
New Huddersfield Royal Infirmary A&E

Communications and Engagement Plan
Summer 2022 – late Summer/Autumn 2023



1. Introduction

Work is underway on the construction of the new state-of-the-art A&E at Huddersfield Royal Infirmary (HRI) on the South Drive area of the site.

All services currently based in the existing A&E on North Drive will transfer across when it opens for patient care in August 2023. The new A&E is to be located on South Drive so it is close to existing clinical support services at HRI and will have its own vehicle access for members of the public and ambulances.

It is due to open to patients in September 2023, with the official opening ceremony planned for soon after.

2. Background

The new HRI A&E is part of the plans to reconfigure healthcare provision at CHFT, following the award of funding to be invested in local healthcare.

Planning permission for a new A&E at HRI was submitted to Kirklees Council in 2021 and Kirklees Planning Committee granted the planning permission in September 2021 and ground-work preparation on the site - close to the South Drive entrance began soon afterwards.

3. Purpose

The new A&E is a much-needed replacement for the existing department, which dates to the 1960s. It is in a brand-new location on South Drive, easily accessed from Acre Street with parking facilities for cars and ambulances.

The single-storey building will have spacious treatment areas for patients with patient treatment and waiting areas specially designed to offer the very best environment to receive care, including a separate paediatric treatment area and diagnostic equipment.

Its new location means it can be connected by a corridor to services in the main hospital, including CT and MRI scans, operating theatres, and ward areas.

The immediate area outside will be landscaped to enhance the environment within the hospital site, which has a reputation for its gardens, planted beds and seating areas.

The opportunity for us to create a new purpose-built A&E at HRI also gives us the opportunity to include it in all the very latest digital, medical and clinical technology to ensure the very best patient experience. The development will also benefit from the inclusion of electric vehicle charging points and enhanced cycle parking facilities to promote sustainability.

4. Our Vision and Model of Care

The construction of the A&E at HRI is the first of several estate development plans for the hospital sites as part of the reconfiguration of hospital services supported by the investment in healthcare locally in Kirklees and Calderdale.

The plan involves investment at both hospitals, ensuring they both continue to have a dual role providing healthcare to our local populations for current and future generations.

HRI will have a new A&E and will also become a planned care centre for the Trust. There will also be investment in several existing wards and buildings on the site, which opened in the 1960s, to future-proof the site for healthcare delivery for generations to come.

At CRH, there will be extended clinical buildings, new car-parking and a new state of the art education centre.

5. HRI A&E timeline (2015 – 2023)

Stages	Timescales
Strategic Outline Case (SOC)	April 2019
Public Information Sessions	2019 / 2020
Public Engagement Sessions	Sept and Oct 2019
Clinical Engagement Sessions	Sept and Oct 2019
Design Brief document developed identifying design principles from public and colleagues	2020
CHFT Future Plans unveiled and views on outline designs sought.	March 8 2021
Planning permission submitted to Kirklees Council.	June 2021
Planning permission approved	Sept 2021
FBC approved	Dec 2021
Construction Phase	Jan 2022 – ongoing
Commissioning and Handover	Summer 2023
Open to patients	September 2023

6. Key Messages

Timely communications and engagement will continue with local CHFT colleagues, our communities, local support groups, local stakeholders, councillors and MPs throughout. Key messages include:

- The way in which we deliver our urgent and emergency care services at Huddersfield Royal Infirmary needs to evolve to tackle the challenges ahead
- Our ambitious plans for the new A&E will transform our facilities to enable us to deliver exceptional health and care services for people across Kirklees

- The new A&E at HRI, will have major and minors treatment areas, a dedicated paediatric area and resuscitation and x-ray bays. It has been designed with inspiration from the local area and with engagement from local people.
- The new, 24/7 purpose-built facility which has been designed incorporating key features to enhance fire safety and infection control, will serve the people of Huddersfield and the surrounding area, enabling the provision of high quality urgent and emergency care for local people.
- The new, full-service Accident and Emergency department will be staffed by specialist doctors and nurses trained in emergency medicine.
- These new facilities will help staff continue to provide compassionate care and enable the hospital to better meet the needs of the people of Huddersfield and the surrounding area
- The purpose-built A&E ensures a bigger and better environment for both patients and staff
- The Trust is committed to providing quality urgent and emergency care for our local communities and the new facility will greatly improve patient experience, as well as a better environment for our staff to work in.
- The building has been carefully designed to allow for designated facilities for children and adults in a modern, welcoming environment
- The programme is about much more than buildings – it's about improving health and care for the people and communities we serve
- This development is part of a £200 million investment to ensure that Calderdale and Huddersfield NHS Foundation Trust and its partners can provide the best hospital and community healthcare for patients and families for future generations.
- When the new A&E opens at Calderdale Royal Hospital, the A&E in Huddersfield will still be fully operational with clinicians trained in emergency medicine, but ambulances will take the most seriously ill patients to receive specialist emergency care in Calderdale or the most appropriate hospital.
- Following the opening of the new A&E at Calderdale Royal Hospital, the paediatric A&E department in Huddersfield will still treat children 5 years and older with minor injuries, and those children considered to have a minor illness after being assessed by the NHS 111 advisory service. Children who are more seriously ill, or have a serious injury, or are under 5 years old will be quickly assessed and, if necessary, transported to Calderdale Royal Hospital.
- The facilities at the new A&E at will be much improved, including dedicated family and carer facilities, with a sensitively located bereavement suite.

7. Communication and engagement objectives

The primary objective is to ensure all CHFT colleagues and key audiences are updated throughout all stages up to the opening currently scheduled for September 2023.

Regular updates for all audiences have always been a commitment of the programme, to:

- Provide effective and timely communication with all key stakeholders to keep them informed and updated about the progress, key dates and developments of the new A&E
- Allay any concerns from the affected public/organisations/staff relating to the new A&E
- Engage organisations, staff and associated individuals in the planning and creation of the new building
- Ensure approval of the plans by the appropriate regulatory bodies and scrutiny/oversight committees
- Ensure a collaborative, inclusive approach to the transformation project with a transparent rationale for change.

8. Corporate communications and engagement platforms

Internal

- Monday CHFT bulletins
- CHFT Live on Wednesday
- Brendan's Friday Brief
- Intranet
- Screensavers
- Site walk-arounds
- Foundation Trust News (quarterly)
- Governors' emails
- Trust-wide emails.

External

- Email briefings
- Face-to-face briefings
- Letters to residents
- Invitations to site visits
- Social media
- Quarterly stakeholder events
- CHFT website
- Mail drops
- Leaflets
- Media relations

A standalone website (future.cht.nhs.uk) has been created to stand as the main repository/gateway for information for the public.

9. Stakeholders

Stakeholder group	Considerations/expectations	Outputs
<p>Patients, carers and the public – including those with the following Equality Act protected characteristics – Age – Disability – Gender reassignment – Marriage and civil partnership – Pregnancy and maternity – Race – Religion or belief – Sex – Sexual orientation.</p>	<p>Patient, carers, and the public will need access to clear information about what the service and estate plans are and what it means for them. Some groups will need to be specifically targeted to ensure their involvement. All will need to be involved with an emphasis on co-production where possible.</p>	<p>Articles in newsletters, leaflets websites, social media etc. Focus groups and involvement events Surveys to inform specific elements of the plan. Community assets/champions Easy Read information, videos BSL information, multiple languages</p>
<p>Local residents in proximity to HRI</p>	<p>As described above, plus: Residents will be invited to engagement events to see the outline plans and learn more about the build. This will also be an opportunity to address any concerns they may have about the build design.</p>	<p>Leaflets Websites Involvement meetings</p>
<p>Workforce colleagues – NHS and local authority staff (acute, community, primary care, commissioning and social care) across all partner organisations.</p>	<p>Significant numbers of staff are employed by health and social care organisations across Calderdale and Greater Huddersfield. They need to be aware of how the service plans will impact on their area of work and what contribution they need to make towards achieving its aims. Colleagues will be involved as early as possible in plans to transform the way care is provided and the build design with an emphasis on co-production where possible. Some groups of staff may need to be specifically targeted to ensure all voices are heard, this may be protected groups or occupations.</p>	<p>Newsletters and bulletins Websites Social media Involvement meetings Clinical and non-clinical design workshops led by architects and healthcare planners CHFT portal – “The Cupboard”. Digital live briefing sessions including Q&A</p>

<p>Calderdale and Kirklees Joint Health Overview Scrutiny Committee</p>	<p>Need to be fully briefed on progress with the plans – specifically on the anticipated impact of service change and our plans to involve patients and the public. They have a duty to scrutinise plans to ensure they are in the best interest of the public.</p>	<p>Presentation and meetings Written reports and briefings</p>
<p>Calderdale and Kirklees Health and Wellbeing Boards (HWBs)</p>	<p>HWBs are a forum where key leaders from the health and care system work together to improve the health and wellbeing of their local population and reduce health inequalities. It is therefore important for them to be aware of how the service and estate plans align and support local system HWB priorities.</p>	<p>Presentation and meetings Written reports and briefings Regular attendance at HWB Board meetings</p>
<p>NHS England</p>	<p>NHS England / NHS Improvement will require assurance that plans are in place to undertake an appropriate level of communication and involvement around the service and estate plans. They will expect to be made aware of any issues, particularly any anticipated negative media coverage or opposition towards plans so that a consistent message is communicated at a local and regional/national level.</p>	<p>Teleconferences and briefing of regional leads if issues arise Regular updates provided at quarterly Round-Table meetings with NHSE, WY ICS, Calderdale and Kirklees Place Based Leads, DHSC Sharing of communications and involvement plans Participation in development of communication plans</p>
<p>Department of Health and Social Care (DHSC)</p>	<p>DHSC will require assurance that plans are in place to undertake an appropriate level of communication and involvement around the service and estate plans</p>	<p>Regular updates provided at quarterly Round-Table meetings with NHSE, WY&H ICS, CCGs & DHSC Sharing of communications and involvement plans</p>
<p>West Yorkshire Integrated Care System (WY ICS)</p>	<p>WY ICS support for the planned service and estate development is essential and they will need to receive regular updates, information and assurances to be confident that the plans fit with the overall strategy for the development of better health and care services for West Yorkshire as a whole.</p>	<p>Presentation and meetings Written reports and briefings Regular updates provided at quarterly Round-Table meetings with NHSE, WY ICS, CCGs & DHSC</p>

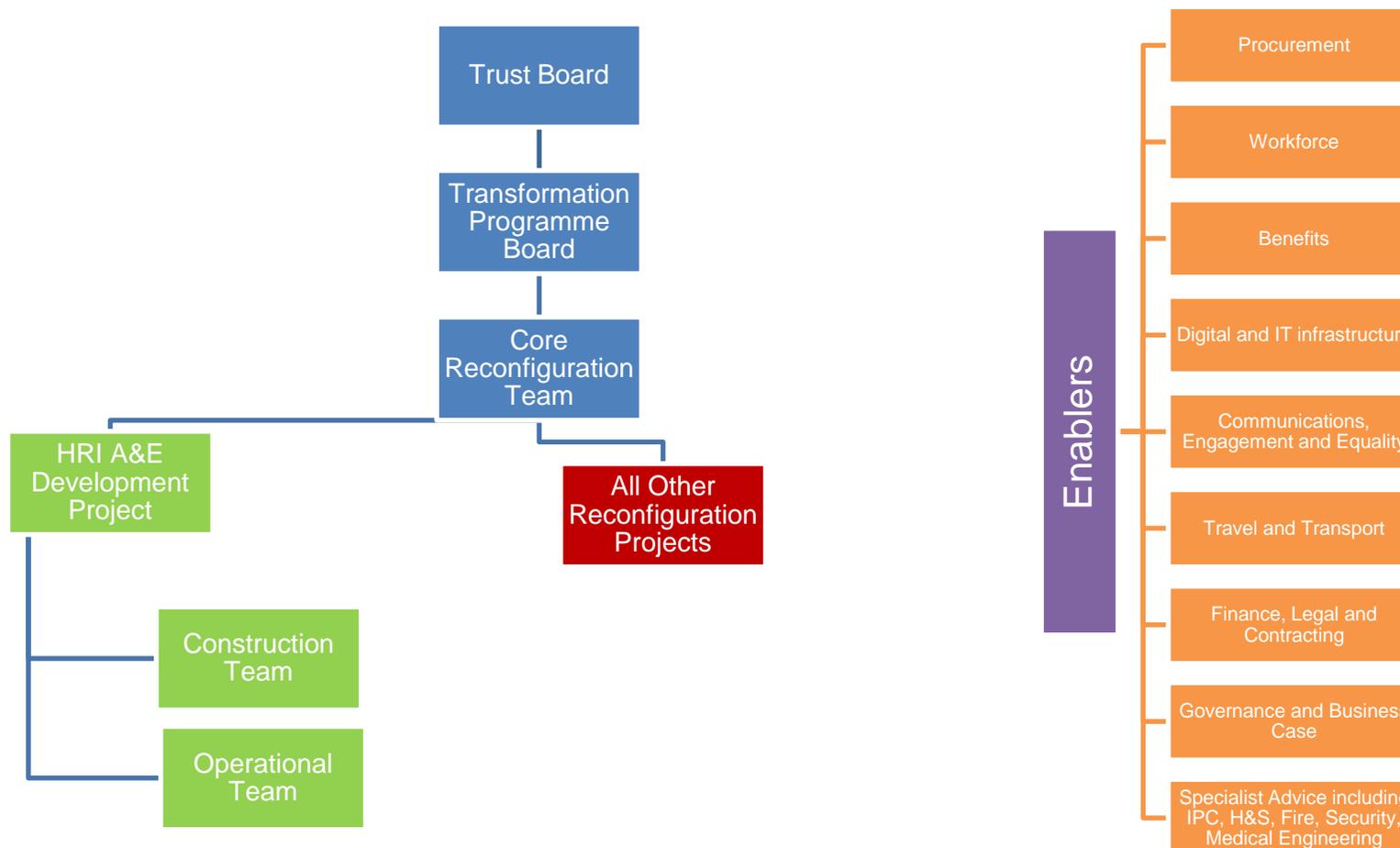
West Yorkshire and Harrogate Association of Acute Trusts (WYAAT)	Acute trusts across West Yorkshire need to be informed and involved in assessing the impact of the developments on patient flows and clinical models across West Yorkshire.	Presentation and meetings Written reports and briefings
Calderdale and Kirklees Healthwatch	The role of Healthwatch is to represent the patient voice and therefore is a key partner to inform and involve.	Regular dialogue and contact with Healthwatch. Provide regular updates for them to cascade to members, including through newsletters/websites etc. to promote engagement opportunities
Politicians – MPs and councillors – political stakeholders will have a keen interest in our draft plan given its scale and significance. They will wish to ensure plans are in the best interests of their constituents and will be expected to be kept updated on progress.	Our political stakeholders will have a keen interest in the building and service plans given its scale and significance. They will wish to ensure plans are in the best interests of their constituents and will be expected to be kept updated on progress.	Written briefings Face-to-face meetings at their request Attendance at local council meetings where appropriate
Calderdale and Kirklees Place Based sub-committees of the WY ICS Care Board	Place based ICB sub-committees will need to consider the service and estate plans and whether these will improve clinical care and outcomes and are affordable. They will need to be informed and involved as the plans develop.	Written briefings and reports Face-to-face meetings at their request Attendance at local governing body meetings
CHFT Board members	CHFT Board has overall accountability and responsibility for delivery of the programme of service and estate developments.	Presentation and meetings Written reports and briefings
Foundation Trust Governors and Members	The CHFT Council of Governors is made up of patient, public and staff representatives – they are the voice of local people and will help set the direction for the future service and estate plans.	Presentation and meetings Written reports and briefings

Trade Unions and Local Medical, Pharmaceutical, Dental and Optical Committees	These representative bodies are the voice of NHS workforce colleagues and independent contractors. They will wish to ensure plans are in the best interests of their members and will be expected to be kept involved and updated on progress.	Presentation and meetings Written reports and briefings Regular attendance at LMC meetings and with Trade Unions to provide updates and discuss plans. Face-to-face meetings at their request
Primary Care Network (PCN) Directors	PCNs are networks of GP practices working together to improve the delivery of care and outcomes for locality populations. They will wish to ensure plans are in the best interests of patients and will expect to be kept updated on progress.	Presentation and meetings Written reports and briefings
Voluntary sector organisations	The voluntary and community sector is an essential part of the way we work together they need to be aware of how the estate and service plans may impact or support their area of work.	Stakeholder/focus groups Presentation and meetings Written reports and briefings
Yorkshire Ambulance Service (YAS)	YAS is a key provider to enable delivery of the new service and estate plans. Work on clinical protocols for ambulance conveyance and understanding the impact on patient flows and capacity is needed – based on a co-production approach. YAS input to the design of A&E departments and ambulance receiving areas will be needed.	Regular dialogue and meetings Co-production of plans Design workshops led by architects and healthcare planners Presentation and meetings Written reports and briefings
Locala Community Partnerships	Locala provides community services across Kirklees and is a key partner in the delivery of health and care. They need to be aware of how the estate and service plans may impact or support their area of work – based on co-production approach.	Regular dialogue and meetings Co-production of plans Presentation and meetings Written reports and briefings
South West Yorkshire Partnership Foundation Trust (SWYPFT)	SWYPFT provide mental health services across Calderdale, Kirklees, Wakefield and Barnsley and are a key partner in the delivery of health and care. They need to be aware of how the estate and service plans may impact or support their area of work – based on co-production approach. SWYPFT will also be involved in the development of design plans for new A&E departments to ensure provision of accommodation that will meet the needs of people attending A&E with a mental health problem. Another	Regular dialogue and meetings Co-production of plans Design workshops led by architects and healthcare planners Presentation and meetings Written reports and briefings

	specific are of involvement required is in relation to the Dales Unit at CRH and the impact of building works on service delivery during the construction period.	
The Leeds Teaching Hospitals NHS Trust (LTHT) – Renal Outreach Service	LTHT provide a Renal Outreach service in their own building located on the HRI site. Specific involvement is required in relation to the impact of building works on service delivery during the construction period.	Regular dialogue and meetings Co-production of plans Presentation and meetings Written reports and briefings
West Yorkshire Combined Authority (WYCA)	WYCA provide commercial public transport (buses) across Calderdale and Huddersfield. The development of the transport plan in relation to the service and estate developments is essential. Regular dialogue and co-production with WYCA are needed.	Regular dialogue and meetings Co-production of plans Presentation and meetings Written reports and briefings
West Yorkshire Police	Involvement of West Yorkshire Police in the design of facilities particularly the A&E departments will be important. In addition, the West Yorkshire Police Architectural Liaison Officers (ALOs) as experts on security of buildings will inform the design and building works.	Regular dialogue and meetings Co-production of plans Design workshops led by architects and healthcare planners Co-production of plans
Campaign groups	There are several campaign groups that have had interest in the future models of hospital service delivery in Calderdale and Kirklees. They will be kept informed on progress and involved as the plans develop.	Regular dialogue and meetings as requested Presentation and meetings Written reports and briefings
Media / trade publications	The media have a key role in helping us communicate with the wider public. Early briefing of key media will help to ensure they understand the context of the plans and ultimately lead to more accurate reporting.	Media briefing packs developed containing background and key messages Press releases Social media

We will use existing channels to reach stakeholder groups and also recognise that NHS colleagues working across the Calderdale and Huddersfield system will have relationships and the ability to reach local communities.

10. HRI A&E Project Governance



Appendix 1: Outline Communications and Engagement Plan

Below is an ongoing timeline of all communications planned to be issued month-by-month for both internal and external audiences. This will be updated throughout the construction phase to the opening, planned for late summer 2023.

Date	Message/milestone	Audience	Output	Completed
March 2022	Construction work begins	All internal and external stakeholders	Trust-wide bulletin Intranet article CHFT website article	✓
June 2022	Work is progressing	All internal and external stakeholders	Trust-wide bulletin CHFT website article Intranet article FT News Email update to Governors	✓
July 2022	Steel structure going up	Internal	Trust-wide bulletin CHFT website article Intranet article	✓
August 2022	Steel structure and plant for in place	Internal plus members	Trust-wide bulletin (x 2) CHFT website article Intranet article Members email update	✓
September 2022	Roof on/profile of local workforce	Internal	Trust-wide bulletin CHFT website article Intranet article Screensavers	✓
November 2022	Half-way point achieved on time	All internal and external stakeholders	Trust-wide bulletin Screensavers	✓

December 2022	Walk-throughs commence/profiles of key staff members	All internal and external stakeholders	Trust-wide bulletin (x 2) Screensavers Email to members Place stakeholder update	
January 2023	'New Year New A&E at HRI' The final countdown begins	Internal	Trust-wide Bulletin Brendan's weekly brief	
January 2023	Flooring, internal plastering and painting commences	Internal	Trust-wide Bulletin Brendan's weekly brief	
February 2023 7 months away from opening	Appeal for Artwork for Children's A&E	Media Councils (to Schools) University of Huddersfield	Media release Website update Social media	
February 2023 7 months away from opening	Main roof building completes and external landscaping commences. 'Golden Bolt' fitting event with Brendan Brown to mark one year on site	All internal and external stakeholders	Photocall Media release Trust-wide bulletin Website Brendan's weekly brief Intranet Stakeholder letter Social media	
March 2023 6 months away from opening	External brickwork completes and paving commences. Invitation to A&E colleagues for walkabouts	Internal	Trust-wide Bulletin Brendan's weekly brief Invitation letters to A&E staff	
March 2023 6 months away from opening	Countdown to completion begins. Plant room completes and testing and commissioning commences	Internal	Trust-wide bulletin Website Intranet Stakeholder letter Social media	

June 2023 3 months away from opening	Invitation for preview walkabouts for external stakeholders	External stakeholders	Invitation letters	
June 2023 3 months away from opening	Tree planting ceremony with children from Lindley Juniors and Infants School	All internal and external stakeholders	Media release Trust-wide bulletin Website Intranet Brendan's weekly brief Stakeholder letter Social media	
June 2023 3 months away from opening	A&E colleagues invited to tour the new facility	A&E colleagues	Invitation letters	
July 2023 2 months away from opening	One month away from opening day	All internal and external stakeholders	Media release Trust-wide bulletin Website Brendan's weekly brief Intranet Stakeholder letter Social media	
July 2023 2 months away from opening	Project completion – keys handed over	Internal	Trust-wide bulletin Brendan's weekly brief Website Intranet	
July 2023 2 months away from opening	One month from opening	Members of the public	Mail drop of leaflet for all residents with a Huddersfield postcode explaining what will happen and when, including FAQs. <ul style="list-style-type: none"> • Easy-read version to be sent out through groups/ networks 	

			<ul style="list-style-type: none"> • Versions in different languages to be sent out through the relevant community groups • Audio leaflet for the visually impaired 	
September 2023 Opening month	One week until opening/opening date confirmed	All internal and external stakeholders	Photocall with team Media release Brendan's weekly brief Website Intranet Stakeholder letter Social media Open day for local people to tour the new facility	
September 2023 First patients	'Soft' opening – patients and staff move across to new facility	Internal colleagues Primary care 111 Patients YAS Local authority	Signage/wayfinding update Website Trust-wide bulletin Intranet Brendan's weekly brief Stakeholder letter	
Early October 2023 Expected official opening month	Official opening ceremony/ribbon cutting	All internal and external stakeholders	Ribbon-cutting ceremony Photocall Video Speeches - TBC Media on site Media release Website Intranet Brendan's weekly brief Stakeholder letter Social media	