

Meeting:	NHS Grampian Board
Meeting date:	Thursday 2nd February 2023
Item Number:	6
Title:	Plan for the Future – Dr Gray’s Hospital
Responsible Executive/Non-Executive:	Adam Coldwells, Director of Strategy and Deputy Chief Executive
Report Author:	Christina Cameron, Programme Manager & Adam Coldwells

1 Purpose

This is presented to the Board for:

- Decision

This report relates to a:

- NHS Board/Integration Joint Board Strategy or Direction

This aligns to the following NHS Scotland quality ambition(s):

- Safe
- Effective
- Person Centred

Recommendations

The Board are asked to:

1. Agree the strategic direction for Dr Gray’s Hospital which is outlined in the attached paper (Appendix 1) and builds on the strategic intent described through People, Place and Pathways in our Plan for the Future.
2. Acknowledge that the new Population Health Board Committee critically reviewed the engagement work undertaken in preparation of the strategic themes.
3. Agree that the Board will receive an implementation plan and the associated governance and assurance arrangements at their April 2023 meeting.
4. Agree that the implementation plan will be developed through engagement with the community and colleagues, further testing the ideas and approach for the delivery for Dr Gray’s Hospital.

2 Report summary

2.1 Situation

The NHS Grampian Board adopted its *Plan for the Future* in June 2022 with a commitment to develop a strong strategic intent for Dr Gray's Hospital. The intention is to provide clarity on the future of Dr Gray's Hospital with the aim of improving both recruitment and retention of staff and providing people with robust assurance about the local delivery and sustainability of specialist care.

2.2 Background

The Board agreed, at its June 2022 meeting and as part of endorsing the *Plan for the Future*, to develop a strategic intent for Dr Gray's Hospital. The Board has committed considerable time to this work receiving formal updates in August, October and December 2022 and undertaking seminar work in September and November 2022. The Board undertook site visits to Dr Gray's Hospital in November 2022.

2.3 Assessment

Appendix 1 sets out the strategic intent for Dr Gray's Hospital and builds on the themes which were shared with the Board at its December 2022 meeting. The themes have been developed through:

- a) extensive engagement with members of the public, colleagues (from Dr Gray's Hospital as well as the wider Moray and Grampian systems) and partner organisations;
- b) considering wider literature and evidence from other systems; and
- c) drawing on the direction agreed by the Board in the *Plan for the Future*.

The strategic intent has been described under the people, place and pathway headings drawn from Plan for the Future. These are summarised in Table 1 and are detailed within Appendix 1.

Table 1. Key strategic aims for Dr Gray's Hospital

People	Place	Pathways
<ul style="list-style-type: none"> • Staff being enabled to fulfil their potential • Centre for Excellence for Remote and Rural health • Test bed for interdisciplinary/ multi-disciplinary models of care • Centre for Excellence for teaching undergraduate students and development post-graduate trainees 	<ul style="list-style-type: none"> • An anchor organisation for Elgin and Moray • Expert provision for local population • Delivery of service for Grampian and North regions • Moray Portfolio as an integrated system • Utilisation of technology and innovation 	<ul style="list-style-type: none"> • Networked with Aberdeen and Inverness • Delivery of general unscheduled services, expert in assessment, diagnosis and stabilising and either (1) onward transfer, or (2) local treatment • Residual capacity to deliver planned care services in Dr Gray's and in network • Separate planned and unplanned care

Access to local services was the resounding theme to emerge from the engagement work with the public and will be key to the delivery plan. Increasing access to services at Dr Gray's Hospital will be achieved through both local direct investment (for example, in the provision of an obstetric led maternity service and the associated appointment of staff) as well as through the successful delivery of the network approach enabling the delivery of services in Dr Gray's Hospital using the expertise of staff who are predominantly based elsewhere (envisaged as either Aberdeen or Inverness as we develop the approach). This local provision sits 'hand in glove' with the role of Dr Gray's Hospital as an anchor organisation within the local community

The strategic themes which are described in Appendix 1 set out a mechanism to provide stability to Dr Gray's Hospital upon which sustainable and robust services can be delivered. Critical to success and to the ensure Dr Gray's Hospital is a vibrant and flourishing hospital is the creation of a successful network approach. We are all very familiar with clinical networks which support patients to move between different teams and facilities, however, we are far less practiced in clinical networks where staff are part of the network moves. The development of clinical networks where staff can work in multiple centres will be essential for stability of service provision, as well as maintaining and enhancing the scope of practice for practitioners. A successful network will enhance local access for patients. There are already some great examples of this working and exploration of how to expand this model is key to the strategic direction.

2.3.1 Quality/ Patient Care

The strategy has been developed to improve the sustainability of Dr Gray's Hospital on the basis that it will improve patient experience, outcomes and the sustainable provision of pathways of care. Creating a stable and comprehensive workforce, who are part of a robust clinical network, are key building blocks for high quality care delivery.

2.3.2 Workforce

The strategy has been developed to provide clarity for staff on the role of Dr Gray's Hospital within the NHS Grampian and north of Scotland healthcare system, whilst also, through the network approach, ensuring that role and professional aspirations can also be met. Working in Moray clearly has many very attractive qualities and offers an exceptional lifestyle and the strategy ensures that the "work" part is also fulfilled.

2.3.3 Financial

NHS Grampian has shown a strong financial commitment to Dr Gray's Hospital over recent years. Between 2017/18 and 2021/22 financial years there has been an increase of some £10 million in total expenditure at Dr Gray's Hospital (representing 23% increase) whereas for NHS Grampian as a whole, there has been an 11% increase in total expenditure.

NHS Grampian is committed to fulfilling the strategic direction for Dr Gray's Hospital and is committing additional resource. For 2023/24, despite the extraordinarily challenging financial position for NHS Grampian, there will be an additional investment of £0.5M to help the implementation of the strategic intent. As the revised Medium Term Financial Framework is further developed there will be greater clarity for the ongoing investment in Dr Gray's Hospital beyond the next financial year.

This local investment is in addition to the commitment made by Scottish Government to support the re-establishment of an obstetric led maternity service which will see the appointment of significant additional staffing over the next three years.

2.3.4 Risk Assessment/Management

The plan for the implementation of the strategy will be presented to the Board at the April 2023 meeting and will include a risk assessment against the actions. The following risks are strategic in nature.

1. At the heart of the strategy is the need for robust networks to be developed with Aberdeen and Inverness. Successful networks can only be developed amongst the clinical communities when there is a willingness to make them work and some "win win" benefits for all involved. Discussions at a corporate level are supportive of the network approach and discussions with staff suggest there is

some agreement for the approach, however, the delivery of the networks will take considerable effort, support and leadership.

2. As part of the development of the strategy there was considerable engagement with staff. Whilst there was much positive reflection from staff for a strategic approach there was also considerable concern about immediate delivery challenges. The General Manager for Dr Gray's Hospital is leading the immediate and short term action plan for progress / resolution of the issues of concern raised within the engagement process.
3. A vibrant and flourishing Dr Gray's Hospital has to be able to recruit and retain staff and this forms a key risk. We believe that the strategy provides clarity on direction and role whilst, through the network approach, also providing opportunity for role fulfilment. We believe that this is a crucial step in improving both recruitment and retention of staff.
4. The implementation of the obstetric led service at Dr Gray's Hospital will see some considerable investment from Scottish Government. This investment will be one key aspect to the implementation of this strategy and the wider vibrancy of the hospital. Receiving the full funding required from Scottish Government is a critical risk.

2.3.5 Equality and Diversity, including health inequalities

In line with the *Plan for the Future*, the strategy for Dr Gray's Hospital aims to make the hospital sustainable and robust. Such provision in the Elgin and Moray area provides improved access and as such, will help avoid some inequalities associated with access from remote areas.

An equality impact assessment will be undertaken as part of the implementation plan ensuring that our duties are fully met.

2.3.7 Communication, involvement, engagement and consultation

The engagement has been extensive and is covered in Appendix 1. The work developing the implementation plan with colleagues, public and partner organisations supports the ongoing communication of the work. The approach to the engagement process was critically reviewed by the Population Health Committee at their inaugural meeting in 2022. The engagement work was led and carried out by the Engagement and Participation team.

2.3.8 Route to the Meeting

This has been previously considered by the following groups as part of its development. The groups have all supported the strategic direction and their feedback has informed the further development of the content presented in this report.

- Dr Gray's Hospital Senior Staff Committee (monthly engagement during June 2022 – January 2023)
- Area Clinical Forum (November 2022 & January 2023)
- NHS Grampian Board (formal August, October, December 2022 and seminar September & November. Visit to Dr Gray's Hospital November 2022)
- External expert assurance panel for implementation of obstetric led maternity services in Dr Gray's Hospital (January 2023)
- Moray Council at an informal meeting with elected members and the management team (November 2022)
- Moray Integration Joint Board (November 2022)
- Area Medical Committee (September & December 2022)
- NHS Highland Executive team informal meeting (January 2023)

2.4 Recommendation

The Board are asked to:

1. Agree the strategic direction for Dr Gray's Hospital which is outlined in the attached paper (Appendix 1) and builds on the strategic intent described through People, Place and Pathways in our Plan for the Future.
2. Acknowledge that the new Population Health Board Committee critically reviewed the engagement work undertaken in preparation of the strategic themes.
3. Agree that the Board will receive an implementation plan and the associated governance and assurance arrangements at their April 2023 meeting.
4. Agree that the implementation plan will be developed through engagement with the community and colleagues further testing the ideas and approach for the delivery for Dr Gray's Hospital.

3 List of appendices

The following appendix is included with this report:

- Appendix 1 - Plan for the Future – Dr Gray's Hospital