

## Tomorrow's NUH – Proposed Consultation

### Briefing for Nottingham Health and Adult Social Care Scrutiny Committee

December 2023

#### **1 Introduction**

Tomorrow's NUH is a capital and service change scheme sponsored by the NHS New Hospital Programme (NHP), which was tasked by the Department of Health and Social Care with the delivery of the Government's 2019 General Election manifesto pledge to build 40 new hospitals by 2030. This is a once in a lifetime opportunity to take forward plans to improve our hospitals and the services we deliver in and around them. The investment available through NHP is considerable, and must be spent on the Nottingham University Hospitals (NUH) estate, although there are potential benefits for the way that the health and care system work as a whole.

Nottingham and Nottinghamshire Integrated Care Board (ICB) is committed to supporting this significant capital development. The ICB has a responsibility to consider the impacts of this development on the wider health and care economy. It must also ensure that the configuration of services confers the best possible impact on health outcomes, within our local context and available resources.

Planning for such a significant scheme takes a number of years and must take account of clinical and operational requirements, alongside the interfaces of NUH care delivery with other NHS services. One aspect of this is a formal public consultation on how clinical services will be configured across the NUH sites. The ICB will be assessing the optimum timing of this, alongside broader requirements for the capital programme, at its public board in January. The views of the Nottingham Health and Adult Social Care Scrutiny Committee are an important consideration for the ICB.

Nottingham and Nottinghamshire Integrated Care Board (ICB) presented to the Nottingham Health and Adult Social Care Scrutiny Committee in October 2023, to update on Tomorrow's NUH and proposals to consult with the public. The Committee agreed in principle of proceeding to consultation with a number of recommendations.

The purpose of this paper is to share the Pre-Consultation Business Case, Consultation Document and describe the consultation plan for Tomorrow's NUH, including how we have addressed the recommendations previously made by the Committee.

#### **2 Pre-Consultation Business Case**

Nottingham and Nottinghamshire ICB has a statutory duty to develop a Pre-Consultation Business Case (PCBC) which describes the proposed major changes to clinical services that will be enabled by the capital investment, and to ensure that the public are engaged with and can meaningfully influence the development of the proposals (see Appendix 1). A successful PCBC must demonstrate that it meets the 5 key tests for service reconfiguration, and the best practice checks as per '*Planning, assuring and delivering service change for patients (NHS England 2018 and 2022)*'<sup>1</sup>.

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<sup>1</sup> [NHS England » Planning, assuring and delivering service change for patients](#)

That PCBC has now been completed and assured by NHS England, who have confirmed the funding and have given support for the scheme to proceed to full public consultation. This has been developed over several years, with significant clinical engagement and public engagement on broad proposals as they emerged.

### **3 Consultation plan**

#### **3.1 Purpose**

The consultation plan (Appendix 2) sets out how we will undertake a public consultation on a set of options for developing NUH facilities and services. These options are informed by our pre-consultation engagement activities which were carried out with patients and public, staff and wider stakeholders, in 2020, 2022 and 2023.

#### **3.2 Consultation aims**

The aim of the consultation exercise is to deliver best practice activity over a minimum twelve-week period that ensures robust engagement, reflecting the diverse communities involved in the consultation, especially our underserved communities. The target number of responses for the consultation, in total, is 10,000.

The high-level objectives are:

- To describe and explain the proposals for Tomorrow's NUH.
- Ensure that our consultation activity is transparent and meets statutory requirements and best practice guidelines.
- Undertake significant and meaningful engagement with local stakeholders, building on the findings of previous pre-consultation engagement activity.
- Clearly articulate the implications, impact and benefits of the proposals.
- Create a thorough audit trail and evidence base of feedback.
- Collate, analyse and consider the feedback we receive to make an informed decision.

#### **3.3 Our approach**

We will undertake our consultation in line with the legal duty on NHS organisations to involve patients, staff and the public in the planning of service provision, the development of proposals for change and decisions about how services operate and with The Gunning Principles<sup>2</sup>, which are:

- That consultation must be at a time when proposals are still at a formative stage.
- That the proposer must give enough reasons for any proposal to permit of intelligent consideration and response.
- That adequate time is given for consideration and response.
- That the product of consultation is conscientiously considered when finalising the decision.

In addition, we will adopt the following approaches, to ensure best practice:

- Make sure our methods and approaches are tailored to specific audiences as required.
- Identify and use the best ways of reaching the largest amount of people and provide opportunities for vulnerable and seldom heard groups to participate.
- Provide accessible documentation suitable for the needs of our audiences, including easy read.
- Accessible formats, including translated versions, will be available relevant to the

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<sup>2</sup> [The Gunning Principles.pdf \(local.gov.uk\)](#)

audiences we are seeking to reach.

- Undertake equality monitoring of participants to review the representativeness of participants and adapt activity as required.
- Use different virtual/digital methods or direct and 1-1 telephone activity to reach certain communities where we become aware of underrepresentation.
- Arrange meetings in accessible venues and offer interpreters, translators and hearing loops where required.
- Arrange our engagement activities so that they cover the local geographical areas that make up Nottingham and Nottinghamshire, as well as aiming to reach those in the surrounding areas who are outside the direct area of responsibility, but who will be impacted by the proposals i.e. Leicestershire, Derbyshire, Lincolnshire and South Yorkshire.
- Inform our partners of our consultation activity and share our plans to gather feedback.

### **3.4 Methods**

A range of different methods will be used to engage with citizens and stakeholders to understand their views including:

#### **Public meetings**

We will hold online and face to face public meetings, scheduled for different times and days, including weekend sessions. These will be run as information sessions, giving an overview of the proposals, with the opportunity for questions. These events will be led by Nottingham and Nottinghamshire ICB, Nottingham University Hospitals (NUH) and clinicians.

#### **Specific interest sessions**

We will hold online and face to face specific interest sessions. These will be run as information sessions, focussing on one specific aspect of the proposals, with the opportunity for questions. These events will be led by Nottingham and Nottinghamshire ICB, NUH and clinicians.

#### **Targeted engagement/focus groups**

Groups and communities who the ICB are targeting have been identified through an extensive stakeholder mapping database. The ICB Engagement team will send invitation to these stakeholders, offering a member of the Tomorrow's NUH Programme Team (and a clinician, if appropriate) to attend relevant community/groups to provide presentations and obtain feedback from citizens.

#### **Survey**

An online survey and hard copy survey (including an equalities monitoring form) will be produced. There will be options within the survey for people to respond to those areas they are most interested in or, if they choose, to respond to the whole document. We will also offer support to those who may need it, to ensure that they are able to understand the information contained within the documents and to ensure that all participants in the consultation have enough information to give informed feedback. This will include the option for citizens to complete the form over the phone with a member of the ICB team running the consultation.

### **3.5 Data analysis and reporting**

All written notes taken during the public events, meetings and briefings, along with qualitative responses from the survey will be thematically analysed. Quantitative data will be analysed to produce descriptive statistic. The report produced will be based on these analyses, including a summary of the key findings and a set of conclusions.

## **4 Response to the recommendations of the Nottingham Health and Adult Social Care Scrutiny Committee**

In October 2023, important considerations for Committee members were that:

- *People living near to the hospital sites are engaged with closely, and people are consulted within their communities.* An extensive stakeholder mapping exercise has been undertaken and refreshed throughout the two phases of pre-consultation engagement and targeted engagement exercise. We have identified a number of different communities that we want to reach and the bespoke ways of doing this (see Appendix 2, section 5.1).
- *Appropriate engagement takes place with the affected workforce and their unions.* NUH has continued to engage with its workforce since the beginning of the TNUH programme, and has committed to do so as it progresses. Activity has included service visits and walk rounds, drop-in sessions, Trust wide briefings, staff side (union) meetings, and workshops where individual NUH teams/divisions have been engaged to discuss and help shape their future requirements under the TNUH programme. The engagement activities have also helped to address any concerns that staff may have about the proposed plans and future ways of working.

An NUH communications and engagement plan is now being developed to support the public consultation. To ensure clear, coherent, consistent and credible communications, the activities detailed have been aligned with the overall consultation plan, which will be used as a framework and core messaging to co-ordinate targeted communications. The aim of the NUH communications and engagement plan is to engage with a number of audiences - staff, hospital patients and visitors, volunteers, as well as wider NUH stakeholders - in the consultation process, ensuring that they understand the changes being proposed and have the opportunity to feed back on the plans.

The importance of staff engagement is being recognised as these proposals could not only have a direct impact on how and where they work, but also they and their families are likely residents in Nottingham and Nottinghamshire, so will be impacted personally should they need to access healthcare from NUH. Consequently, it is very important that **all** NUH staff have the opportunity to be involved in the consultation. As a result, a broad range of NUH communications channels are being used – both on and off-line – to make sure those who do not have access to computers, work phones or other digital appliances, know about the consultation, understand the rationale for the proposals, and can engage in the process (see Appendix 2, section 5.1).

- *There is a 'green' theme to the consultation, taking into account transport planning and the potential re-use of existing buildings as part of achieving carbon neutrality.* Integrated Impact Assessments have been undertaken and a Tomorrow's NUH Travel Advisory Group is in place to support the development of a specific interest session with a 'green' theme (see Appendix 2, sections 2.1 and 2.4).
- *All people who do not speak English as a first language are engaged with effectively – in addition to people who do speak English as a first language, but who may have a low level of literacy.* The consultation document (see Appendix 3) will be made available in an easy-to-read format and translated into the top 5 spoken languages in Nottingham. An easy read version will also be produced for citizens with low levels of literacy. Videos describing the proposals will also be available for citizens who prefer to engage in this way. Translators will be secured to support conversations with different communities, as required (See Appendix 2, sections 3 and 6.2)

## 5 Next steps

The ICB Board is the body which authorises progression to public consultation and is currently scheduled to discuss this matter at their meeting on 11 January 2024.

## **6 Recommendations to the Nottingham Health and Adult Social Care Scrutiny Committee**

It is recommended that the Nottingham Health and Adult Social Care Scrutiny Committee:

- Note the contents of the PCBC, consultation document and consultation plan.
- Note the responses to the recommendations previously made by members regarding engagement with the public.
- Confirm that it has no objections to the Integrated Care Board proceeding to public consultation at the appropriate time.

## **7 Appendices**

Appendix 1: Tomorrow's NUH Pre-Consultation Business Case (appendices available on request)

Appendix 2: Tomorrow's NUH consultation plan

Appendix 3: Tomorrow's NUH consultation document