

CN3 Future Hospital Stakeholder Engagement Summary 2014-2018

Introduction

The course and content of Future Hospital stakeholder engagement has been extensive and complex – reflecting the changes in decisions about which site is preferred by the Council of Ministers and development in the scope of the project. Stakeholder engagement can be considered in the phases reflecting these changes, set out below.

Engagement phase	Stakeholder group	Theme	Outcomes
January 2014 to February 2016	Clinicians	<ul style="list-style-type: none"> Development of the acute service strategy Proposed changes in clinical model to support the Future Hospital Demand and capacity modelling to determine the size and clinical content of the hospital 	<p>This period ends with the acceptance (without Assembly debate) of P.3/2016 'People's Park: Removal From List of Sites Under Consideration for Future New Hospital'.</p> <p>The decision not to proceed with People's Park as one option for the location of the Future Hospital meant that a detailed programme of formal public consultation, worked on with the Consultation Institute, and in line with Gunning Principles, to explain each of the options under consideration to the public, wasn't required and did not go ahead as planned.</p>
March to November 2016	Engagement with multiple stakeholders	Up to June 2016 – engagement on requirements for a site. After June more specific engagement work on the preferred site once it had been identified by the Council of Ministers	<p>A period of ministerial reflection followed the withdrawal of People's Park as a possible site in February 2016. The need for a new general hospital continued to be acknowledged by most stakeholders.</p> <p>This phase included consultation on requirements and more specific engagement work on the preferred site once it had been identified by the Council of Ministers in June 2016 and lodged for debate by the States Assembly in September 2016. A report on the stakeholder engagement undertaken between February and November 2016 was presented to the States as R.122/2016.</p>
21 March to 18 July 2016	States Members	Three workshops - first two on site options contributed to the development of the 'proof of concept', which described a preferred option to build on the site of the current General Hospital with an extension along the east side of Kensington Place and other	<p>Delegates' feedback informed the 'proof of concept' which would form the basis of a Report and Proposition to be lodged with the States Assembly in September 2016 P.110/2016.</p> <p>At this point, the merits of continuing with the original intention to undertake a 12-week period of formal public consultation were reconsidered. Output from States Members workshops indicated that options that might be put to the public for consideration would be unlikely to get States approval and so any option where there was no realistic prospect of that option being implemented would create a risk of exposing any final decision to judicial review.</p> <p>It was for these reasons that a period of public consultation developed into a commitment to undertake a period of public engagement with stakeholders - firstly to test the feasibility of the preferred site and</p>

		nearby sites, including Westaway Court. Third themed workshop to feedback how delegates' insight had informed decision making.	secondly to benefit from the insights provided by stakeholders that might able to improve on what was being proposed
9/10 June 2016	HSSD staff	Three staff briefings on preferred site for JFH. Covered history and context of Council of Ministers site decision development, testing 'proof of concept' and implications for clinical operation.	188 staff attended to hear decision on preferred site. Provided information and answered questions, lead to understanding and insight for project team of clinicians' views – for example, that the preferred option impacted in different ways and to different degrees on each service affected directly or indirectly. As a consequence of this fresh understanding, the next element of the stakeholder engagement with staff addressed and responded to this directly in future events and communications.
23 June 2016 5 September 2016	Medical staff committee	Face to face briefing on current site implications	Feedback gathered on potential risks associated with constructing a new hospital adjacent to the JGH and discussion / information relayed about how these risks could be managed during construction.
21 July 2016 9 August 2016	Public	Independently facilitated focus groups	Provided awareness of current knowledge and understanding of the preferred site. Identified issues wider stakeholders might either be concerned about or want clarification on. Allowed project team to focus its efforts on topics of most concern to Islanders.
21 July 2016 9 August 2016 15 August 2016	HSSD staff	Focus groups – tested awareness, understanding and sentiment concerning preferred site and where there might be a shortfall in understanding.	Provided awareness of current knowledge and understanding of the preferred site. Identified issues staff might either be concerned about or want clarification on. Allowed project team to focus its efforts on topics of most concern to staff.
Sept 2016	Commercial and industry	Briefings – Association of Jersey Architects and Jersey Construction Council Plus joint briefing with the Channel Islands Institute of Architects.	These meetings explained the preferred site approach and alerted potential design and construction partners to the opportunities on the main hospital, plus the enabling and relocation projects.
August and September 2016	Local property owners and tenants adjacent to preferred Site	Face to face drop-in meetings on preferred option (advertised through local media and letter drop	23 residents attended two sessions in Peter Crill House, General Hospital led by project team, Health and Infrastructure officers and Ministers. Explanation of preferred option and its likely impact on the local area (project time line, traffic management, size and orientation of the building, management of potential disruption during construction). Gained understanding of how the States of Jersey could inform and support residents as the project progressed.
August to November 2016	Public	Attendance at range of public and community events including parish hall meetings, coffee mornings,	Early meetings enabled informed and detailed conversations and question-and-answer sessions. Also identified need to extend engagement to wider public at times and places they attended and felt comfortable with – hence change of tack in later engagement in this phase to reflect greater awareness of importance of this type of engagement for future work.

		car boot sale. Plus Island events, hospital lobby, outpatients, other States buildings public areas, plus family-focused and church events, consulate and community leaders.	
28 November 2016	Public	Independently assured deliberative workshops to gauge Islanders' knowledge of local conditions and opinions on identified remaining sites	Guidance on best ways to engage Islanders in helping to influence how the Future Hospital needs to develop in the months and years ahead
June to November 2016	HSSD staff	Programme of general briefings, drop-ins, departmental team meetings, workshops and specific clinician engagement – more than 80 events.	Included: <ul style="list-style-type: none"> • Discussion and awareness of impact of preferred location on staff and patients – leading to understanding of requirements for further staff engagement. • Series of 'relocation of services', 'benefits realisation', 'confirmation of brief' and 'data surgery' meetings with the clinical and management leads for each service affected by the preferred site. • Comprehensive programme of clinical engagement continued to develop the designs for departments in the main hospital and enabling schemes.
December 2016 – November 2017	Period primarily concerned with the development and approval in December 2017 by the States Assembly of the Outline Business Case and Funding (P.107/2017) The Outline Business Case described the range of stakeholder engagement undertaken in the course of the project until June 2017 in an addendum to the 2016 Stakeholder Engagement Report. The main focus was detailed consideration of the feasibility of the site, including clinical design and issues surrounding relocation works.		
March to November 2017	Scrutiny	Corporate Services Scrutiny Panel Future Hospital Funding Strategy Review and its independent advisors Concerto Partners and Opus Partners	Scrutiny Hearing 17Mar2017 Scrutiny Hearing 20Mar2017 Scrutiny Hearing 10Nov2017 Scrutiny Hearing 13Nov2017
January to December 2017	All stakeholders	Personal response – multiple formats	The project team respond to all questions / comments submitted by Islanders by email, letter, phone, face to face drop ins at FH offices, public events, social media and others. Record of responses kept.
January to June 2017	Clinical staff	58 meetings covering detailed feasibility of the site, including relocation work discussion, departmental layout, operational policies for the	More specific and detailed understanding of clinical and wider staff requirements.

		future hospital, shape of services to come.	
January to April	HSSD staff	8 meetings to consider the degree of understanding staff had about the preferred site, describe what was being proposed and how it might affect that particular staff group, respond to any concerns staff had and assurance of project team's commitment to engagement as a priority.	Wider and deeper understanding of staff awareness, concerns and any gaps in knowledge. Greater staff awareness of possible approaches to ensure they could continue to do their jobs to the high standard they wanted, listen to their ideas about how the preferred option could be best made to work. Full report below: 3b stakeholder report.
January 2017 to November 2017	HSSD Medical Staff Committee	Regular presentations reporting progress	Input to design of floor and theatre plans, staff accommodation, offices, development of new surgical model.
May 2017	Public	Two-day event in Town Church Hall, St Helier to display information gathered to support outline planning application	Provided opportunity for Island residents to question Arup on environmental impact assessment. Feedback on display informed future engagement. Information from the display also uploaded to futurehospital.je website and online feedback form elicited further comments / concerns.
29 June 2017	Public	Planning application submitted	PP/2017/0990 submitted to planning officers, advertised from 29 June 2017. EIA includes Summary of Stakeholder engagement
25 July to 5 September 2017	Internal and external stakeholders	Period of wide scale public engagement at public events, meetings on planning application	
June, October and November 2017	States members	Three briefings: <ul style="list-style-type: none"> • Outline planning application • Outline business case • Q and A with expert designers 	Awareness raised and greater understanding of gaps in knowledge
March to October 2017	Public	Media activity	Including written feature in the Jersey Evening Post on the latest proposal
October/November 2017	Voluntary / community orgs	Face to face meetings – including Liberate, Shelter Trust, Jersey Disability Partnership and the Retired Teachers Association.	Enabled greater awareness of proposals and building of understanding of key concerns and questions to be fed back into planning and engagement.

November 2017	Neighbours	Public meeting at Town Hall	Explained progress and provided answers to questions.
30 November 2017	Neighbours	Public meeting at Westaway Court	Westaway Court meeting held for local residents and businesses – presentation and notes circulated to mailing list afterwards. Enabled greater awareness of proposals and building of understanding of key concerns and questions to be fed back into planning and engagement.
December 2017 to July 2018	Multiple stakeholders	Various – updating staff, residents, businesses, maintaining links with lobby groups and politicians, and publicising and engagement on new plans.	Statement of Community Engagement (March 2018) submitted as part of the Outline Planning Application (PP/2018/0507), describes the stakeholder engagement undertaken during this period
January to present 2018	All stakeholders	Personal response – multiple formats	The project team respond to all questions / comments submitted by Islanders by email, letter, phone, face to face drop ins at FH offices, public events, social media and others. Record of responses kept.
11 January 2018	All HSSD staff	Internal communications – intranet message and email	Message from Health Minister outlining planning rejection and next steps. Direct message to staff via email and on intranet.
February 2018	Public	1000-person telephone survey by ComResGlobal	<p>Poll undertaken by an independent polling organisation ComResGlobal aimed to:</p> <ol style="list-style-type: none"> 1. To understand the attitudes of Jersey residents towards the States of Jersey's proposals to build a new hospital and 2. To investigate residents' opinions of the new hospital site. 3. To understand the attitudes of Jersey residents towards the States of Jersey's proposals to build a new hospital and 4. To investigate residents' opinions of the new hospital site. <p>See outcome in the ComResGlobal Report Summary.</p>
12-17 March 2018	Public	Public exhibition to share details of the emerging design, publicised widely through media activity, and direct engagement incl. 1484 letter-drop to neighbours	Public discussion and debate through social and traditional media and views of narrated video of plans available on States of Jersey social media channels. More than 100 comments logged from feedback at exhibition (see Statement of Community Engagement appendix 8). Feedback used to update information on website and to provide responses via social media.
February 2018- August 2018	Planning	Department for the Environment, Jersey Architecture Commission, Parish of St Helier Roads Committee, statutory consultees within the Department for Infrastructure	Advice and engagement was carried out with statutory consultees in the planning process, in order to discuss and inform the development of the proposals contained in the outline planning application ref PP/2018/0507. For the Environmental Impact Assessment, these covered topics such as natural environment, waste, historic environment, environmental protection, transport and planning (listed in full in the EIS Chapter 2).

February 2018	Public	Media activity – Q and A	Response to frequently asked questions asked at engagement events published in the Jersey Evening Post.
March 2018	Public	Video of plans	A narrated video of the new plans uploaded to YouTube and futurehospital.je and publicised via Facebook.
8/9 March 2018	HSSD staff	Face to face briefings	Four drop in face to face briefings of staff across Health and Social Services outlining progress towards submission of a revised planning application for a new hospital on the current site.
March 2018	All public sector staff	Internal communications activity	Information about revised scheme publicised on staff intranet with photos and link to video of plans.
July 2018 onwards	Multiple	Characterised by continuing commitment to engage public, clinical and political stakeholders, answering all communications directly and promptly. Stakeholder engagement continues in preparation both in support of the Planning Inquiry and beyond.	
Current and ongoing	Residents, businesses, workers	Establishment of Neighbourhood Forum Local residents, workers and business invited to respond to the practical issues that a large construction project raises for the area (the potential for disturbance through noise, dust, vibration, traffic disruption, methods of working and so on).	<p>At the time of submission of this Proof of Evidence three meetings have taken place. Attendance approximately 40 people each meeting. Attendees indicated key areas of concern and interest from neighbours including:</p> <ul style="list-style-type: none"> • Impact on local transport during the construction period and on project completion • Potential structural impact of vibration on local residential property • Westaway Court extent of development <p>Presentation and notes of the meetings publicised afterwards on www.futurehospital.je/neighbours and through traditional/social media and sent directly to attendees.</p> <p>Future meetings planned for: 27 September 2018 24 October 2018 28 November 2018 19 December 2018</p> <p>Intention is to work closely with the Parish of St Helier Constable and Deputies representing the St Helier Number 3 District and neighbourhood community group such as the West of Town Community Association.</p> <p>See news release found at https://www.gov.je/news/2018/pages/secondhospitalneighbourhoodforum.aspx</p>
Current, ongoing	Public	Ministerial Review of Sites for the General Hospital Policy Development Board https://www.gov.je/news/2018/pages/hospitalboard.aspx	The Board intends to undertake an initial review of evidence by the end of July 2018, with a view to determining any next steps, and overall, to aim to conclude by the end of October 2018, to coincide as far as possible with the outcomes of the planning inquiry.
Current, ongoing	Public	Design Council	The Project Team is working with the Design Council to undertake two thematic workshops with the local community and key stakeholders in September/October 2018. The objectives of this engagement will be:

			<ul style="list-style-type: none"> - to engage with the local community and key stakeholders on the development of a new hospital for Jersey on the current hospital site - to understand and define the vision and key objectives of the local community and key stakeholders for the hospital development project - to identify key opportunities and challenges affecting the General Hospital site and current outline planning application scheme <p>The Design Council is able to provide support on the public engagement strategy and the delivery of further public engagement to include local community members, amenity groups, statutory consultees, key clinical stakeholders and representatives from the States of Jersey.</p>
Current ongoing	Clinicians	Clinical Engagement (1:500, 1:200 and 1:50 scale designs)	In the period up to the Planning Inquiry and beyond to the point where the design is finalised, clinical teams will be engaged in a planned programme to design services within the Future Hospital.
Current, ongoing	Public	Social Media and other communications	In parallel a communications and engagement programme is described which has both proactive and reactive elements.
	Public	Legacy work	Joint team working between the States of Jersey and J3 (the joint venture construction partners now engaged on the project) see the prioritisation of a legacy programme as a key project deliverable.

REFERENCE TO OTHER APPENDICES

CN4 P.3/2016 People's Park: Removal from list of sites under consideration for Future New Hospital

<https://statesassembly.gov.je/assemblypropositions/2016/p.3-2016.pdf>

CN5 Future Hospital: Preferred Site – Stakeholder Engagement Report – <https://statesassembly.gov.je/assemblyreports/2016/r.122-2016.pdf>

CN6 Future Hospital: Approval of Preferred Scheme and Funding – [Outline Business Case and Funding \(P.107/2017\)](#)

CN7 Stakeholder Engagement Report – Phase 1 Site Selection - <https://www.futurehospital.je/wp-content/uploads/2016/11/16-Stakeholder-Engagement-Report-Phase-1-Site-Selection.pdf>

CN8-CN11 Future Hospital Scrutiny Review Panel 17 March 2017-13 November 2017 – [Scrutiny Hearing 17Mar2017](#); [Scrutiny Hearing 20Mar2017](#); [Scrutiny Hearing 10Nov2017](#); [Scrutiny Hearing 13Nov2017](#)

CN12 Future Hospital in Focus, Jersey Evening Post, 30 October 2017 – [Hospital Feature](#)

CN13 Statement of Community Engagement March 2017 – [Statement of Community Engagement](#)

CN14 ComResGlobal The States of Jersey: Local Poll on Plans for New Hospital – Report March 2018 –

<https://www.gov.je/SiteCollectionDocuments/Government%20and%20administration/R%20The%20States%20of%20Jersey%20Local%20Poll%20on%20Plans%20For%20New%20Hospital%20-%20Report%20March%202018%2020180308%20VP.pdf>

CN15 Future Hospital Neighbourhood Forum Notes 18 July 2018 – <https://www.futurehospital.je/wp-content/uploads/2018/07/20180718-HNF-notes.pdf>

CN16 Future Hospital Neighbourhood Forum 18 July 2018 – <https://www.futurehospital.je/wp-content/uploads/2018/07/20180718-Presentation.pdf>

CN17 News release about the Hospital Policy Development Board July 2018 - <https://www.gov.je/news/2018/pages/hospitalboard.aspx>

CN18 Communications and Engagement Programme: Future Hospital communication and engagement 2018

CN19 J3 Future Hospital Legacy Report Update 11 May 2018

CN44 Future Hospital: Preferred Site 19 October 2016 – [P110/2016 'Future Hospital: Preferred Site'](#)

CN45 User group meetings – HSSD staff

CN46 Neighbourhood mailing examples

CN47 Engagement Timeline