

Daily Brief...

Thursday 27 August 2026

Executive Team update Please see below for the report from this week's Executive Team meeting:

Matters of concern or key risks to escalate	Major Actions Commissioned/ Work Underway
- Planned care - Particular focus is required on reducing the highest waiting times, strengthening visibility of trajectories for long waits, and ensuring equitable access to treatment options where patients are offered care outwith Grampian. - Delivery of the frailty expansion programme remains dependent on revised SURE Unit timescales and some wider clinical engagement issues which require resolution. - Significant operational pressure continues across urgent and emergency care. Ongoing flow challenges, including issues highlighted through engagement with the Scottish Ambulance Service, reinforce the need to accelerate whole-system improvement actions ahead of winter. - Consultant staffing pressures within obstetrics and gynaecology at Dr Gray's Hospital remain under active management, with additional options being explored to sustain services safely.	- A paper summarising the impact of infrastructure challenges on planned care performance and mitigations and medium-longer term solutions for infrastructure challenges will return to Executive Team following completion of recent workshop activity, with additional work also progressing on primary care and out-of-hours sustainability. - Planned care improvement activity is being strengthened through specialty deep-dives, external expertise, sub-national collaboration and expanded use of available capacity to support reductions in the longest waits. - A focused programme of unscheduled care improvement is being taken forward through a September system sprint, supported by enhanced performance oversight, daily management arrangements and continued investment in key initiatives.

	• Work continues to ensure we restore elective paediatric surgical activity at Dr Gray's Hospital as soon as possible through assurance of workforce skills, training and governance arrangements. A fact-finding review is nearing completion and will inform learning and improvement actions. This will return to the Executive Team meeting next week • An NHS Grampian behavioural protocol to address violence and aggression towards staff has been substantially developed following extensive engagement and will now move into pilot implementation, alongside wider communications and engagement for both patients and staff
Positive Assurances to Provide	Decisions made
• NHS Scotland national discussions highlighted positive engagement on the forthcoming National Flow Plan, with NHS Grampian's improvement work already aligned to the plan's key principles. • Delivery against planned care trajectories for 2026/27 remain broadly on track, with additional opportunities being identified through regional and national collaboration to further improve access to treatment. • Work to strengthen quality, safety and governance continues through newly-established Executive and improvement structures, alongside ongoing engagement with national partners and assurance processes. • Preparations for upcoming external visits, assurance activity and development events are progressing well with strong support from teams across NHS Grampian.	• The Executive Team agreed to strengthen routine oversight of planned care performance through regular reporting of 104-week and 52-week waiting time trajectories and progress in reducing long waits. • The Clinical Quality and Safety Improvement Board Terms of Reference were welcomed and will be refined before returning to the Executive Team for final approval. • A programme of financial deep dives will be facilitated to provide greater scrutiny of cost pressures, workforce expenditure and recovery opportunities across services.

Foresterhill multi-storey car park The car park will be closed from 10pm on Thursday 10 September until 6am on Monday 14 September for essential maintenance. There will be no access to the facility during this period; please ensure vehicles are removed before 10pm on Thursday 10 September. All other car parks will be busier as a result, please car share or use alternative transport wherever possible. Remember, no vehicles should be parked on double yellow lines or in hatched areas. Designated Blue Badge and ambulance spaces are for those vehicles only. We apologise for any inconvenience.

Keeping waste secure All the waste we produce must be kept secure, with no possible public access to it. Always follow these rules:

- Bins in any public areas should have working locks on the lids;
- Bins should only be unlocked when loading waste - and not kept unlocked while staff go and get more waste;
- Waste must not be placed on top of, or beside bins;
- Waste store doors must be locked at all times and must NEVER be wedged open.

If you come across bins without working locks, please report this to your supervisor / manager or email the sustainability team via gram.scar@nhs.scot.

Health and Safety monitoring team This team was set up to enhance and support health and safety assurance across all services. As many staff members have joined the organisation or moved into new roles since the programme was first introduced, we're taking this opportunity to remind colleagues of the purpose and function of the monitoring programme and the support it provides.

The monitoring programme combines desktop reviews and supportive site visits, providing practical advice and guidance to help improve risk management, and to help services manage local health and safety risks effectively. Services are not expected to create or review documentation before a visit, as support will be provided to identify any potential gaps in compliance requirements and offer advice on opportunities for improvement. Monitoring visits covers key health and safety risks; we encourage all teams to view monitoring visits as an opportunity to receive tailored advice, share good practice, and access support in managing health and safety.

To find out more about the monitoring programme, [follow this intranet link](#), or to arrange a visit, please contact the team via gram.Health&Safety-MonitoringTeam@nhs.scot.

Diagnosing Dementia in BSL Users: Equity in Scottish Healthcare The British Deaf Association invites colleagues to a discussion on improving access to dementia assessment for Deaf BSL users. The event is on Tuesday 22 September, 11am to 1pm, via Zoom. Book your place by 28 August by emailing james.barnes-miller@bda.org.uk

Tune of the day And now Tim Curry. It's been a tough week. He will forever be a [Sweet Transvestite](#).

Chronic Pain nurse Catherine Bolt keeps us on the colour theme with her request of Ian Bruce and [Blue Denim Days](#), for anyone dreaming of theirs. Judy Taylor in the digital directorate asks for some Deep Purple, to celebrate Ian Gillan and Richie Blackmore fitting both their egos on one stage for the first time in decades. It's got to be [Smoke On The Water](#), doesn't it? Finally, thanks to Stewart Ord, also in the digital team, for alerting me to an entire album of colours, [Mixing Colours](#), courtesy of Roger and Brian Eno (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