.

Other single responses included: provide a community bus stop, shift away from health services, add in a reception area to direct people to various services, better security, transparency, maintain village access, more volunteering, update war memorial.



# Attachment D

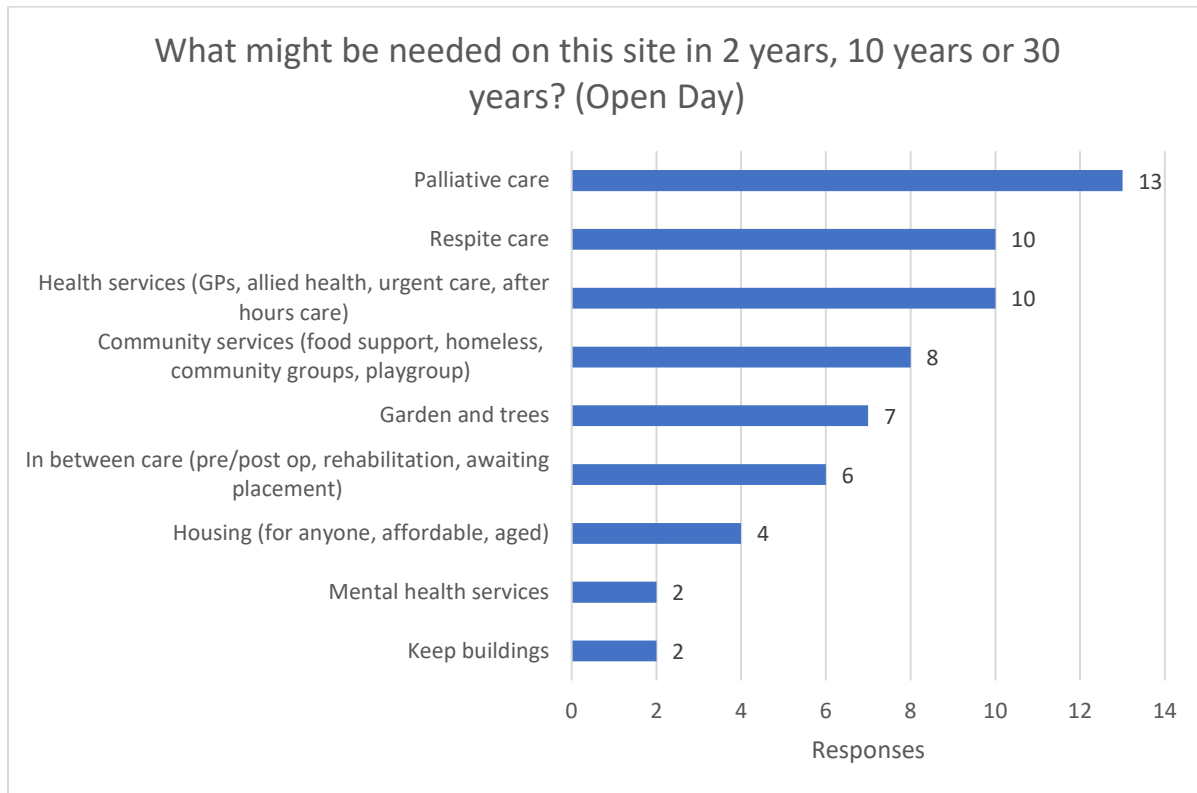
## Full Engagement Results – Open Day



Single responses included: low rise buildings, café, community centre, keep the feel of the place, mental health support, playground, pool (rehab), post service care (e.g. police, armed forces), sense of purpose for older community members.

### What might be needed on this site in two years, ten years or 30 years?

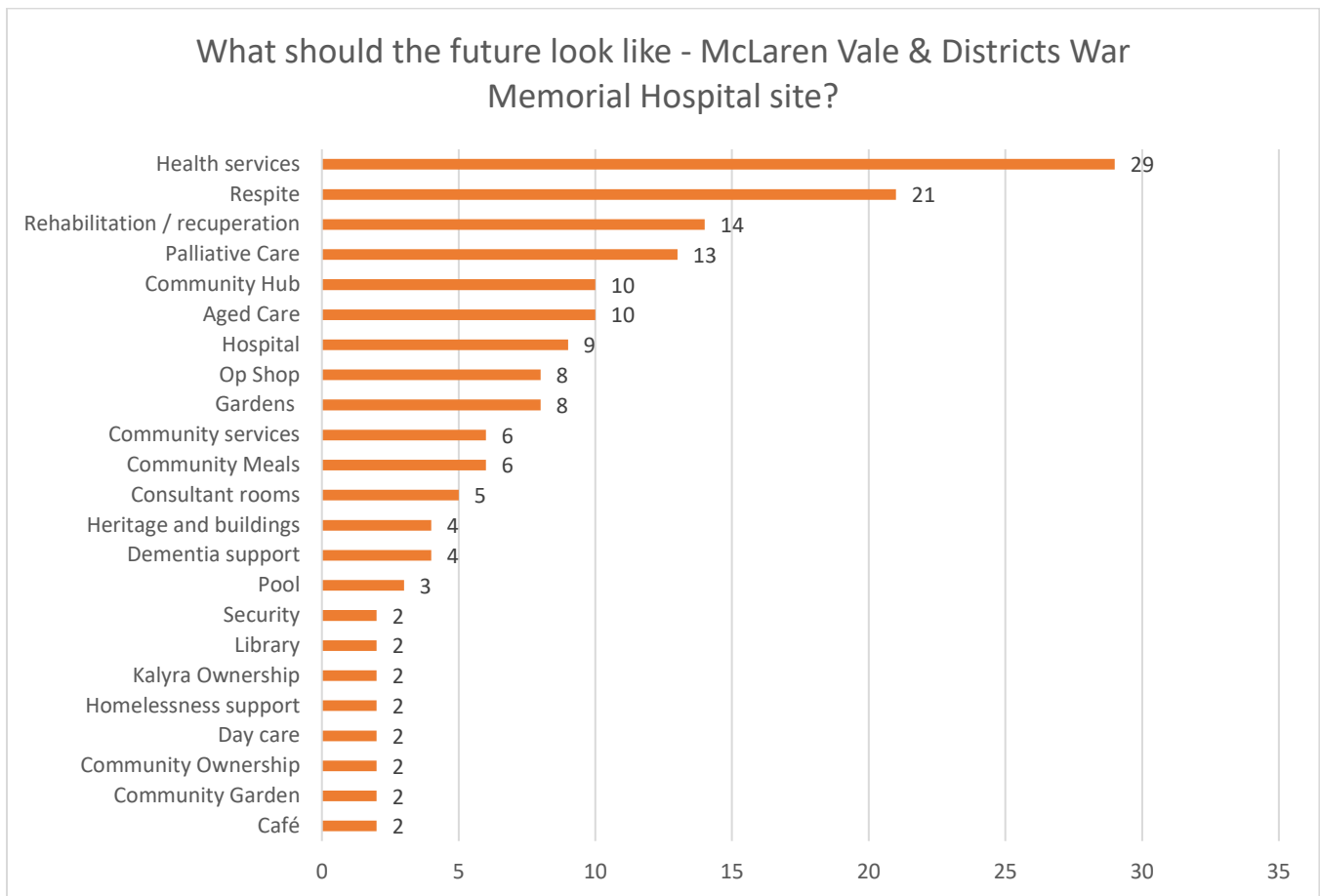
NOTE: Most people did not indicate a timeframe for their ideas.



Other single responses included: ambulance, café, community spaces, mixed use, museum, pool, water park.

# Attachment E

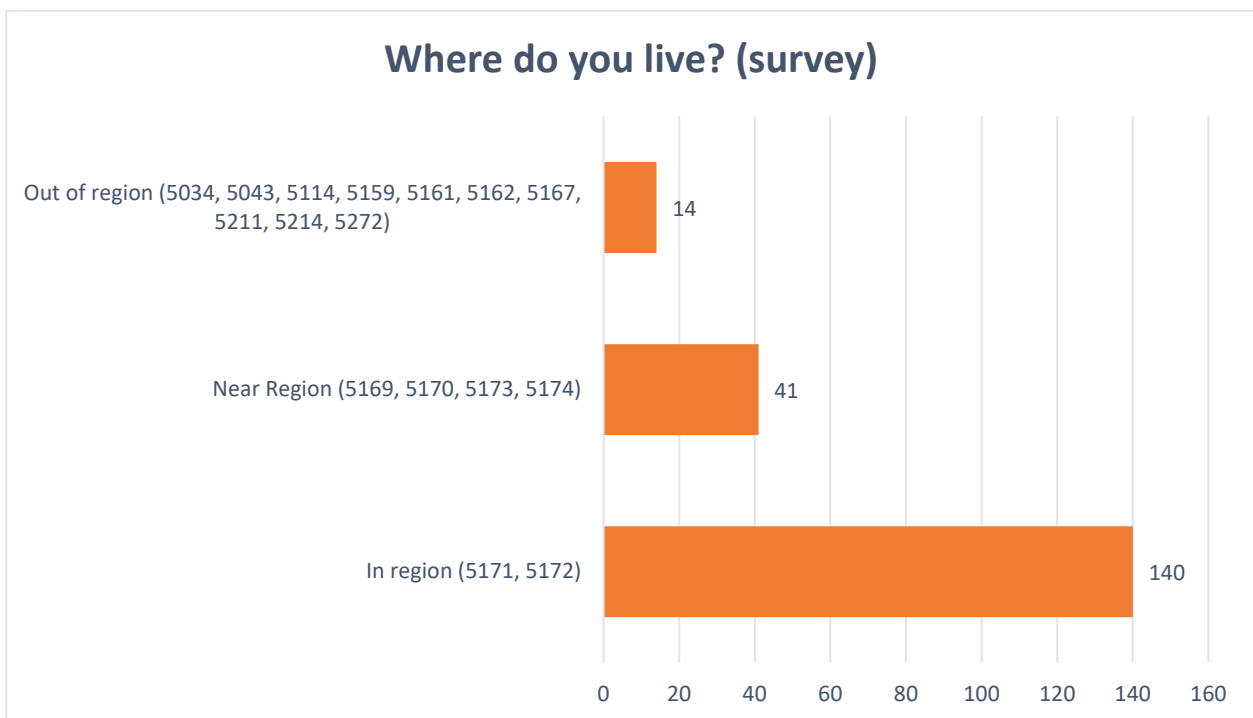
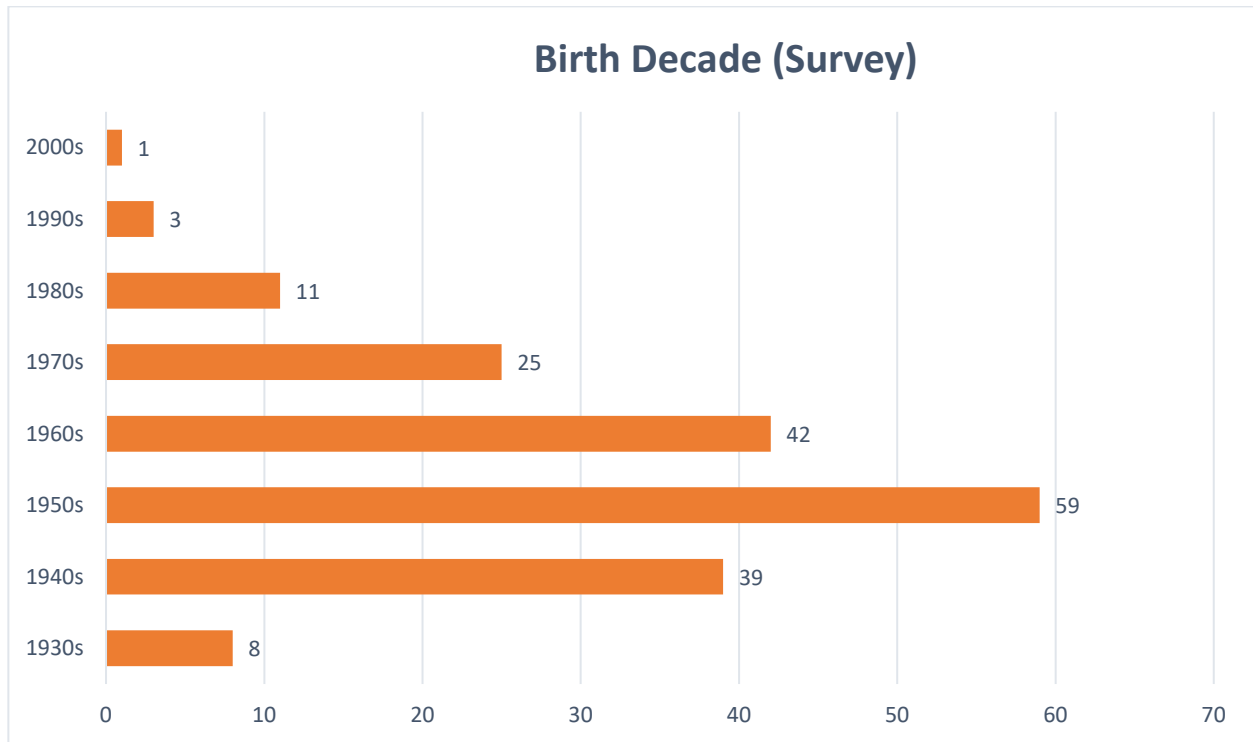
## Full Engagement Results – Postcards



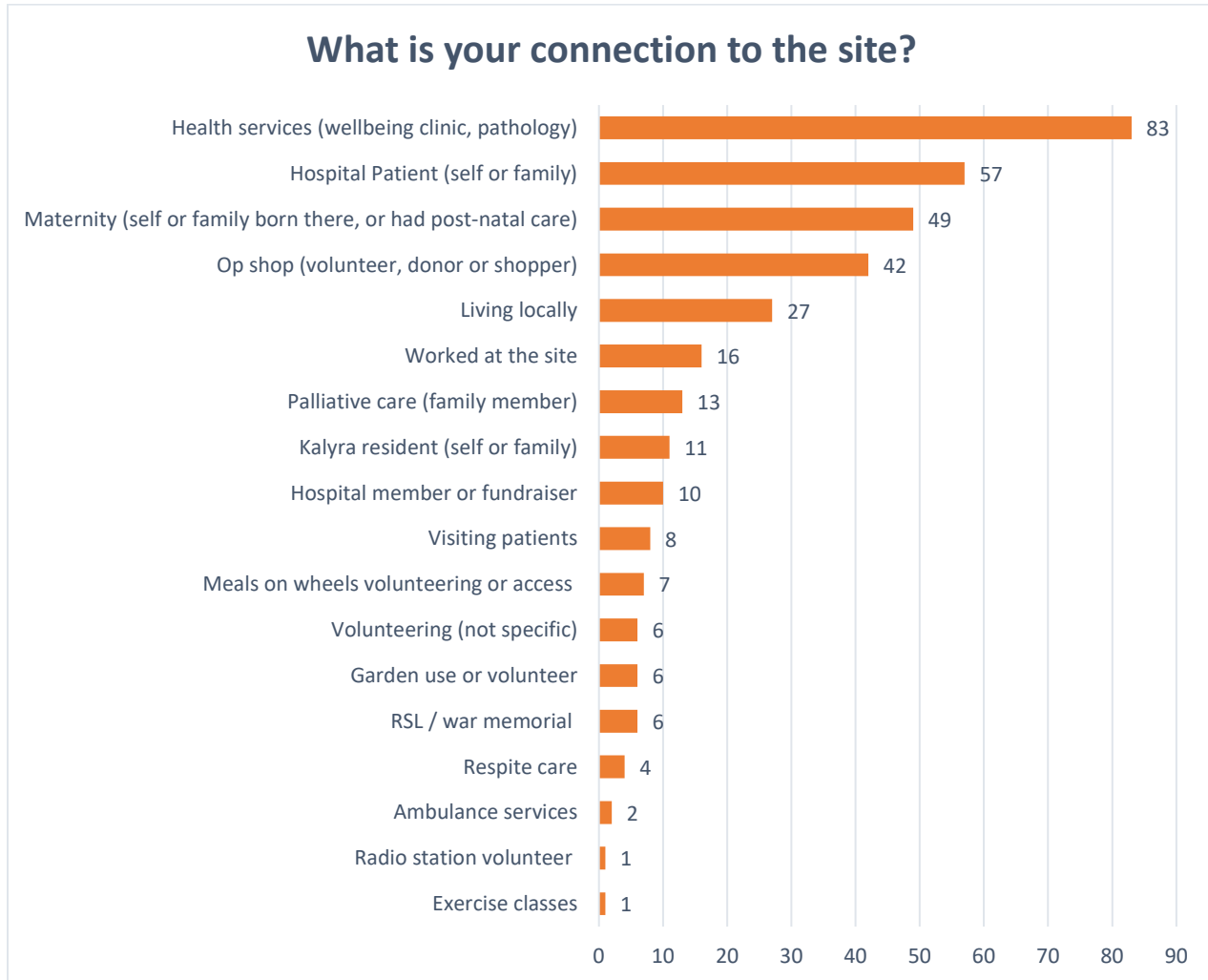
# Attachment F

## Survey respondents' demographics

*About the Respondents (survey)*



## What is your connection to the site? How have you used the site in the past? (survey)



# Attachment G

## Discussion Guide – Community Conversations



# The future of the McLaren Vale and Districts War Memorial Hospital site



## Discussion Guide

Website: <https://kalyra.org.au/community-engagement-mclaren-vale-hospital/>

Follow us on Facebook: [McLaren-Vale-Hospital-Community-Engagement](https://www.facebook.com/McLaren-Vale-Hospital-Community-Engagement)



# Foreword

## Sara Blunt, CEO Kalyra

I attended the huge meetings at Tatachilla Lutheran College on 4 July 2023 and again on 25 October 2023. Cold, dark and wet nights and hundreds turned out, impressing me with the strong community voice in McLaren Vale.

I heard the passion of the hundreds of community members who made it clear they wanted their say in decisions about the responsible, sustainable and long-term management of the hospital site for community benefit. They wanted to ensure their elected local Hospital Board Members decision was clearly supported with a strong voice.

Kalyra's long term Vision of belonging and community matches the passion shared by the Hospital members. We know the future of this site is very important to the people of McLaren Vale and nearby districts.

While there are generalised needs across the population, at the local level the nuance varies. We committed to this community engagement process to develop a vision for the hospital site nuanced to the McLaren Vale community's needs. We are doing this through listening and gathering information across the breadth of the community and through the people on the Advisory Group.

Kalyra intends to use this engagement, and the contribution made by the community, to shape the future direction of the site, ensuring that it continues to be a site which delivers services and supports community well into the future, as it has for over 80 years.

We look forward to hearing your views and working with the community in planning the future of the site.

**Sara Blunt**  
CEO Kalyra

“ I heard the passion of the hundreds of community members who made it clear they wanted their say in decisions about the responsible, sustainable and long-term management of the hospital site for community benefit. ”

## Purpose of the engagement

Kalyra is starting to plan the future of the McLaren Vale and Districts War Memorial Hospital (MV&DWMH) site. To ensure the site meets the needs of the community, Kalyra is commencing an engagement process to understand the communities current and future needs. This process aims to hear from as many voices as possible.

Leading the process is the McLaren Vale and Districts War Memorial Hospital Site Community Advisory Group – a group of diverse community members who have volunteered their time to support Kalyra host a genuine engagement process.

You can learn more about the Advisory Group [here](#).

## What is being discussed?

As part of the engagement process, we want to explore three main questions:

- What aspects of the site do you value and not want to lose?
- What might be needed on the site – in 2 years, 10 years and 30 years?
- What do you want to see improved or changed on the site?

## How you can be involved?

Tell us what you think at <https://www.surveymonkey.com/r/McLarenHospital>.



There are also a range of ways you can be involved in this process. Visit [Kalyra's Community Engagement web page](#) to find out more and follow our [Community Engagement Facebook page](#).



# History of the McLaren Vale and Districts War Memorial Hospital Site

MV&DWMH was a community owned, not-for-profit health organisation which had its origins in 1947 when the three local district councils of Willunga, Noarlunga and Meadows established the first Hospital Board.

In 1947, the Hospital site was donated to the Board by Mrs Katherine Hall who then owned the land and lived in the 2 storey 1862 house on site - "Tsong Gyaiau".

The hospital was erected to commemorate those who died in service or had been killed in action, and was opened 'for business' on 28th April 1951 by the Governor Sir Willoughby Norrie.

The original Hospital contained 14 beds and operated as the primary hospital for the district. More recently, as hospital services have been centralised in Noarlunga and Flinders, the Hospital has offered palliative care, after surgery recuperation and visiting specialists.

However, the facility struggled for many years to be viable as it faced the challenges of ageing infrastructure, escalating costs, and difficulties in recruiting doctors and nurses.

As a consequence, the Hospital officially closed on 30 June 2023.

Currently, the Hospital site remains the home of McLaren Vale SA Ambulance station, GP and allied health clinics, Meals on Wheels, a large op shop, and the historic building known as Tsong Gyaiau. The hospital has a war memorial rose garden with a flagpole and black granite plaque, which is used for ANZAC services.

On the 4th of July 2023, at a Special General Meeting, MV&DWMH members voted in favour of a merger with James Brown Memorial Trust (Kalyra), with 86% of voting members being in favour. Kalyra is committed to engaging with the local community to ensure local needs drive the future use of the site.

## About Kalyra

Kalyra was established in 1892 by benefactor Jessie Brown to provide services for people in need. Today, we exist so that people can improve and sustain their quality of life and live in communities where they feel they belong.

We know current research evidences a sense of belonging and community is the critical element leading to wellness and long life.

Kalyra's focus is on older people, the growing numbers over 55, as the demographic needing services close to home to achieve Jessie's vision. Intergenerational communities are important to community too and Kalyra has strong intergenerational partnerships. The co-located Montessori Middle School at Kalyra Woodcroft Aged Care is a good example.

The legal governance structure of Kalyra is of a not-for-profit, a charity (the James Brown Memorial Trust). This means the Trust focuses on long term sustainability and any surplus funds are returned to the continual development of the business. The Trust has been managed well and has been serving South Australians for 132 years, providing health, care, accommodation and services in South Australia.

Kalyra currently owns and manages three sites in McLaren Vale, providing services for more than 350 people through the Vineyard Village, McLaren Vale Village and McLaren Vale Residential Care home adjacent to the hospital. We are proud to touch the lives of many more through the extended families and friends of all these people.

## Why Kalyra is engaging the community

Kalyra is committed to conducting an engagement process with the local community to ensure that their voice is central to any future plans for the site.

Kalyra is committed to:

- **Working together and with** the local community, users of the hospital spaces, residents, staff and potential future users of the hospital site to plan its long- and short-term future.
- **Seeking to support the agency and autonomy** of the local community and look to support services that the community can design and deliver.
- Being **transparent, open and share** information.
- Working to **build social connection and strengthen the community fabric**.
- **Respecting place** – respect the history, heritage and environment of the hospital site.

## What is Kalyra's intention for the Hospital site in the short term?

Once the contractual process completes, Kalyra is committed to providing a facility that will support the McLaren Vale and Districts communities into the future.

This will include moving forward in consultation with SA Ambulance Services, the Wellbeing GP Clinic and Clinpath Pathology. The hospital kitchen will continue with food preparation for Meals on Wheels and Kalyra Residential Aged Care.

- Pursuing a **practical approach which is tailored to the community**.
- **Using and valuing the knowledge and skills** of hospital staff, Kalyra staff and our residents.

Kalyra intends to use this engagement and the contribution made by community to shape the future direction of the site, ensuring that it continues to be a site which delivers services and supports community well into the future - as it has for over 80 years.

This discussion paper is designed to kick start that conversation.



# So, what do we know about the future?

In determining the future of the site, it might be useful to think about what the region is going to look like and what we might need in the township of McLaren Vale and the surrounding areas.

Of course, this is hard to predict ... but this is what we know and what planners expect to happen.

## Our Population

The 30 Year Plan for Greater Adelaide<sup>1</sup> produced by the State Government, forecasts limited growth in the McLaren Vale / Willunga area over the next 20 years<sup>2</sup>.

The combined population projections for McLaren Vale, McLaren Flat, Tatchilla, Blewitt Springs, Seaford Heights, a part of Old Noarlunga, Whites Valley, Willunga, Willunga South, The Range and Sellicks Hill over 5-year intervals are as follows:

SA2 name	2021	2026	2031	2036	2041
McLaren Vale	7390	8460	9442	9792	9775
Willunga	3626	3800	3928	4068	4178

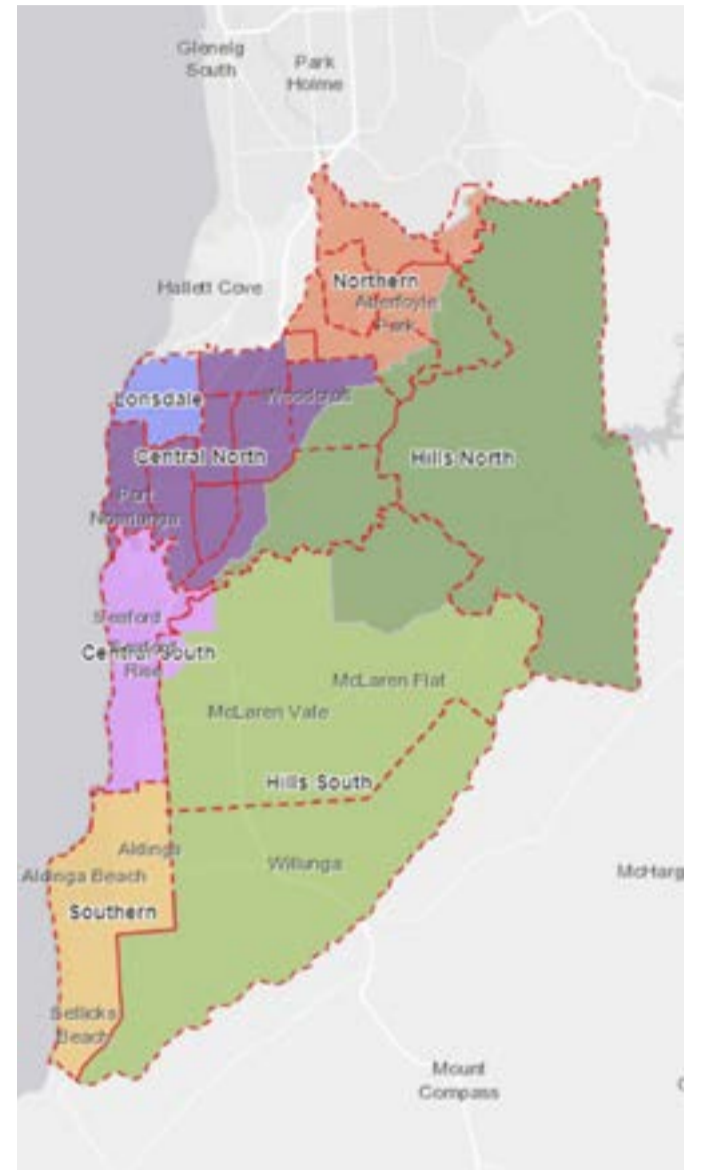
However, we think these numbers are possibly conservative as the district has seen an 'uptick' in migration since COVID with people moving into the area for lifestyle reasons.

We also know that the population, whilst not changing fast, is likely to age. The District already has an older population than Greater Adelaide. In 2021, McLaren Vale, Willunga and surrounds had a higher proportion of persons aged 60 or older than Greater Adelaide. And anecdotally we know that people moving into the region tend towards an older demographic.

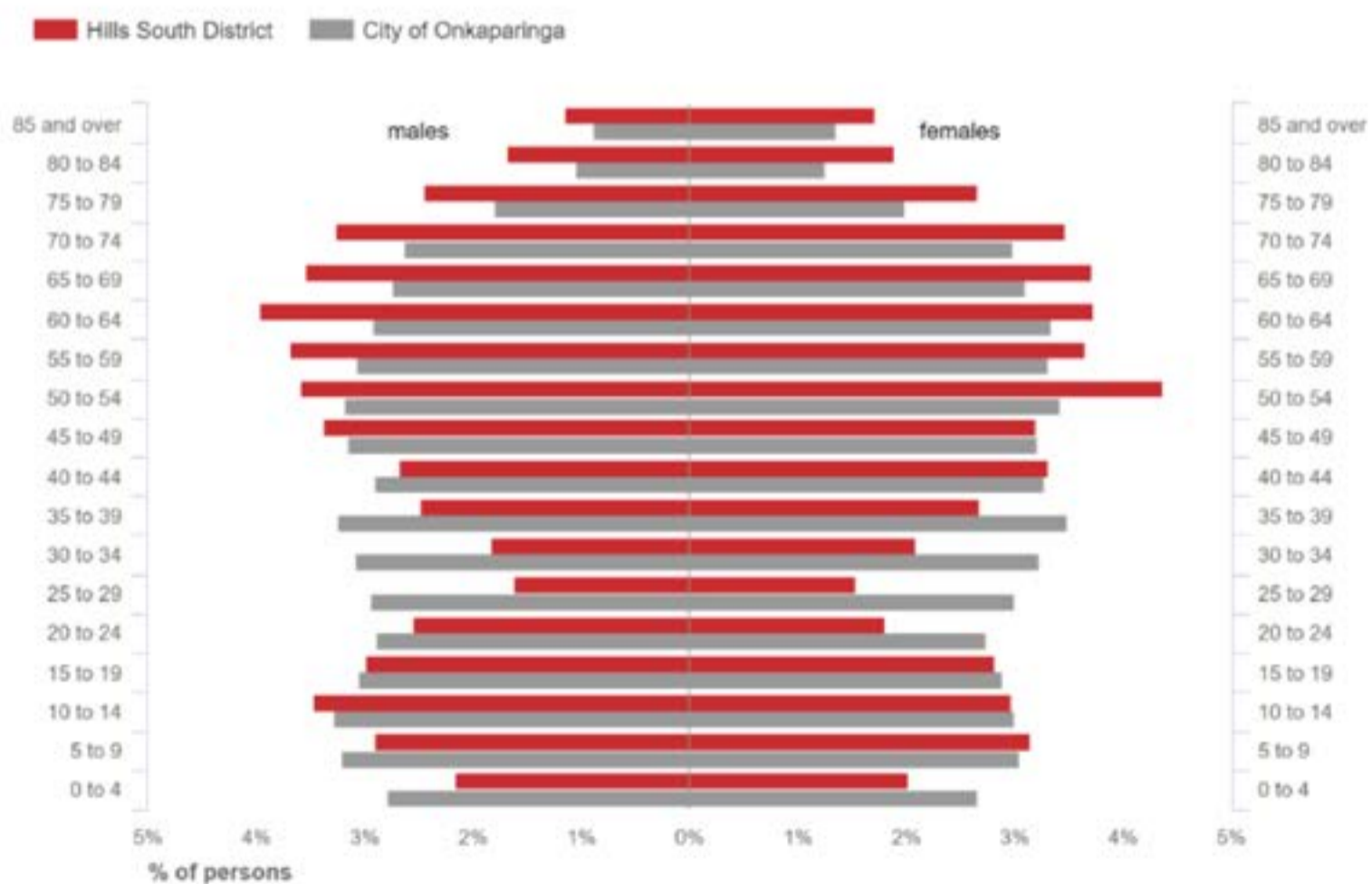
The district has much lower numbers of people aged 20-40 than the Greater Adelaide average.

However, there are similar numbers of young people under the age of 18 to Greater Adelaide.

In the medium term, the trend to an increasingly older population is expected to continue, creating more demand for aged care services and supports.



Age-sex pyramid, 2021



Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2021 (Enumerated data). Compiled and presented in profile.id by .id (Informed decisions).



1. 30 Year Plan for Greater Adelaide

2. Source: Department of Trade and Investment [This map](#) outlines the SA2 boundaries in relation to our districts and suburbs, 2020.

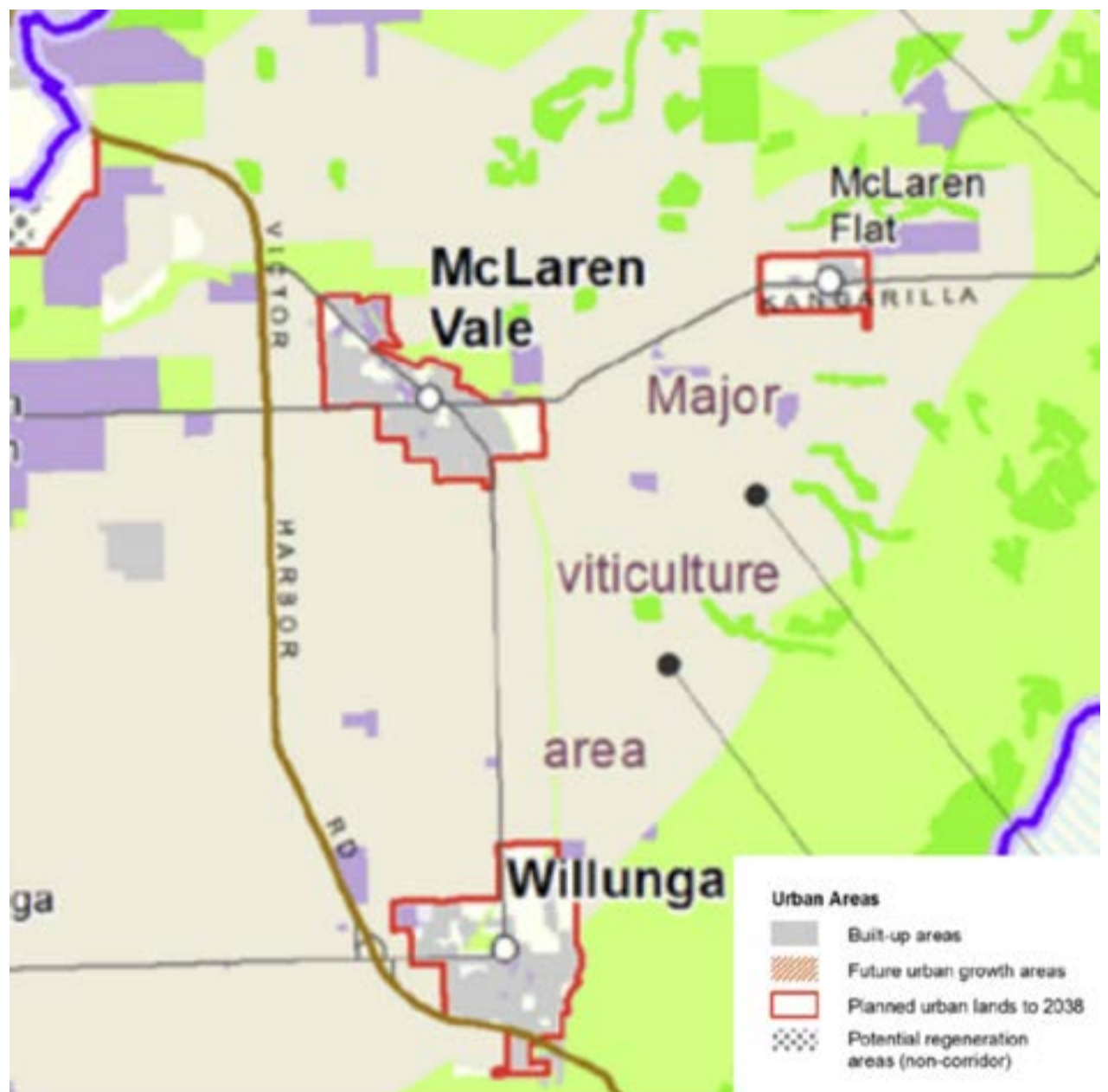
## Our Housing & Land

As a consequence of the Barossa and McLaren Vale Character Preservation Act<sup>3</sup>, the agricultural lands are protected, and the boundary of the township of McLaren Vale cannot grow. Consequently, local service and housing needs will need to be met through existing land within the township's boundary (refer map).

The Onkaparinga City Local Area Plan (OLAP) provides housing growth scenarios for the city over the next 20 years and it is predicting limited growth within the townships of McLaren Vale, McLaren Flat and Willunga.

They estimate the following:

- **McLaren Flat** – there are two current land division proposals providing for some 70 dwellings, with unlikely potential for further growth.
- **McLaren Vale** – through the McLaren Vale Zoning Review the town could provide for an additional 500+ dwellings, (this would be achieved by infill and renewal of existing housing) with approximately 66% of these realistically developed by 2040.
- **Willunga** – through minor infill and subject to rezoning over a portion of the town, it could accommodate approximately additional 100 dwellings.



## Our Changing Environment

Into the future a warming climate is likely to impact on agricultural industries – resulting in the need to change plant varieties, management practices, business arrangements and operational scales. This may have resulting impacts on the economic base for the region and hence employment opportunities<sup>4</sup>. In turn this may impact on the population base and demographics.

The drier and hotter conditions also need to be considered in urban design and planning, including any planning for the site.

## Our Health

### What health services

Currently, people access health services both inside the district and in surrounding urban areas.

The McLaren Vale Hospital site is already home to Wellbeing McLaren Vale – a GP and health service widely used by the community.

The Southern Adelaide Local Health Network also has a range of health services in the region and surrounds, summarised by this map. We note that

some of these health services involve extensive travel via car or public transport for local residents which can create issues of accessibility, especially for older residents or residents living with disability.

### What care is needed

Whilst quantifying health needs now and into the future is challenging, what we know is that with an older population McLaren Vale and Districts will need a range of health services locally.

The 2021 census indicates that the most common long term health condition for residents of the district is arthritis, however 36% of the population report having one or more health conditions<sup>5</sup>. People in the district have higher levels of cancer than the Greater Adelaide average.

7% of residents in McLaren Vale need help with their day-to-day lives due to a disability<sup>6</sup>.

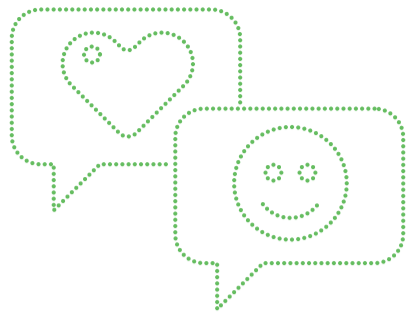


3. [Barossa & McLaren Vale Character Preservation Act](#)

4. <https://cdn.environment.sa.gov.au/landscape/docs/hf/climate-change-and-primary-industries-amlr-rep.pdf>

5. 2021 Census

6. 2021 Census



## So, what do we need on the McLaren Vale and Districts Hospital site?

- What aspects of the site do you value and not want to lose?
- What might be needed on the site – in 2 years, 10 years and 30 years?
- What do you want to see improved or changed on the site?

Visit <https://www.surveymonkey.com/r/McLarenHospital> to tell us what you think.





SCAN ME  
TO FIND  
OUT MORE



There are also a range of ways you can be involved in this process. Visit [Kalyra's Community Engagement web page](#) to find out more and follow our [Community Engagement Facebook page](#).

*We acknowledge Aboriginal people as the state's first peoples, nations and Traditional Owners of South Australian land and waters. We recognise that their unique cultural heritage, customs, spiritual beliefs and relationship with the land are of ongoing importance today, and we pay our respects to Elders past and present.*