

Chief Executive's Report
10 April 2025 Board Meeting
Dr Adam Coldwells, Interim Chief Executive



Purpose of this report

This report updates Board members on priority issues since the last Board meeting which are not covered elsewhere on the agenda.

Acute Pathway Integration

NHS Grampian has several strategic change programmes currently underway to improve the sustainability of services. These include both Planned and Unplanned Care Programmes, the Baird & ANCHOR Capital Programme and Value & Sustainability Programme. In addition to these extant workstreams, the Strategic Change Board commissioned the Integration of Acute Pathways Programme on 25 February.

By taking a whole system approach, this work will enable the organisation of the acute system through horizontal integration at service and pathway level. This supports planning the delivery of services on a population health basis, rather than through specific sites or buildings. It will also create a unified approach to systems, processes and governance.

Teams to support the integration of first three Acute Services to form part of this work (Cardiology, Endoscopy and Orthopaedics) have already been established. This work is being prioritised with the goal of commencing implementation of single acute model from June and I look forward to sharing future updates on this work as it progresses.

Delivery Plan submission

In my previous report I indicated that NHS Grampian's Delivery Plan for FY2025/26 would, subject to Scottish Government approval, be brought to this month's public Board meeting. However, following a change in submission date, we now anticipate this coming to our public Board meeting in June.

We believe our Delivery Plan reflects the challenging financial environment in which we continue to operate and strikes an appropriate balance between maximising areas in which we continue to perform efficiently, whilst focussing on areas that require transformation to better meet the needs of our population.

However, we recognise that our objectives and accompanying submissions for national funding supporting both Planned Care and Unscheduled Care initiatives are pending at this time. Since aspects of our Delivery Plan will be significantly influenced by the outcome of this process, our Delivery Plan will remain dynamic enough to respond to the opportunities and impacts this brings over the next 12 months.

Scotland's first deep geothermal heating plant

In an exciting first for Scotland, I would like to draw attention to NHS Grampian's work to explore the potential for heating facilities across Aberdeen using heat from deep beneath the Earth's surface.

Working with the Scottish Government's Sustainable Estates team and TownRock Energy, NHS Grampian is undertaking a feasibility study into whether Geothermal energy has the potential to support not only health care facilities in Aberdeen but other public buildings too.

Curbing emissions and supporting biodiversity ultimately supports public health by delivering less pollution, cleaner air and cleaner water as well as contributing to NHS Scotland's ambition to achieve a 75% reduction in building energy use by 2030.

This study is only the first step on a journey but could help us make progress towards becoming a Net Zero organisation by changing the way we use NHS buildings and land more widely.

Executive Team Update

Finally, I would like to recognise that Philip Shipman has joined NHS Grampian's Executive Team as Interim Director of People and Culture. Philip is a valued and long-standing member of the People and Culture team, and brings both experience and continuity to the role at what is a particularly busy time. However, I would also like to formally acknowledge Tom Power's significant contribution to the organisation during his tenure with us.

Dr Adam Coldwells, Interim Chief Executive 10 April, 2025