

Foundations for our Future - JHOSC update

18 March 2025

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This presentation provides an update on the Hospital Reconfiguration Programme and includes within it the information that the JHOSC have requested updates on.

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The Future Hospital Service Model



Huddersfield Royal Infirmary

- 24/7 A&E and clinical decision unit
- 24/7 urgent care centre
- 24/7 anesthetic cover
- diagnostics
- planned medical and surgical procedures
- outpatient services and therapies
- midwife-led maternity unit
- physician-led step down inpatient care



Calderdale Royal Hospital

- 24/7 A&E and clinical decision unit
- 24/7 urgent care centre
- 24/7 anesthetic cover
- paediatric emergency centre
- diagnostics
- critical care unit
- inpatient paediatrics (medical and surgical care)
- outpatient services and therapies
- obstetrics and midwife led maternity care
- acute inpatient medical admissions and care (e.g. respiratory, stroke, cardiology)
- acute emergency and complex surgery services

Benefits of Reconfiguration

Patient Safety

Workforce
Resilience and
Wellbeing

Learning from the
Pandemic included
in Designs

Reduction in carbon
use and emissions

Estate Safety &
Reduce Backlog
Maintenance

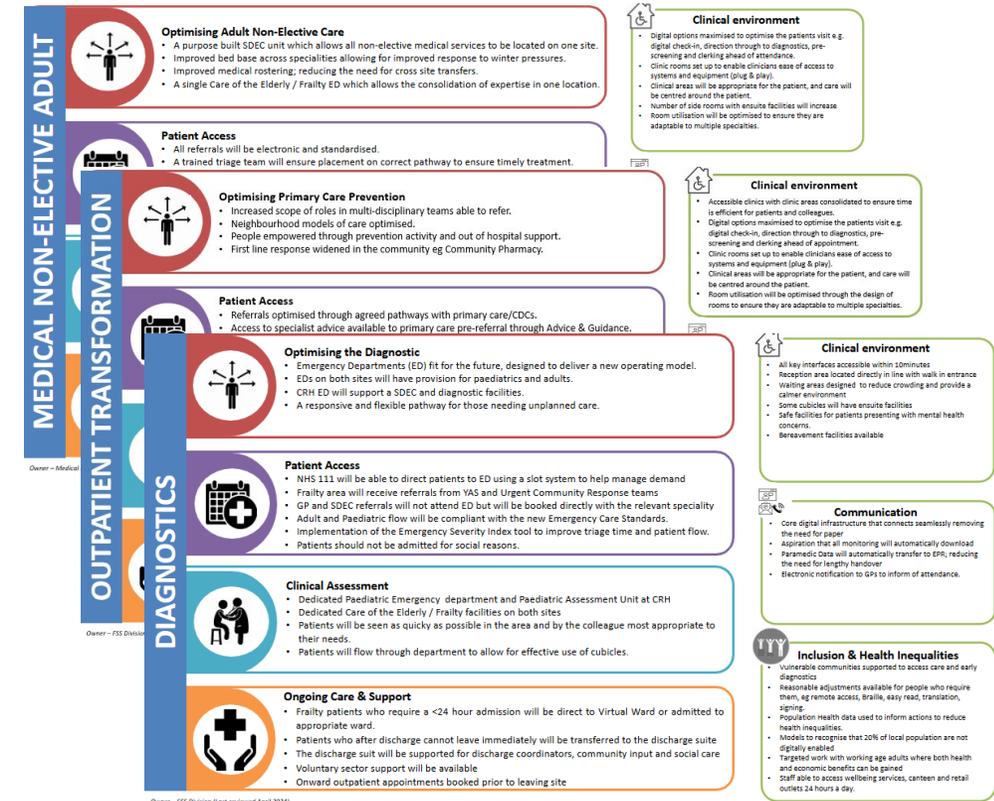
Economic
Regeneration and
Social Value

Financial Efficiency
and Sustainability

Modern, state of
the art environment
for patients and
colleagues

Target Operating Models

- Targeted Operating Models (TOMs) have been designed to provide clarity on the clinical and operating models we aspire to deliver in the run up to and following reconfiguration.
- The TOMs are also acting as a supportive tool for speciality collaboration and partnership.
- The TOMs act as an enabler for the Trust's 5-year strategic plan, the 2024-2029 clinical strategy, and delivery of planned Reconfiguration Programme benefits.
- To date TOMS have been developed across a number of key areas, including:
 - Planned Care and Theatres
 - Critically Ill Adult
 - Medical Non-Elective (Adult)
 - Outpatient Transformation
 - Non-Elective Surgery
 - Emergency Care
 - Diagnostics
 - Paediatrics
- These will continue to be developed and evolved as reconfiguration continues.



Estate Plans to Enable Service Reconfiguration

- At Huddersfield Royal Infirmary (HRI) there is a new A&E alongside investment in existing HRI buildings.
- At Calderdale Royal Hospital (CRH) there will be additional wards, two new theatres, a new A&E, a children's A&E, a new learning and development centre and a multi-storey car park.



Our journey



Laing O'Rourke appointed as design and construction partner for new clinical build

2024

2024

2025

2025

2025



Construction of multi-storey car park



Construction of maternity floor, cath labs and plant room



HRI A&E Department opened

2024

2023

2022

2025/
26

Full Business Case

2026

2026

2029



Rainbow Child Development Centre opened



Outline Business Case



Strategic Outline Case

Construction of new clinical building begins

Hospital main entrance redesign starts



New clinical building opens

2016



Public consultation

2018

2019



National funding allocation agreed



Communicating our progress

- **“Resident’s alert”** - emailing latest updates on activity which may impact residents. Maildrop in HX1, HX2, HX3 to encourage people to sign up.
- **Futures website** – updated with latest news and information. Currently developing digital floor plans to show what CRH will look like at the end of reconfiguration.
- **Media coverage** – regular ‘drum beat’ of news including the opening of the Halifax CDC, new HRI A&E and changes to car parking at CRH.
- **Digital communications** – social media activity including images and timelapse video of new constructions.
- **Stakeholder briefings and events** – regular briefings and engagement events held with Trust colleagues, partner organisations and local councillors.
- **Local resident’s update** – statutory planning engagement with residents in late February (letter drop).



Join us to launch our plans for the new clinical building at Calderdale Royal Hospital

Meet our construction partners, Ling O'Rourke, hear about our future plans, and see our designs in virtual reality in a new immersive experience.

Wednesday 4th September
11:30am - 4pm (lunch provided)
Cedar Court Hotel, Alnley Top,
Huddersfield, HD3 3RH

Please park in the main hotel car park.

Please RSVP along with any dietary requirements to events@calderdalehft.nhs.uk by 21 August 2024.

The multi-story clinical building (circled) will include a new AMZ and Inpatient wards.

Foundations for our future

HALIFAX Courier

Parking at Calderdale Royal Hospital: No drop-offs in front of Halifax's hospital next week as Drycrough Lane entrance shuts to traffic

by Sarah Pilon

Facebook, Twitter, LinkedIn, Comment

HRI Accident and Emergency Department

Update

- New department came into operation in May 2024 – a comprehensive transition plan meant that there was a seamless transfer from the old department to the new one.
- Generally, fewer complaints relating to the environment have been received compared to the old department. There has been a positive impact on patient experience and increase in direct and indirect positive feedback.
- Informal engagement visit from CQC in January where they praised the “high quality of facilities, care and patient centred approach by all the teams” that they witnessed.
- Also visited by the NHS England National Medical Director Professor Sir Stephen Powis - was impressed by the A&E design and complemented the use of innovation and digital.



Colleague feedback and learning

In a recent colleague survey, respondents praised the new department citing the key improvements as:

- Brighter, more modern environment with more space and a better layout
- Improved equipment and technology
- Better patient flow and reduced congestion

Key learning:

- More side rooms and better patient privacy have brought improvements to patient care.
- Some areas in the department which have been built to national Health Technical Memoranda (HTMs) have been found to be too big in practice, leading to inefficient use of space.

This learning has been incorporated into the design of the new clinical building for Calderdale Royal Hospital.

Learning from colleagues

Some colleagues fed back that the new layout and larger size facility had taken some getting used to, particularly in relation to how they communicate and work efficiently.

New ways of working have been adopted that will improve communication and efficiency in the new environment.

New Clinical Building

New Clinical Building

- Situated to the south of the site on the space near the Godfrey Road entrances.
- Will adjoin to the existing clinical building.
- A new Emergency Department for adults, and a dedicated Emergency Department for children and young people.
- New inpatient wards designed to the latest national standards and legislation.
- A strong focus on tackling climate change through design and construction and creating an efficient and sustainable estate at CRH.



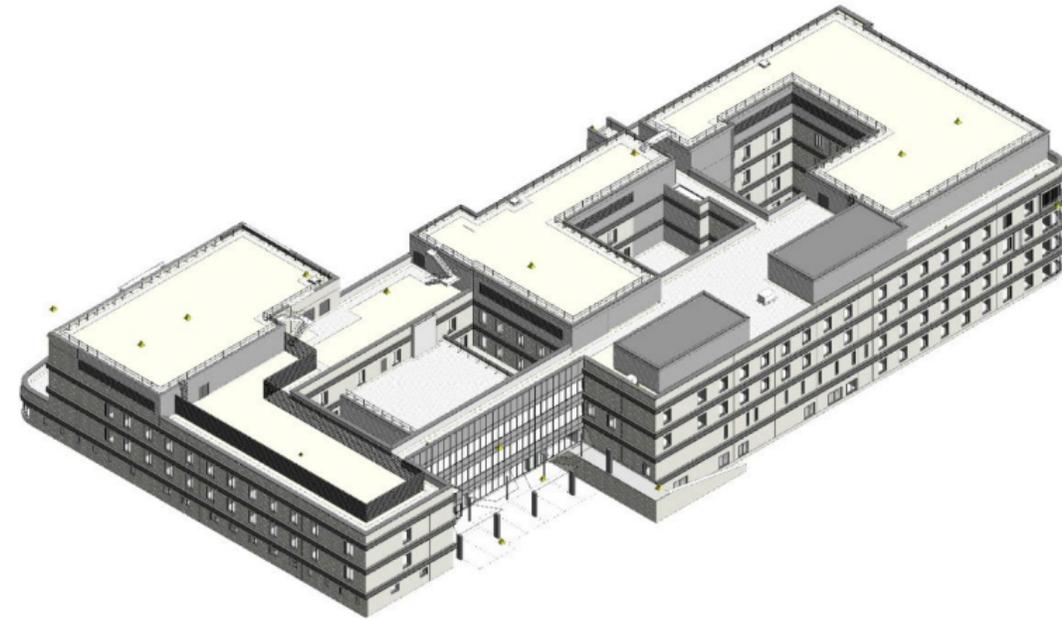
Design process to date



- Appointed Laing O'Rourke to optimise the building design, ensuring its “buildability” and to meet all the latest standards and regulations.
- Patient experience themes fed into the design process:
 - Wayfinding
 - Privacy and dignity
 - Accessible and supportive environment
 - Ambient noise, especially noise at night
- Extensive engagement and co-design with over 100 colleagues and key stakeholders such as mental health and Yorkshire Ambulance Service.
- Use of the Trust’s “Design Brief” which was developed with patients, relatives, carers and colleagues.
- Use of innovative immersive technology to provide a 3D model of spaces being designed – better special coordination.

Design improvements

- The addition of an entrance and stairwell to the east elevation of the new building.
- Better spacial coordination within the permitted maximum building height and footprint.
- Better clinical adjacencies and operational flow.
- An improved access route to the building for emergency vehicles from Godfrey Road.



Responding to pre-planning engagement (2021) themes

Themes	Response
Construction materials and visual impact	<p>Modern methods of construction are being used to construct the new building and includes a focus on sustainability. It will be an all-electric building in line with our commitment to tackling climate change.</p> <p>The exterior facades have been designed to be sympathetic to the heritage of the local area, in line with recommendations from Historic England.</p>
Positioning of building	<p>In response to residents' feedback, the building has been designed to be set back from the road with landscaping providing a natural screen from the roadside. The location of the new Emergency Department will be visible and easy to locate from Godfrey Road.</p>
Design to be futureproof	<p>The new clinical building design is based on extensive clinical and operational data, expertise from healthcare planners, colleagues, and construction experts to make sure it is designed with the future in mind.</p>
Navigation, privacy and dignity	<p>Wayfinding and privacy and dignity are two of the key themes that emerged from our review of patient experience feedback. There is a strong focus on Wayfinding in the next stage of the building design project and this will include ensuring there is a clear alignment between new and existing buildings.</p>



Tackling climate change

- Protecting the planet is a cornerstone of the programme's Social Value Plan and there's an ambition to achieve an "Excellent" standard in the *BREEAM sustainable building certificate*.
- Built using Modern Methods of Construction utilising Laing O'Rourke's world class Centre of Excellence for Modern Construction (CEMC).
- All-electric building, utilising solar and other renewable energy sources such as ground source heat pumps.
- Site-wide travel plan for CRH which is integral to the Trust's strategic plan for the site.
- Site-wide commitment to achieving biodiversity net gain at or above the statutory requirement of 10% (Environment Act 2021).



MMC – Environmental Benefits

- Better air quality on the construction site.
- Reduces the impact on local environment, protecting biodiversity.
- Uses less water which is better for the environment.
- More efficient use of materials and less waste through meticulously planned off-site manufacturing.
- Uses low carbon concrete and has enhanced building performance and energy efficiencies.



Key internal developments

Maternity floor

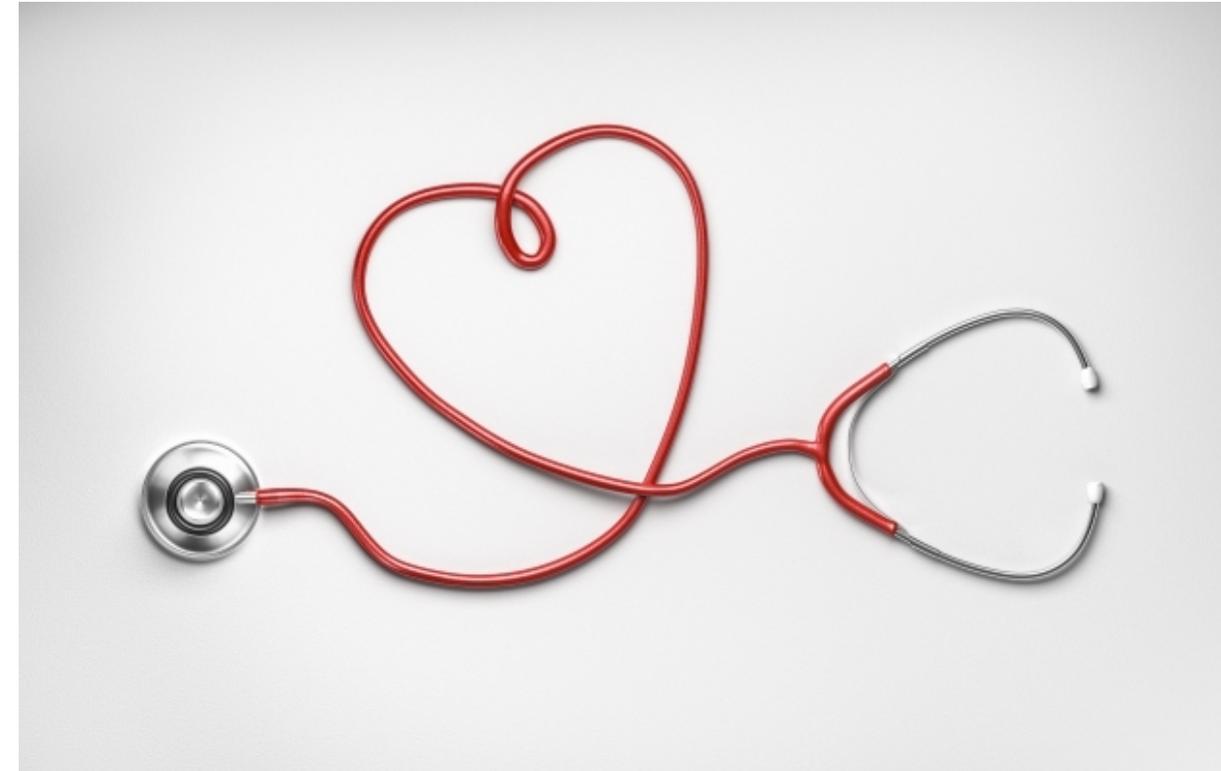
- Maternity services are currently split across multiple floors at CRH.
- The new development will bring these services together on one floor. There will also be two dedicated obstetric operating theatres.
- The new layout will improve efficiency as well as safety and quality of care.
- There are also plans to develop a Bereavement Suite with the support of the hospital's charity.



Construction will commence this summer and take approx. 9 months.

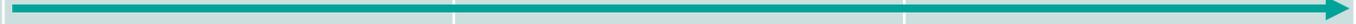
Cardiac catheter labs

- Two new catheter labs to be constructed to meet current and future demand for cardiac procedures.
- Extensive planning has gone in to ensuring the project is coordinated with the maternity scheme and both are being delivered by the same construction partner.
- A new plant room is also being constructed to provide the necessary services (power etc) for the new labs.



Construction will commence this summer and take approx. 8 months.

25/26 milestones

SPRING 	SUMMER 	AUTUMN 	WINTER 	PROJECTED COMPLETION
Therapies services move to Dean Clough Mills 				Spring 2025
Enabling works (phase 2) for clinical building begin 				Spring 2026
Multi-storey car park construction starts 				Summer 2026
	Maternity floor works begin 			Spring 2026
	New catheter labs works begin 			Spring 2026

Huddersfield Royal Infirmary

Key activity and Estate investment at HRI

- Opening of the new A&E
- New inpatient non-surgery oncology ward (with MYTT)
- Ward 18 Single Room Development
- Learning Centre Demolition & Re-provision
- Refurbishment of other wards on a rolling basis
- CT scanner, fluoroscopy suite
- Refurbished staff change facilities

- Discharge lounge opened in old A&E footprint
- Medical and surgical SDEC moves to old A&E
- Exterior cladding safety
- Early stage of plans to develop the HPS - developing, manufacturing and distributing quality medicines
- Retail Facilities
- Wellbeing Garden & 660 tree saplings planted (Woodland Trust)
- Reduction of Backlog Maintenance - Ventilation, Emergency Lighting, Generators, Fire safety, Asbestos Removal, Electrical and pipe work etc

HRI Estate – Longer Term Development Plan

- Ward Refurbishment Programme
- Theatre Refurbishment
- Window Replacement Programme
- Cladding solution
- Fire safety
- Continued Asbestos removal programme
- Continued Site Rationalisation
- Decarbonisation of Estate to meet NHS net zero targets by 2040

Full business case

Full Business Case

FBC	Review any minor changes & implications	Confirm Value for Money	KEY STEP 8: Procuring the solution KEY STEP 9: Contracting for the deal	Confirm financial implications and financing	KEY STEP 10: Ensuring successful delivery (i.e. Comprehensive Delivery plan)
OBC	Review any significant changes and implications	KEY STEP 4: Determine Value for Money	KEY STEP 5: Prepare for the potential deal	KEY STEP 6: Confirm Funding and Affordability	KEY STEP 7: Plan for Successful Delivery
SOC	KEY STEP 1: Ascertain the Strategic fit KEY STEP 2: Make the Case for Change	KEY STEP 3: Develop a long list of options and agree a short list	Outline the procurement strategy	Estimate costs (revenue and capital) for shortlisted options	Proposed management arrangements
The Five Cases	Strategic	Economic	Commercial	Financial	Management

FBC Timeline

	Spring	Summer	Autumn	Winter
Continuation of technical design	Active	Active	Active	Completed
Procurement – market testing	Active	Active	Active	Completed
Final design approval	Completed	Completed	Active	Completed
Submit Full Business Case	Completed	Completed	Completed	Active

Thank you

Visit our website at: <https://future.cht.nhs.uk>