

Daily Brief...



Wednesday 3 December 2025

Update from Chief Executive Team - a summary of key decision and discussion points The Chief Executive team met yesterday; the table below highlights the key points discussed. This table will be 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 3068 – Deviation from Service Standards: This remains a very high risk on our Corporate Risk Register. Discussion focused on maintaining quality of care and operational resilience. The risk will be broadened out to better reflect patient pathway and system linkages. The risk description will be slightly updated to make it clear this is about patient care.</p> <p>Workforce Engagement Risk 3068: Staff engagement and experience requires a strengthened focus, as reflected by our 2025 iMatter scores which show deterioration. A full review of this risk and its score was agreed</p> <p>Patient Flow & Discharge: Recognising the strong link between early in-the-day discharges and unscheduled care performance, an organisation-wide focus on early discharges is needed to ensure greater consistency and to further improve safety and experience for our emergency patients.</p>	<p>Operational governance refresh: The CEO shared proposals for revised operational governance arrangements which seek to ensure decision-making is more inclusive. A paper to return next week for discussion and feedback.</p> <p>Unscheduled Care & Social Care: A £4.1m winter funding bid has been submitted to Scottish Government following the recent national announcement about social care monies</p> <p>Planned Care Trajectories: Revised year-end trajectories for March 2026 have been submitted to Scottish Government this week. These show a 1,000 improvement for New Outpatients (52-weeks), due to £500K SG funding to support Independent Sector activity to reduce Urology waits, and a deterioration of circa 1,100 for Treatment Time Guarantee (52-weeks) due to the impact of the Central Decontamination Unit shutdown.</p> <p>Reduced Working Week (RWW): 81% of rosters submitted; An extraordinary AfC Programme Board will address outstanding gaps and associated risks with an update to return to next week's meeting.</p> <p>Occupational Health System Upgrade: Upgrade scheduled for January 2026 with essential services maintained but support reduced and alternative signposting to be shared. Communications plan is being prepared.</p>
Positive Assurances to Provide	Decisions Made
<p>Ministerial Annual Review (1 December 2025): Positive feedback received from the Cabinet Secretary, recognising progress and sharing</p>	<p>Risk Register Updates:</p>

<p>increased confidence in NHS Grampian. Emphasis placed on prioritising patient and staff experience and improving performance re: unscheduled care.</p> <p>Short Stay Unit (ARI): All three theatres now operational following ventilation works, supporting improved planned care capacity.</p> <p>Vaccination Uptake: Adult and child flu vaccination rates in Grampian remain above the national average, with continued improvement in social care settings.</p> <p>Culture Programme Board: First meeting scheduled for 12 December 2025 to define KPIs and embed improvement actions as part of a wider Culture Programme that is under development and to be overseen by this new Board.</p>	<p>Strategic Risk 3068 (Deviation from recognised service standards of practice and delivery) to be broadened and reworded; mitigations strengthened.</p> <p>Strategic Risk 3125 (Deteriorating Workforce Engagement) Workforce Engagement risk to undergo full review, including scoring and alignment with strategic priorities.</p>
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Christmas decorations – safety first We know spending Christmas in hospital can be a difficult time, and we always try to bring some festive cheer to both patients and staff by displaying Christmas decorations. However, decorations can pose a fire risk and be a possible reservoir for infection. Our Risk Control Notice has been reviewed and updated and contains the dos and don'ts for safely spreading good cheer. Please read it carefully, [by following this link](#), and follow the guidance when it comes to choosing, placing, and decontaminating workplace Christmas decorations.

Flu vaccination update As the latest figures from Public Health Scotland highlight a significant increase in both positive 'flu tests and 'flu-related hospital admissions, we are reminding you ALL Grampian vaccination clinics are open for drop-ins by health and social care staff. Getting the jab will protect you, your family and friends, your colleagues, and the people you care for. We know the festive period is a busy one; please make the time to get vaccinated. Not sure where your nearest clinic is? [Our dedicated vaccination website lists locations and opening hours via this link](#). PHS publishes a weekly report on viral respiratory illness on their website; [you can read the latest report by following this link](#).

ICYMI - staff cervical screening clinics Cervical screening is an important way to detect cancer early. However, finding time to attend appointments can be challenging. Over the winter period, we are piloting weekly staff cervical screening clinics within ARI to make attending your smear test easier. If you are due or overdue for cervical screening, this is a great opportunity to get screened more conveniently.

Screening appointments will be held in the Yellow Zone at ARI; to book an appointment, please call 01224 553353, Monday-Friday, between 8.30am-4.30pm. For more information on the screening programmes available in Scotland, [please follow this link to NHS Inform](#).

Annual Candle Service The Spiritual Care team invite you to join them at their annual candle service this Sunday (7 December), to remember the babies and children no longer with us. This service will be held at Hillside Parish Church (formerly High Hilton Church) in Aberdeen, starting at 3.30pm. For further information, please contact the Chaplains Office on Ext 53316 or email gram.candleservice@nhs.scot

Wellbeing, Culture, and Development Wednesday

- **Management Development Programme – start the new year with confidence** Our trusted programme equips aspiring and current managers with the skills and knowledge to lead effectively. The deadline is approaching for our January course; [follow this link to Turas](#) (log-in required) to find out more and book your space.
- **Time Management** Join this 90-min course for staff who want to take control of their time and set themselves up for success in the year ahead. Learn to spot poor time habits, set clear goals, and use practical tools to plan and prioritise effectively. Make 2026 your most productive year yet. [Again, booking is via Turas, just follow this link.](#)
- **Workplace Festive Newsletter and Wellbeing Advent Calendar** The Healthy Working Lives team have developed the newsletter and advent calendar for the winter period full of great information. [Check both resources out via this link.](#)

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

Tune of the day Sarah McLennan, a PA at Dr Gray's Hospital, makes today's request and she is getting us right in the festive mood with Pentatonix and [Carol Of The Bells](#) (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