

Chief Executive's Report
14 August 2025 Board Meeting
Dr Adam Coldwells, Interim Chief Executive

Board Meeting
14.08.25
Open Session
Item 5



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.

Stage 4/Assurance Board Update

In my last Board update, I reported that as a result of NHS Grampian having been escalated to Stage 4 of the NHS Scotland support and intervention framework, the Government had commissioned KPMG to undertake a diagnostic review into how the whole system is operating to help us determine what changes could realistically be made within our financial envelope. I also advised that an Assurance Board was being established by the Scottish Government and welcomed the additional expertise and oversight this would bring.

I am therefore pleased to be able to update that the diagnostic review process has now concluded and we look forward to the Government publishing the resulting report in the coming weeks. In addition, the Assurance Board has now been formed and is chaired by Stephen Gallagher, Director of Mental Health. I and some of my executive team met the Assurance Board for the third time on Tuesday 5 August and, whilst we are at the early stages of developing an improvement plan that will move us towards a sustainable financial and performance footing, the support of the assurance board is proving to be really helpful and we are making good progress.

We have identified some opportunities to improve patient flow, with cross-system support, through updates to our Unscheduled Care Plan and received wider offers of advice and expertise.

I'm keen to ensure that we take this opportunity to involve all our colleagues in shaping what comes next and we are currently running a series of roadshows which are open to all staff and have been well attended.

Baird Family Hospital and ANCHOR Centre

Following instructions to the contractor in May 2025, designs for the ANCHOR Centre are progressing well, with construction changes due to commence in September 2025 and completion and occupation of the building anticipated late spring 2026. Commissioning and strategies for the movement of services are developing well, with key stakeholders involved in the planning and training for this significant relocation.

Following advice from Infection Prevention and Control specialists, with input from clinical and technical stakeholders, a strategy for the completion of the Baird Family Hospital has now been agreed by NHS Grampian. An assessment of the impact of the final changes is under way, and dates for the completion of the building will be

presented to the NHS Grampian Board, when instructions to the contractor have been administered.

The project team continue to update NHS Scotland Assure on progress, and the Scottish Government have confirmed their continued financial commitment to supporting the completion of both buildings.

Dr Adam Coldwells, Interim Chief Executive 7 August, 2025