

Thursday 26 February 2026

Portfolio Review Conclusion The acute services leadership team would like to thank colleagues for your continued engagement over recent months, as we have worked to finalise the remaining actions arising from the Portfolio Review. We are pleased to share the process to deliver the recommendations of the Review is now complete. The two key outstanding actions - agreeing clearer naming/confirming service groupings and simplifying leadership and governance across services with an acute footprint - have concluded.

Following consultation, 'Portfolios' will now be known as 'Divisions'. This change takes place with immediate effect, acknowledging this name is already being commonly used among teams. The Divisions are: Medicine & Unscheduled Care, Surgery, Clinical Support Services, Women & Children's and Dr Gray's Hospital, with the operational & business support team working across all five divisions. HSCPs, corporate services and public health retain their own identities and existing arrangements.

The Acute Sector governance group is now in place and meeting weekly to provide appropriate oversight and we will continue to monitor, improve and refine processes with the acute sector leadership team around reporting and escalation over the coming months to ensure its effectiveness. These changes in terminology and structure are not a change of intent. Our focus remains on working as one system, with clearer accountability and less complexity. Thank you again for your support as we continue to embed these improvements.

Geraldine Fraser (Chief Officer Acute Services), Paul Bachoo (Acute Medical Director), June Barnard (Nurse Director Acute)

[For information, a copy of the current acute sector structure is available via this link.](#)

New Interim Director of People and Culture Melanie Saunders is joining NHS Grampian as interim director of people and culture.

She brings 25 years of NHS people leadership experience to NHS Grampian - including a decade as chief people officer at South Central Ambulance Service, in England. She has also held board-level roles at Oxford Ambulance NHS Trust, where she was director of personnel and governance. Most recently, Melanie has worked within NHS England's Workforce Improvement Directorate, alongside working in a strategic HR role at Oxford University Hospitals NHS Foundation Trust.

Melanie said: "I'm here as the Interim Director of People and Culture but I'm fully committed to understanding what life is like for you and your teams, listening to what's working and where we can

improve, helping us move forward with clarity and care. I'm really looking forward to getting to know you and working alongside you."

ePayroll Self Service - Removal of pay details for 2015/2016 The ePayroll system is designed to hold a maximum of ten years - plus current year - worth of pay records. As part of our annual data retention process, the information contained in the Complete Payroll Record and Electronic Documents - P60 and P11D for the tax year 2015/2016 will permanently deleted from the system at the end of March. If you require copies of any pay information for the 2015/2016 tax year, please ensure you download or print these records **before 26 March 2026**.

Scottish Cancer Referral Guidelines - Revised Sci Referral Templates New SCI Gateway referral forms for Urgent Suspected Cancer (USC) will go live this coming Monday (2 March). These updated forms have been designed to align with and complement the new Scottish Referral Guidelines for Cancer, which are already available on the Grampian Guidance pages. The guidelines provide comprehensive clinical support to aid decision-making at point of referral and ensure consistent, high-quality referrals. Additional useful resources can be accessed via the websites listed below.

- [Cancer Research UK – Scottish referral guidelines](#)
- [Right Decisions – Scottish referral guidelines](#)

Plans are being finalised for a webinar, discussing the updated guidelines and referral pathways in more detail; keep an eye on this brief for more details. If you have any queries, please contact gram.nhsgcancer@nhs.scot

Service request – inpatient echo referrals The inpatient echocardiography service at ARI has recorded a significant increase in inpatient requests over the past 2 weeks. Clinicians are reminded they [should review the referral criteria for Inpatient echo requests available via this link](#). They should consider whether the echo is essential for immediate inpatient care pathway; is an outpatient echo referral an alternative? An echo, unlike an ECG or CXR, is highly labour intensive, taking at least 45 minutes and the cardiology service has a limited number of IP echo slots. Should a patient be considered well enough for discharge then an outpatient echo should be considered.

As part of Maternity Services ongoing training plans in collaboration with SANDS charity, we would like to invite you to a half-day workshop running 4-6 March 2026 - next week! These workshops will provide a valuable learning opportunity to explore baby loss bereavement care in more detail and within a multidisciplinary group setting. It will be free to attend and the previous sessions have been rated very highly. The morning sessions will run from 9am-12:30pm and the Wednesday afternoon session from 1:30pm-5pm. If you're interested in joining us, [please book yourselves onto the course via this Turas link](#) which also includes venue details.

Locally, SANDS support both bereaved families and the healthcare professionals who look after them. If you, or someone you know, has experiences with baby loss, you can find the details of the local support groups here: [Sands | Saving babies' lives. Supporting bereaved families.](#)

Tune of the day Ruth Bryan, advanced podiatrist and team co-ordinator with the Aberdeenshire podiatry team, has her final day at work today, after 39 years with the NHS. Colleagues are throwing her a retirement lunch later and say she will be very much missed. For Ruth, from all the gang, here's Dolly Parton and [9-5 \(not anymore!\)](#).

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