

# **DEVELOPING A REPLACEMENT FOR FRIMLEY PARK HOSPITAL COMMUNICATIONS AND ENGAGEMENT PLAN FOR DEVELOPING THE CRITERIA WITH WHICH TO EVALUATE POTENTIAL NEW SITES**

**NOVEMBER 2023 v8.0**

## **1 INTRODUCTION**

Frimley Health NHS Foundation Trust has been granted funding approval for a new state-of-the-art replacement for Frimley Park Hospital through the government's New Hospital Programme.

The hospital needs to be replaced because around 65 per cent of the current hospital is made of Reinforced Autoclaved Aerated Concrete (RAAC).

RAAC deteriorates over time and is now at the end of its life, posing a potential safety risk to patients, visitors, and staff. Our RAAC is constantly monitored and safety works undertaken to ensure that we maintain a safe environment. The Department of Health and Social Care requires the NHS to stop using hospital buildings constructed from RAAC by 2035 but has set a deadline of 2030 for the seven most affected hospitals, which includes Frimley Park.

The Trust has assured stakeholders that a range of opportunities will be created for patients, staff, the local community, and others to be involved and engaged in all stages of the new hospital development.

1

---

## **2 CONTEXT AND CASE FOR CHANGE**

Alongside our clinical teams and advisors, we have considered whether attempting to build a new hospital on our current site is a viable option, as part of a strategic outline case (SOC).

However, this would require a phased demolition and rebuild on a site which is already congested, causing significant disruption to our patients, staff, and hospital services. Most importantly, however, it would be impossible to complete a phased build by 2030.

Our current site is also too small to deliver modern healthcare standards, and we cannot adequately cater for our growing and ageing population with our current buildings.

NHS capacity and demand modelling shows that the replacement for Frimley Park Hospital will need to have more beds and a footprint twice as large as the current hospital – developing a new hospital on a new site also allows for growth in the future, and would enable us to improve integrated working by potentially bringing some of our partners on site.

As a result, we are actively looking for potential locations for the replacement for Frimley Park Hospital.

This document sets out how Frimley Health NHS Foundation will work with patients, carers, local communities, staff, partners, and stakeholders to develop, refine, and agree the criteria

we will use to evaluate potential sites for a new hospital.

### **3 INVOLVING OUR COMMUNITIES, STAFF AND STAKEHOLDERS IN DEVELOPING THE CRITERIA TO EVALUATE POSSIBLE HOSPITAL SITES**

We are committed to making sure that our patients, staff, volunteers, our local communities, Foundation Trust governors, and other stakeholders will all have an opportunity to be involved in how we evaluate possible sites for a new hospital.

Between late 2023 and early 2024, we will be asking people about what is important to them in a new Frimley Park Hospital site and we will be giving them the chance to contribute to the criteria that will be used when evaluating possible viable locations.

One of our guiding principles is that we are keen for a new site to be located close to the current Frimley Park Hospital site.

During this period of engagement, it will not be possible for us to engage people on their preference for which site the hospital should be located on. This is because we have a duty to ensure we obtain the best value for money from any transaction to purchase a new site, and there are commercial considerations of confidentiality we will need to take into account.

### **4 COMMUNICATIONS AND ENGAGEMENT APPROACH**

We are, however, committed to engaging with our patients, staff, communities, stakeholders, and partners widely and comprehensively.

2

---

As such, we will bring people together to discuss the case for change for a new hospital site and the criteria we are planning to use to evaluate potential sites. They will have opportunities to:

- find out why staying on our current site is not a viable option
- contribute to the development and refining of evaluation criteria that will be applied when assessing possible sites for a new hospital
- tell us which evaluation criteria are most important to them and why

The way we involve people will include:

#### **Involving our patients, governors, staff, and communities**

We will look to establish patient, public, and staff reference groups for the life of the new hospital project. We are also setting up a communications and engagement 'steering group' – which will include patient representatives and others – to assist in developing and facilitating effective communications and providing valued guidance.

By providing us with expert advice and sharing their lived experiences of using and working in our health services, the groups will be invaluable in guiding the development of the

replacement for Frimley Park Hospital throughout the programme, from now until the doors open on a new hospital.

We will also seek views and support from our Council of Governors, who will have opportunities to provide feedback on our plans for engagement and discuss any support they would like to be involved in our work, as well as feedback on the evaluation criteria.

We will also be engaging with our Foundation Trust membership to similarly provide feedback on the criteria.

### **Priority stakeholder site tours of the current Frimley Park Hospital site and engagement meetings**

Opportunities to demonstrate to priority stakeholders the case for change and discuss the draft evaluation criteria will be created. Priority stakeholders might include, for example, HOSCs, MPs, Healthwatch, governors, staffside representatives, organisations delivering services on site, local authority planning departments, council leaders and chief executives.

### **Virtual and in person listening events**

We will run virtual and in person listening events where members of the public, those in patient and health-related voluntary organisations, and staff will be invited to find out more about the case for change and support the development and refinement of the criteria.

### **Community engagement**

In addition to hosting events, we will actively engage community groups, including offering to attend existing groups and forums, provide relevant and accessible information for discussion and dissemination, and ensure opportunity to engage with the work is provided in key meetings and briefings.

We will also investigate information stands, with opportunities to discuss the project, in foyers across NHS sites and in community locations.

### **Online questionnaire**

We also recognise that some of our patients travel from further afield to access specialist services which are commissioned nationally. At the same time, we provide community services to people locally who may not need to come to hospital for their care.

To ensure we hear from as many of our patients, communities, and staff as possible, we will also engage people online, such as through an online questionnaire on the criteria.

### **Working with our health overview and scrutiny committees**

We will work with relevant county council and unitary authority overview and scrutiny committees to explain that staying on our current site is not an option to deliver a new

hospital by 2030 and agree our process for selecting a new site for Frimley Park Hospital.

We will also agree with them the engagement we are planning with local people on the criteria we will use to evaluate potential viable sites, and seek the committees' feedback on our draft evaluation criteria.

## 5 AUDIENCES

### External audiences – to be informed

- HM Treasury
- Department of Health and Social Care
  - Programme lead
  - Communications lead
- NHS England New Hospital Programme
  - Programme Lead
  - Communications lead
- Care Quality Commission
- NHS England South East
  - Regional Director
  - Regional lead
  - Communications lead

### Internal audiences – to be informed and engaged

- Board
- Governors
- Frimley Park staff and volunteers
- Defence Medical Group South East
- Wider FHFT staff and volunteers

4

---

### External audiences – to be informed and engaged

- NHS Frimley (ICB)
- Frimley Health and Care Integrated Care Partnership and Integrated Care System partners (not otherwise listed):
  - Berkshire Healthcare NHS Foundation Trust
  - Surrey and Borders NHS Foundation Trust
  - South Central Ambulance Service NHS Foundation Trust
  - South East Coast Ambulance Service NHS Foundation Trust
  - Sussex Partnership NHS Foundation Trust
  - Berkshire Primary Care Ltd
  - East Berkshire Primary Care Out of Hours
  - Surrey Heath Community providers
  - The Federation of Windsor, Ascot and Maidenhead Practices
  - Salus Medical Services Ltd
  - Virgin Care

- NHS Leadership Academy South East
- Hart Voluntary Action
- Involve
- Slough CVS
- Voluntary Action South West Surrey
- Rushmoor Voluntary Services
- Neighbouring integrated care boards:
  - NHS Hampshire and Isle of Wight ICB
  - NHS Surrey Heartlands ICB
  - NHS Buckinghamshire, Oxfordshire and Berkshire West ICB
- Neighbouring and partner NHS acute hospital trusts:
  - Ashford & St Peter's Hospitals NHS Foundation Trust
  - Hampshire Hospitals NHS Foundation Trust
  - King's College Hospital NHS Foundation Trust
  - Royal Berkshire NHS Foundation Trust
  - Royal Surrey NHS Foundation Trust
  - St George's University Hospitals NHS Foundation Trust
  - University Hospital Southampton NHS Foundation Trust
- Other NHS partner providers, including:
  - Southern Health NHS Foundation Trust
  - Solent NHS Foundation Trust
  - Buckinghamshire Healthcare NHS Foundation Trust
  - North Hampshire Urgent Care
- Other GP Federations, including:
  - Farnham Integrated Care Services
- Primary Care Networks [DN: Federations and private providers listed in the above]
  - Surrey Heath PCN
  - East Berkshire PCNs
  - North East Hants and Farnham PCNs
- County Councils
  - Surrey County Council
  - Hampshire County Council
- Unitary authorities
  - Bracknell Forest Council
  - Royal Borough of Windsor and Maidenhead Council
  - Slough Borough Council
  - Wokingham Borough Council
- Borough and district councils
  - Surrey Heath Borough Council
  - Guildford Borough Council
  - Hart District Council
  - Runnymede Borough Council
  - Rushmoor Borough Council

- Waverley Borough Council
- Healthwatch:
  - Healthwatch Surrey
  - Healthwatch Bracknell Forest (via East Berkshire lead)
  - Healthwatch Hampshire (via strategic lead)
  - Healthwatch Royal Borough of Windsor and Maidenhead (via East Berkshire lead)
  - Healthwatch Slough (via East Berkshire lead)
- Local MPs:
  - Surrey Heath – Michael Gove
  - Aldershot – Leo Docherty
  - North East Hampshire - Ranil Jayawardena
  - Bracknell Forest and Windsor – Adam Afriyie
  - Bracknell – James Sunderland
  - Slough – Tan Dhesi
  - Waverley, Farnham and South West Surrey – Jeremy Hunt
  - Windsor and Maidenhead – Theresa May
- Local media
- Foundation Trust Members
- Patients, local communities, wider public, including:
  - Fleet U3A Health and Wellbeing Group
- Potential for campaign / support groups tbc

6

---

**External – current site partners/neighbours (and in future new site partners/neighbours)**

- Tbc

## **6 PRODUCTS**

We will produce the following materials to support the communications and engagement required for the engagement on the site evaluation criteria.

- Narrative and key messages
- Site criteria accessible for public audiences
- FAQs and lines to take
- Slide pack for stakeholder and staff briefings, with speaking notes
- Emails to NEDs and governors
- Emails to staff
- Emails to partners, stakeholders, patient and community participation groups
- Questionnaire, online materials, discussion guide and form to capture feedback of group discussions etc.
- Media releases and social media content
- Articles for syndication through existing channels
- Digital content:
  - Video clips
  - Infographics

- Intranet page
- Website copy [or standalone microsite for the new hospital programme could be developed]
- Social media content

## 7 COMMUNICATIONS AND ENGAGEMENT ACTIVITY TIMELINE

This high-level plan summarises key milestones, deliverables and programme dependencies:

Date	Activity	Detail	Audience
<b>Engagement period – opens w/s 20 November (tbc)</b>			
w/c 20 Nov	<ul style="list-style-type: none"> <li>• Heads-up briefings for key stakeholders and media</li> </ul>	<ul style="list-style-type: none"> <li>• Including calls and emails to priority stakeholders, and on-site media briefing including tour to explain case for change and need for a new site</li> </ul>	All audiences
w/c 20 Nov	<ul style="list-style-type: none"> <li>• Engagement period launched/opens</li> </ul>	<ul style="list-style-type: none"> <li>• Web content, questionnaire, FHFT intranet content published</li> </ul>	All audiences
w/c 20 Nov	<ul style="list-style-type: none"> <li>• Email for Frimley Board, governors and staff</li> </ul>	<ul style="list-style-type: none"> <li>• To launch engagement and direct to engagement opportunities including online questionnaire</li> </ul>	
w/c 20 Nov	<ul style="list-style-type: none"> <li>• Email for system colleagues including boards and governors</li> </ul>	<ul style="list-style-type: none"> <li>• To launch engagement and direct to engagement opportunities including online questionnaire</li> </ul>	System colleagues including boards and governors
w/c 20 Nov	<ul style="list-style-type: none"> <li>• Email for Frimley site partners with article for use in their corporate channels</li> </ul>	<ul style="list-style-type: none"> <li>• To launch engagement and direct to engagement opportunities including online questionnaire</li> </ul>	Current FHFT site partners and their staff
w/c 20 Nov	<ul style="list-style-type: none"> <li>• Email to all other stakeholders, such as Healthwatch, voluntary organisations and community groups, MPs</li> </ul>	<ul style="list-style-type: none"> <li>• To launch engagement and direct to engagement opportunities including online questionnaire</li> </ul>	Stakeholders and their staff/networks
w/c 20 Nov	<ul style="list-style-type: none"> <li>• Email to new Hospital patient and staff reference groups</li> </ul>	<ul style="list-style-type: none"> <li>• To invite to inaugural meeting in November or December to find out more about case for change and discuss draft evaluation criteria</li> </ul>	New Hospital patient, public and staff advisory group
Nov – Jan	<ul style="list-style-type: none"> <li>• Engagement activities undertaken</li> </ul>	<ul style="list-style-type: none"> <li>• including priority stakeholder site tours and engagement meetings; virtual listening events; online questionnaire; patient and staff reference groups meetings.</li> </ul>	All audiences
Nov – Jan	<ul style="list-style-type: none"> <li>• Continued engagement with local authority scrutiny committees</li> </ul>	<ul style="list-style-type: none"> <li>• Update on progress and agree next steps</li> </ul>	Local authorities:  Hampshire CC, Surrey CC, Bracknell Forest Council,

Date	Activity	Detail	Audience
			Royal Borough of Windsor and Maidenhead
Nov – Jan	<ul style="list-style-type: none"> <li>Cascade engagement opportunities to staff throughout FHFT</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to discuss the criteria cascaded throughout FHFT, through clinical and non-clinical directorate meetings</li> </ul>	FHFT staff
w/c 20 Nov	<ul style="list-style-type: none"> <li>Presentation at Hampshire Health and Adult Social Care Committee</li> </ul>	<p>Presentation and paper aim to:</p> <ul style="list-style-type: none"> <li>explain that staying on our current site is not an option to deliver a new hospital by 2030</li> <li>agree our process for selecting a new site for Frimley Park Hospital</li> <li>seek feedback on the engagement we are planning with local people on the criteria we will use to potential sites</li> <li>seek feedback on our draft evaluation criteria</li> </ul>	Hampshire Health and Adult Social Care Committee
w/c 20 Nov	<ul style="list-style-type: none"> <li>Final paper deadline for Surrey Adults and Health Select Committee</li> </ul>	<p>Paper aims to:</p> <ul style="list-style-type: none"> <li>explain that staying on our current site is not an option to deliver a new hospital by 2030</li> <li>agree our process for selecting a new site for Frimley Park Hospital</li> <li>agree the engagement we are seek feedback on with local people on the criteria we will use to evaluate potential sites</li> <li>seek feedback on our draft evaluation criteria</li> </ul>	Surrey Adults and Health Select Committee
w/c 27 Nov	<ul style="list-style-type: none"> <li>Presentation / discussion at FHFT senior leaders forum</li> </ul>	<ul style="list-style-type: none"> <li>Presentation / discussion at FHFT senior leaders' forum</li> </ul>	FHFT senior leaders
w/c 27 Nov	<ul style="list-style-type: none"> <li>Presentation at Bracknell Forest Council senior leadership team meeting</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to update senior council officers on programme.</li> </ul>	Bracknell Forest Council senior leaders
w/c 4 Dec	<ul style="list-style-type: none"> <li>Presentation at Frimley VCSE Alliance</li> </ul>	<ul style="list-style-type: none"> <li>Council of voluntary services for the whole of Frimley (10.30 – 11.30am).</li> <li>Opportunity to update on case for change, proposals, discuss draft criteria, and encourage engagement and dissemination among community</li> </ul>	Voluntary sector and community organisations
w/c 4 Dec	<ul style="list-style-type: none"> <li>Presentation at Surrey Adults and Health Select Committee</li> </ul>	<p>Presentation and paper aim to:</p> <ul style="list-style-type: none"> <li>agree that staying on our current site is not an option to deliver a new hospital by 2030</li> <li>agree our process for selecting a new site for Frimley Park</li> </ul>	Surrey Adults and Health Select Committee

Date	Activity	Detail	Audience
		<ul style="list-style-type: none"> <li>seek feedback on our draft evaluation criteria</li> </ul>	
<b>Close engagement period – 7 Jan (tbc)</b>			
w/c 8 Jan – w/c 22 Jan 2024 (tbc)	<ul style="list-style-type: none"> <li>Summary feedback report</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate responses and develop summary report</li> </ul>	
w/c 22 Jan 2024	<ul style="list-style-type: none"> <li>Finalise evaluation criteria</li> <li>Communicate final criteria</li> </ul>	<ul style="list-style-type: none"> <li>Programme team finalise evaluation criteria based on summary report</li> <li>Communicate final criteria and publish summary report.</li> <li>Thank participants, advise on next steps and how to stay involved</li> </ul>	

## 8 COMMUNICATIONS RISKS AND MITIGATIONS

Risk	Mitigation	Owner
Engagement audience(s) do not understand why they are not being asked for their views on which site the new hospital should be located on.	Clear and consistent narrative and explanation, with detailed lines to take to support meeting discussions.	Communications
NHP brand and visual identity not in place in time for collateral and promotion during engagement period phase	NHP brand and visual identity to be formally launched in the new year alongside NHP programme name.  Branding will until that period will be in line with existing branding and guidelines.	Communications
Patient, public or staff reference groups are not supported to perform effectively	Consistently Chaired with appropriate admin support provided as required (either from the project team or within the communications team)	Communications
Public and staff events are not organised and managed in a timely manner leading to limited engagement	Ensure events are advertised via multiple FHFT and ICB communications channels at least two weeks before they take place.	Communications

## 9 REVIEW AND EVALUATION

Delivery of this engagement approach will be measured against the principles and commitments outlined in section four.

The FHFT communications team will monitor traditional media and social media channels, and key stakeholder feedback/intelligence, and share coverage with the Trust Chief Executive, Director of Estates and Facilities and the programme team.

The communications team will continue to review and shape the narrative and messaging in response to emerging issues, themes or reactions.

The Trust's communications team will review coverage/engagement to see the extent to which core messaging is reported.