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Appendix 3

03.02.22  
Open Session  
Item 6

Caroline Hiscox, CE NHS Grampian  
Pamela Dudek, CE NHS Highland

23 December 2021

Dear Caroline, Pamela

I would firstly like to thank you and your teams for their support in both the organisation of and the significant contributions to the meetings on Monday to discuss Dr Grays. I welcome the work that you have already put in both in your individual Boards and jointly to the development of the next steps in relation to Ralph Roberts report.

I would like to touch on my reflections on those meetings and then propose some next steps. I was pleased with the overall welcome that the report received, as a thorough and well-balanced report grounded in realism, and noted the widely recognised value and thoroughness of the process of engagement that the Review Team undertook. In addition to the positive response to the report, there was a sense from some groups that we have been here before, and participants questioned what will make this review different. As you highlighted on Monday, a key part of moving forward will be strong communication channels and clear, transparent decision making, and articulation of the direction of travel followed up by actions and reporting of progress, and I think they will be vital components in taking key stakeholders with us as we move forward.

We agreed that it would be helpful to meet again to discuss Dr Grays at the end of January, and my office will be in touch to agree a mutually convenient date. At that meeting I would like us to agree:

- The implementation plan including timescales,
- Governance, accountability and reporting proposals (including any oversight arrangements)
- Engagement plans, including with key interested parties
- A communications plan.

My officials stand ready to work with you on plans over the next few weeks leading up to that meeting.

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As discussed, I recognise that implementation of the recommendations will have multiple complex and interconnected dependencies, and that it will be an evolving document over the next few months and years. As mentioned on Monday, I am minded to accept all of the recommendations for immediate, medium and long term actions and would like the discussions in January to focus on that approach. Given that we need to rebuild trust with the local population, it will be important that we are realistic about what can be delivered and when, but that we are also ambitious and that we deliver on those promises.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'H. Yousaf', is written over a horizontal line. The signature is stylized and cursive.

**HUMZA YOUSAF**

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