

Meeting:	NHS Grampian Board
Meeting date:	Thursday 6th October 2022
Item Number:	7
Title:	Strategic Plan for Dr Gray's Hospital
Responsible Executive/Non-Executive:	Adam Coldwells, Director of Strategy & Deputy Chief Executive
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1 Purpose

This is presented to the Board for:

- Assurance
- Endorsement

This report relates to a:

- NHS Board/Integration Joint Board Strategy or Direction

This aligns to the following NHSScotland quality ambitions:

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

NHS Grampian is developing a strategic plan for Dr Gray's Hospital to ensure that its future role and shape, as a key part of the local community and the NHS Grampian system are clear whilst also developing its role within a north of Scotland network model.

This paper is providing the Board with assurance on the progress of this process.

2.2 Background

The NHS Grampian Board agreed its “Plan for the Future” in June 2022 and as part of this process commissioned the development of a strategic plan for Dr Gray’s Hospital. The agreed recommendation from the June 2022 Board paper read:

“Note that the Plan for the Future identified a number of key building blocks for the next stages of the development of the NHS Grampian system and its work with communities and partners and endorse the planning work which will take place between June 2022 – January 2023 to describe the future role and shape of Dr Gray’s Hospital as a pivotal aspect of the local community and determine how it will be shaped and used to ensure that, amongst many things, the delivery of a consultant-led obstetric service will be possible in the future.”

The Board received an update and the Commission for the planning work at their August 2022 meeting.

The Board, as part of their September 2022 seminar session, considered a number of planning questions for Dr Gray’s Hospital to support both the planning team in the development of the strategy and to increase the Board’s knowledge and awareness on the issues under consideration.

2.3 Assessment

The strategic plan for Dr Gray’s Hospital is being developed using the process described extensively whilst developing the NHS Grampian Plan for the Future. ([plan-for-the-future-summary-engagement-report-and-key-findings.pdf](https://www.nhsgrampian.org/plan-for-the-future-summary-engagement-report-and-key-findings.pdf) ([nhsgrampian.org](https://www.nhsgrampian.org)))

Key activities for the planning process are summarised in Appendix 1.

Involvement of staff in the planning process

This section provides outline detail on the activities underway to involve staff in the development of the strategy and is aimed at providing the Board with assurance of staff involvement, in-line with the Staff Governance Standard (people are involved in decisions which affect them).

A. Drop in discussions with people in the lobby

On 15th and 16th June 2022, the planning team visited Dr Gray’s Hospital to undertake some in person discussions to understand and build a baseline context for the more detailed engagement to come. There were 178 responses, from staff, patients, visitors and partners all with an enthusiasm for the topic. There were some clear themes emerged at this early stage, clustered around issues related to staff and management; how services are provided and the hospital building and site. These themes have

since been further analysed and mapped to People, Places and Pathways. A summary of the feedback was shared with Dr Gray's staff in July 2022.

B. Attendance at the Dr Gray's Senior Staff Committee

The group leading the planning work has attended the monthly meeting of the Dr Gray's Hospital Senior Staff committee in June, July, August & September and will continue to attend each month. Attendance at this meeting provides an opportunity for the planning team to engage and update members of staff.

C. Workshops

In August, the team promoted the opportunity for staff to engage in more detailed conversations about the future vision for Dr Gray's and share their thoughts and views on what priorities should be. On 8 September the first of a series of facilitated workshops were held, led by experienced engagement advisors and a range of these will continue through September and October 2022, ensuring all staff have an opportunity to engage with the planning team.

This is further supported by an online questionnaire and a generic email address where staff can share their views, if they are unable to attend any of the workshops.

Involvement of the public in the planning process

This section sets out the planned approach for engagement with the public.

- A. As referenced above, a questionnaire has been developed to offer another mechanism for engagement; people can use this online option and answer a short list of open questions about their views on what is valued about Dr Gray's Hospital and what they would like to see in its future. This has been promoted online and in social media and replies to the questionnaire have already been received.
- B. A series of drop in sessions (October/November) will allow members of the public to explore the key issues with members of the engagement and planning teams.
- C. Existing and well established networks amongst community groups are being used to explore the issues about the future strategic intent for Dr Gray's Hospital (September / October).
- D. As an additional element of the public engagement activities, the planning team has worked with colleagues in Moray Council and will hold an event with Community Council Representatives and Locality Managers, scheduled for 11th

October. The team will also attend the next Moray Joint Community Council in November.

2.3.1 Quality/ Patient Care

A comprehensive strategic plan setting the direction for Dr Gray's Hospital will help recruit and retain staff improving the stability and long term future of the service provision which will, in turn, improve the quality of patient care. Alongside this, the clarity on how Dr Gray's operates within both the Grampian and North of Scotland network systems will also have positive implications.

2.3.2 Workforce

Clarity on the future role of the hospital will improve both recruitment and retention of staff.

2.3.3 Financial

The financial implications of the strategic plan will be developed as part of the planning process.

2.3.4 Risk Assessment/Management

The key risk in the development of the plan would be to have low levels of engagement and consequently ownership. To date the engagement has been very positive and the comprehensive plan for both staff and public engagement reduces this risk.

2.3.5 Equality and Diversity, including health inequalities

This update paper does not include an equality impact assessment as this will be completed as part of the final submission to the Board at their February 2023 meeting when they will receive the Dr Gray's Hospital strategy.

2.3.6 Communication, involvement, engagement and consultation

The involvement of staff and the public has been described earlier in this paper.

2.3.7 Route to the Meeting

This paper has been developed by the small group who are leading the planning process and has not been considered elsewhere.

Whilst developing the Plan for the Future the Board received assurance from its Engagement and Participation Committee that the process was robust. It is our intention to seek assurance from the new Population Health Committee (once it convenes) on the process used for this Dr Gray's work.

2.4 Recommendation

The Board is asked to confirm that it is assured that:

1. The involvement and engagement with staff in Dr Gray's Hospital is robust and comprehensive
2. The planned approach to engage with members of the public is robust and comprehensive

The Board is asked to agree that:

1. It will receive a further update at its December 2022 meeting
2. It will receive the formal Dr Gray's Strategy at its February 2023 meeting

3 List of appendices

The following appendix is included with this report:

- Appendix 1 – Key engagement activities

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