



# National Treatment Centre Grampian

Board Meeting 04.8.22 Open Session Item 6.5
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## Dr Gray's Hospital MRI Communication and Engagement Framework

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## **Introduction**

This Framework aims to provide an agreed and transparent approach to informing patients, public and other stakeholders, and involving them in the National Treatment Centre Grampian Dr Gray's Hospital MRI project, which is one part of the National Treatment Centre Grampian (NTC-G) Project. The Framework gives an overview of this part of the project, more detail is available from the Project Team, if required.

A Communication and Engagement Action Plan has been developed specifically for this part of the project, and is continually reviewed and updated; current Action Plan attached (Appendix A). The action plans are produced, implemented and reviewed by the NTC-G Communication and Engagement Group.

## **Background**

The National Treatment Centre Programme is a national Capital programme to improve scheduled care for patients across Scotland, including NHS Grampian. This type of care is often done as an 'out-patient', and can often involve multiple trips to the hospital to see a doctor, have scans or even to have day surgery.

The project has been split in to two distinct elements. The provision of an MRI facility at Dr Gray's Hospital is being progressed as a separate but related project.

The investment in Dr Gray's Hospital recognises the importance of placing communities at the centre of what the health board does, and will support enhancement of the existing Radiology department and development and recruitment of existing and new team members. This investment also represents improvement in the places where people live and tackles the issues that matter to them, with the expansion of specialist services available locally. A purpose-built facility, designed to optimise both the patient experience and clinical service represents a vibrant opportunity in supporting population health.

This part of the NTC-G project aims to provide care quicker and more efficiently by developing the following:

- New MRI suite facilities on site at Dr Gray's Hospital Elgin
- Access to these facilities for the local community so it is quicker to get home and less travel
- "One-stop" clinic trips – less trips to hospital
- Aiming to help you get home after surgery quicker

The new MRI Scanner at Dr Gray's is one part of a larger project that will see investment at Dr Grays Hospital in Elgin and the development of community hubs.

## **Project Governance / Structure**

A diagram illustrating the governance structure for the project is attached (Appendix B). This includes the project Communication and Engagement Group, who have a remit for both the wider NTCG project, and the Dr Gray's MRI phase of the project.

The group has an agreed Terms of Reference and includes representation from the Project Team, clinical staff and members of the public. There is also dedicated DGH MRI Clinical and Project Groups.

The objectives of these groups in terms of the Communication and Engagement for the Dr

Gray's MRI project include:

- To ensure service users and members of the public are at the core of any service planning and to ensure services are person-centered and are created with people and not for people
- To ensure staff, partners and stakeholders are meaningfully involved and listened to with a view to providing best outcomes for patients and families
- To create a pro-active environment which enables all stakeholders to influence how services are provided
- Ensure appropriate communication is shared with staff, patients, and partner agencies
- Effectively utilise available communication resources
- Ensure a consistent approach to communication
- Regularly monitor the effectiveness of the current communications strategy and develop new approaches when indicated

### **Who Will Be Informed and Involved?**

To help identify stakeholders with a concern or an interest in the project, a Stakeholder Analysis exercise was carried out (Appendix C). This involved gathering a list of stakeholders and prioritising them into categories in terms of their interest and influence. This exercise will allow Project Team resources to be directed appropriately, in relation to those who need to be kept informed and others who need to be supported to be fully involved.

The original Stakeholder Analysis will be reviewed regularly as people's interest and influence in the project changes as the project progresses. The Project Team will also work with existing structures and networks and established local Third Sector groups.

### **How and When Will People Be Informed and Involved?**

NHS Grampian staff, public and Third Sector representatives have been involved from the early stages of the project. The Communication and Engagement Group, with representation from Healthcare Improvement Scotland Community Engagement, was established to ensure the project's public communication and engagement framework meets Government standards and to ensure that the actions outlined in the Communication and Engagement Action Plans are delivered.

A number of methods will be used to *inform* patients, the public and staff about the project, including:

- Newsletters
- Newspaper features
- NHS Grampian website and intranet, as well as a dedicated project webpages
- Digital Information Screens
- Staff awareness sessions
- Updates for local groups

A number of methods have been and will be used to *involve* patients, the public and staff. For example:

- Representatives on Project Groups
- Public representation at workshops involved with service design

Although the initial stages of engagement have been quite focussed, in terms of who has been involved, the next stage of the process will include raising wider public awareness of the new MRI facility.

### **Following National Guidance**

Support from the Corporate Communications Team, including a dedicated Consultation and Engagement Advisor in the Project Team, will help to ensure that the project adheres to national consultation guidance.

In the initial stages of the project, the previous standard that was used for engagement - NHS CEL (Chief Executive Letter) 4 (2010) "Informing, Engaging And Consulting People In Developing Health And Community Care Services", - was followed.

From March 2021, the new [Planning with People](#) guidance is in place, which replaces previous guidance on engagement, and represents real partnership working in action, supports organisations to deliver their existing statutory duties for engagement and public involvement. This guidance will be the basis for engagement plans going forward.

### **Risks of Poor Engagement**

It is important to carry out a risk assessment before engagement projects begin, to identify areas which could jeopardise success through a lack of meaningful engagement with the relevant stakeholders. Poor communication and engagement can result in many problems for a project. Examples of these problems are:

- Project delays or revisions due to poor engagement being carried out or poor timing of engagement with stakeholders.
- Identifying the wrong stakeholders for your project can mean that feedback isn't appropriate, which will result in a weaker decision making process – open to criticism.
- Not valuing your stakeholder input and their needs could result in them not supporting the project at later stages.

Poor engagement in a project can also have an impact on the wider organisation and result in a potential risk to the reputation of NHS Grampian.

### **Evaluation**

Evaluation of any communication and engagement activities needs to examine both the process and the impact of engagement. For example:

Patient/public representatives on Project Groups, Communication and Involvement Subgroups, and in workshops:

- Process – number of representatives, attendance of meetings, support provided
- Impact – contribution during discussions and influence on decisions

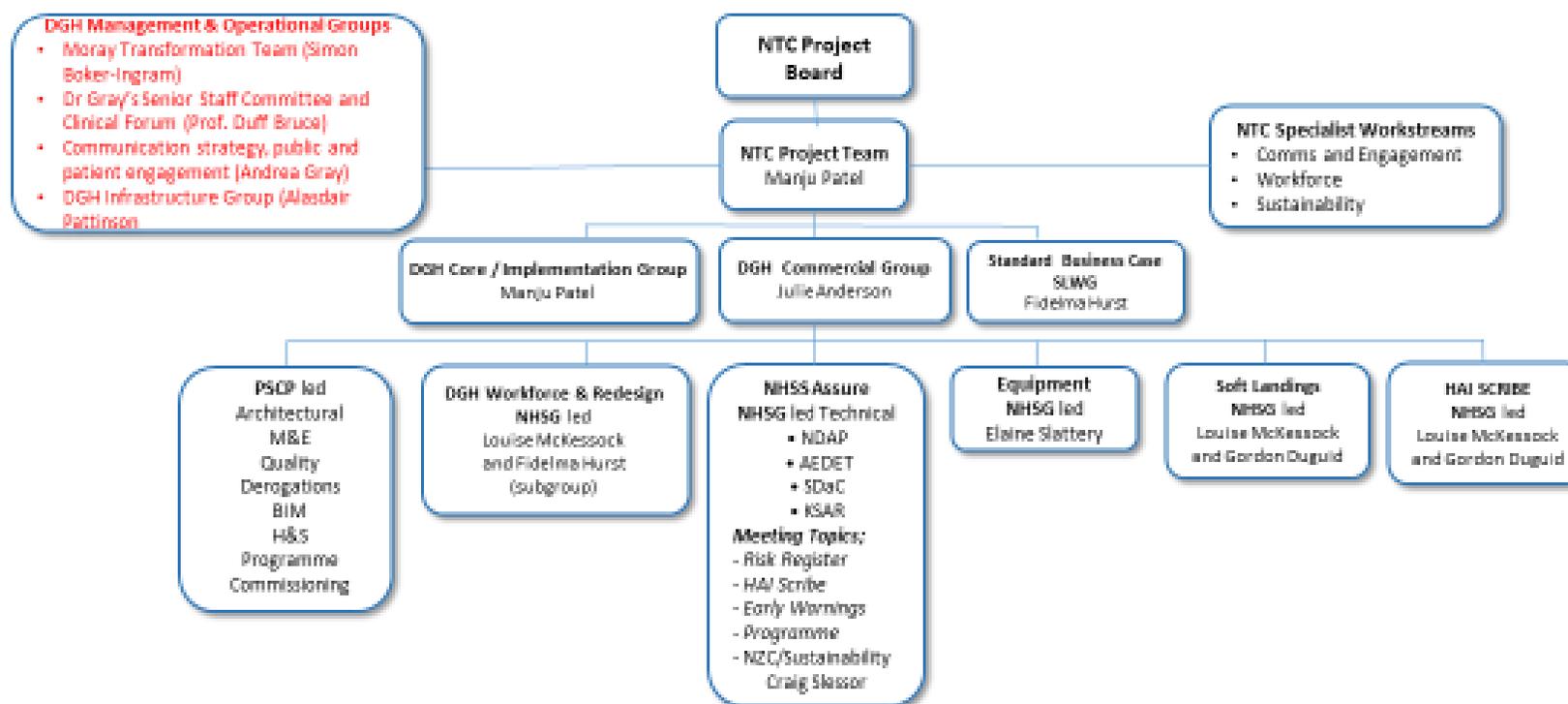
Evaluation of engagement activities will continue at appropriate stages throughout the project.

**NTC-G DGH MRI Communication & Engagement Action Plan  
April – September 2022**

<b>Actions</b>	<b>Timescale</b>	<b>Lead</b>	<b>Complete</b>
Create stakeholder distribution lists for project newsletters/updates etc. - Staff, public, partner organisations, Third Sector ...	May 2022	AG	May 22
Update in quarterly project newsletter	Ongoing	AG / RH / C&EG	
Mapping of existing web and intranet pages	April-May 2022	AG / RH	May 22
Development of project web and intranet pages - Sub-group of Communication & Engagement Group established - Submission of website change request form - Initial focus on 'front page' and DGH MRI section	April-August 2022	AG / RH / C&EG	
Development of recruitment / PR info & material	Jun-Sept 2022	LMcK / FH / DB / AG	
Identify staff communication opportunities/methods for project updates for next phase	July 2022	AG / LMcK / FH	
Plan for next phase of communication, following Standard Business Case approval - Media release, newsletter, social media, digital screens, daily brief etc.	August 2022	AG / RH / C&EG	
Update HIS – Community Engagement	Ongoing	AG	
Branding for MRI as separate part of NTCG project	June-August 2022	RH / MVC	

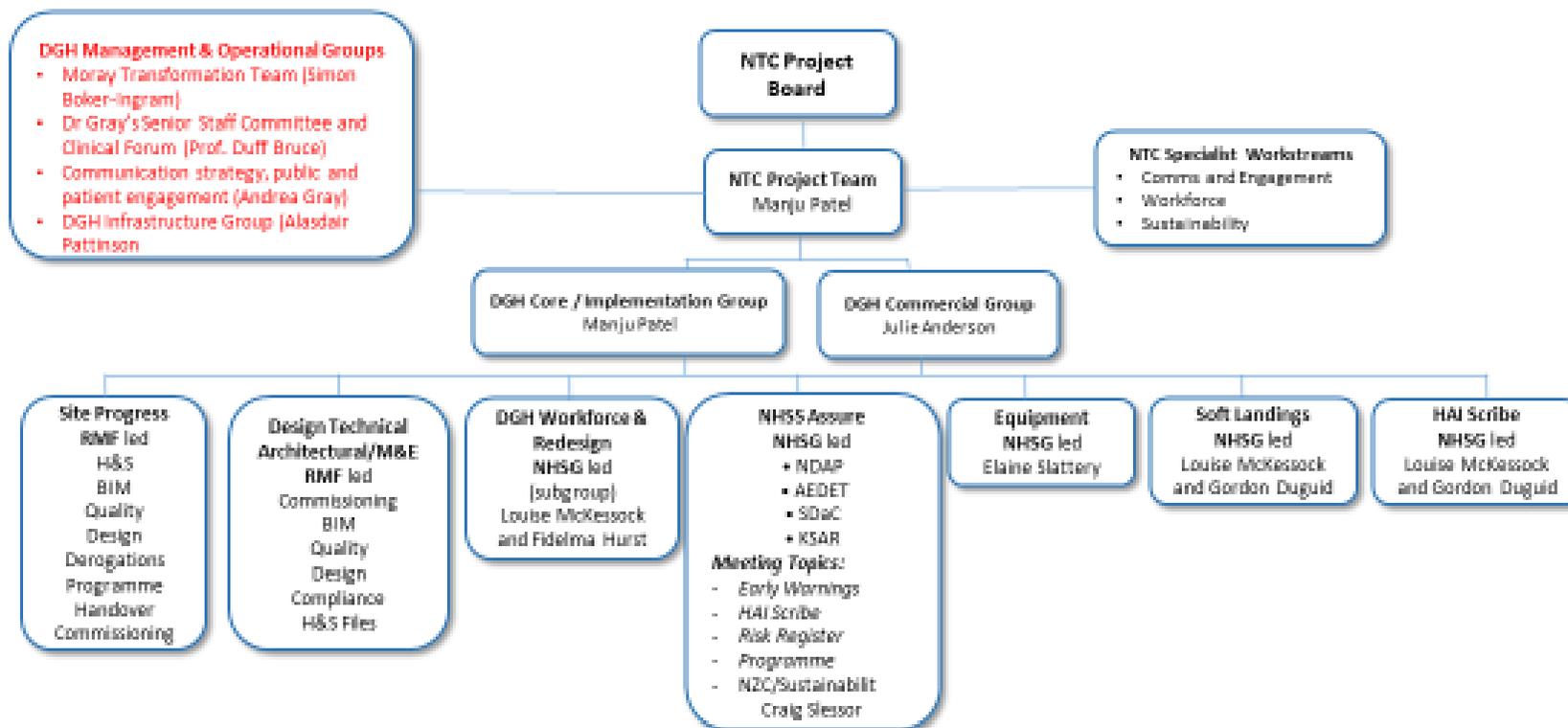
Project Governance Structure

NTC Grampian DGH MRI Scanner  
Governance Structure Stage 3





### NTC Grampian DGH MRI Scanner Governance Structure Stage 4



**NATIONAL TREATMENT CENTRE GRAMPIAN  
DR GRAY'S HOSPITAL MRI  
STAKEHOLDER ANALYSIS**

<p><b><u>MANAGE</u></b></p> <ul style="list-style-type: none"> <li>• NHS Grampian Board</li> <li>• NTCG Project Board</li> <li>• NHSG Asset Management Group (AMG)</li> <li>• Scottish Government</li> <li>• Local DGH Senior Leadership Team</li> <li>• Medical, Nursing, AHP and other Clinical Leaders in local Community and across DGH site</li> <li>• Infection, Prevention and Control</li> <li>• Local media</li> <li>• DGH Estates</li> </ul>	<p><b><u>INFORM &amp; INVOLVE</u></b></p> <ul style="list-style-type: none"> <li>• Patients, families and carers</li> <li>• DGH Staff</li> <li>• General Practitioners / Primary Care - Moray</li> <li>• Other Health Boards (Highland, Orkney, Shetland)</li> <li>• Health Improvement Scotland – Community Engagement</li> <li>• Third Sector Organisations</li> <li>• Corporate Communications</li> </ul>
<p><b><u>SATISFY</u></b></p> <ul style="list-style-type: none"> <li>• Local Elected Members</li> <li>• Local Authorities – City / Shire / Moray</li> <li>• Health and Social Care Partnerships</li> <li>• Scottish Government</li> </ul>	<p><b><u>MONITOR</u></b></p> <ul style="list-style-type: none"> <li>• Clinical and non-clinical staff indirectly affected by project</li> <li>• Wider local community</li> <li>• Care Homes – Staff / Management / Residents</li> <li>• Scottish Ambulance Service</li> <li>• Pharmacy</li> <li>• Education (schools / Universities)</li> <li>• Local businesses</li> <li>• Public sector organisations</li> </ul>