

Daily Brief...



Wednesday 14 January 2026

Update from Chief Executive Team Here is the summary of this week's meeting of the Chief Executive Team (CET). This table is shared weekly to keep everyone updated; your feedback on the format is welcomed via gram.communications@nhs.scot

Matters of Concern or Key Risks to Escalate	Major Actions Commissioned/ Work Underway
<p>Strategic Risk: Change and Innovation The strategic risk related to change and innovation remains high, with a score of 12 and limited assurance. Controls and actions are not yet fully implemented, and timelines for completion are set. The CEO will remain risk owner until the new Director of Strategy, Transformation and Performance is recruited.</p> <p>Unscheduled Care Pressures Hospital occupancy is over 110% on both acute sites (ARI & DGH) with a very high numbers of medical borders impacting planned care, ambulance waits and discharge processes.</p>	<p>Reduced Working Week Backfill approved where specific criteria have been met, with commitment to further review of outstanding cases.</p> <p>Unscheduled Care & Firebreaks Ongoing actions supporting improvements to hospital occupancy, discharge, and firebreaks.</p> <p>Planned Care Acceleration Maximising activity through staff incentives and agency use being explored. Discussions ongoing with Scottish Government and staff side in relation to this.</p>
Positive Assurances to Provide	Decisions Made

<p>Performance and Complaints Positive progress was noted in surgical division complaints handling, with ongoing monitoring in place.</p> <p>Industrial Action Although industrial action has been suspended, CET acknowledged the significant effort of many teams in planning to help mitigate its impacts on our patients in recent weeks.</p> <p>Planned Care and Central Decontamination Unit Moved from red to green status re: Healthcare Infection Incident Assessment Tool and new equipment on track to be in place by end of January 2026 at Mile End. Impact of weather disruption Planned Care (52-week) trajectory significant (includes 1,800 Outpatient appointments), however additional national funding is enabling NHS Grampian to explore further independent sector support to ensure the best possible results are delivered for patients by the end of March 2026.</p>	<p>Ligature Risk Reduction A paper setting out options and recommendations was discussed and agreed and will now be taken forward by the Asset Management Group.</p> <p>2026/27 organisational priorities delivery plan The need for a clear delivery plan for 2026/27 linking organisational priorities to the Plan for the Future was agreed. A draft is in place with engagement to commence with our community, partners and staff in the weeks to come.</p> <p>Operational Governance and decision-making Changes An updated paper on how we strengthen our operational governance arrangements and decision-making was discussed and new meeting structures, memberships and terms of reference will be refined prior to being shared with the Board, our Divisional teams, wider leadership community and all staff in the coming weeks.</p>
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All-staff call with CET You are warmly invited to join members of the Chief Executive Team on an all-staff call next Monday (19 January) between 12-12.30pm. This is your opportunity to hear the very latest on what's happening across the organisation, including progress against our three priorities and updates on sub-national planning, and ask questions. These sessions will take place monthly throughout 2026, alternating between lunchtime, morning, and afternoon, so hopefully you can attend some, if not all, of them. [No need to book, simply use this joining link.](#)

Aberdeenshire thank you Cllr Anne Stirling and John Tomlinson, Chair and Vice Chair of the Aberdeenshire IJB, [have recorded this short video](#) to thank staff for all the incredible work that they have done over the last couple of weeks to keep caring for people despite the snow.

Medusa – new website NHS Injectable Medicines (Medusa) will move to a new website today (Wednesday) The content remains the same, but it will have a more modern look. It will be accessed through the same link on the Hospital Portal, so if you are currently a user of Medusa, all you need to do is familiarise yourself with the user guide [available via this intranet link.](#)

Step Up career development workshop – for internationally recruited staff We are excited to share an upcoming interactive online workshop for internationally recruited staff working in the NHS in Scotland. This session will provide an opportunity for you to gain information and guidance on how to develop your careers to support you to stay and thrive in Scotland. We believe it will be an excellent opportunity for further learning and collaboration. The workshop will take place on Wednesday 25 February, via Teams, between 10am-3pm. [Registration is via this link.](#)

RGU webinars - NHS staff invitation The Schools of Pharmacy, Applied Sciences and Public Health, and Health at Robert Gordon University hold weekly seminars every Wednesday. There is an open, standing invitation for NHS staff to attend. Seminar topics for January and February are confirmed; you can find them and the joining links [by following this link](#).

HELP update The Health Equity + Learning Project (HELP) can support families in Grampian to travel to attend healthcare appointments for their children. People can be referred or ring the team themselves. The aim is to make it easier for families to get to a healthcare appointment for their child. This is a test of change project which has been running since November. As of the start of this week there are still funds available for families until the end of February (or until the pot of money has been spent, whichever happens first). We appreciate you sharing this information with anyone you think would be interested, thanks. Please contact welfare.rights@aberdeenshire.gov.uk or phone 01467 538555. It is a quick and easy process.

Wellbeing, Culture, and Development Wednesday As announced last week, this update will be focusing on our core values of caring, listening, improving throughout January, starting today, with caring. Our We Care work provides you with health and wellbeing support, including mental health resources and confidential advice. This reflects the value of caring by prioritising your wellbeing, recognising healthier staff deliver better patient care. [You can find out much more about the We Care programme by following this link](#).

- Caring for others starts with caring for yourself; neglecting self-care diminishes the ability to provide compassionate care.
- Caring as a mindset; our value of *caring* also applies inwardly, encouraging staff to practice self-care routines.
- Role modelling; when healthcare professionals practice self-care, they demonstrate to patients and communities that wellbeing is a shared responsibility.
- Caring for ourselves is essential to caring for others. You may be interested in 'Understanding Your Resilience' a 90-min online session. February and March dates [are available to book via this Turas link](#) (log-in required). Through reflection and conversation, we explore personal resilience, what strengthens it, and common barriers holding us back.

For more information or to raise any queries, please contact the team via gram.wcd@nhs.scot

Tune of the day One David Eric Grohl (thanks, Wikipedia) was born on this day in 1969, so let's have the acoustic version of [Everlong](#) (still keeping it mellow) as our tune of the day (EP)

If you want to request a tune, follow up on items included in this brief, or suggest an item for sharing, drop us an email via gram.communications@nhs.scot