

Meeting:	NHS Grampian Board
Meeting date:	6 April 2023
Item Number:	10
Title:	Strategic Plan for Dr Gray's Hospital
Responsible Executive/Non-Executive:	Simon Bokor-Ingram, Moray Portfolio Lead
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1 Purpose

The Board is asked to:

- Note that the Dr Gray's Hospital Strategic Intent has formed the basis for the development of a practical Implementation Plan as requested by the Board in February 2023
- Provide comment on the key issues for the Implementation Plan
- Endorse the Implementation Plan, and the approach set out therein
- Agree the establishment of a Project Board as described in the paper

This report relates to a:

- NHS Board/Integration Joint Board Strategy or Direction

This aligns to the following NHS Scotland quality ambitions:

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

NHS Grampian requires an Implementation Plan to set out the proposed actions linked to the Strategic Intent for Dr Gray's Hospital which the Board approved at its February 2023 meeting. This paper presents a draft Implementation Plan for endorsement as well as a planned approach to implementation.

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. Related to this work, the Board has received the following communications and updates:

2022

August – Formal Update Paper and Presentation

September – Presentation and Seminar

October – Formal Update Paper and Presentation

November – Site Visit, Presentation and Seminar

2023

February – Strategic Intent for Endorsement

The Strategic Intent for Dr Gray's Hospital was endorsed by the NHS Grampian Board in February 2023. The high level strategic themes identified there have been the basis for further development into proposed actions as the components of an Implementation Plan attached as Appendix 1.

The Implementation Plan covers a range of areas that will help to create a vibrant future for Dr Gray's where staff can flourish and service users will continue to benefit from high quality care, skilled practitioners and access to connected services. It is an ambitious plan and requires coordination, leadership and an approach that is confident in the future it is building.

Infrastructure is an important element of the future of the hospital and the work to review the quality and functionality of the space is due to conclude at the end of March 2023, further informing the detail of plans.

As with the development of local maternity services in Moray, there is a vital focus on networked models for other services in Dr Gray's Hospital. This will be fundamental to sustainability and successful delivery of the aspirations set out in the Strategic Intent.

2.3 Assessment

This paper presents the Implementation Plan for endorsement and asks the Board to consider the content including the proposed actions in the context of the Dr Gray's Hospital Strategic Intent and the NHS Grampian Delivery Plan; and the approach to implementation, notably the establishment of a local Project Board to lead and manage the Implementation Plan.

The proposed actions are described at a relatively high level. Given the medium term timeframe, this high level allows for flexibility and ongoing refinement of the plan as it is realised and delivered within the operational settings. Where appropriate, there may be links with the operational issues that were highlighted during staff engagement discussions and this will be delivered alongside operational management and leadership.

Education and training will underpin the area's ability to recruit and retain the skilled staff required. This is mirrored by the need for the more social aspects of working in Moray such as wider support, housing and childcare opportunities. The Implementation Plan has a focus on working in partnership with other agencies to deliver against the aspirations in the area, with joint working featuring in many of the actions.

2.3.1 Risk

Risk assessment, monitoring and mitigation will be the responsibility of the Project Board, and detailed risk plans will be developed by each individual project. At this stage, however, some high level risk areas can be identified:

Operational

There is a risk that a medium to long term strategy does not address the immediate operational concerns and issues facing the hospital, leading to stakeholder frustration.

Governance

The Implementation Plan sets out some ambitious aspirations for the hospital, ranging across significantly challenging aspects including service delivery, recruitment, retention, education and training, sustainability and network development.

Programme Management

A high level of focus on Dr Gray's increases the pressure on the wider system, especially at a time when there already a high level of scrutiny and attention on the Moray maternity services, which may lead to confusion or duplication of efforts.

Finance

The Implementation Plan does not identify any financial requirements for delivering the strategy. However, it is clear that NHS Grampian is committed to fulfilling the strategic direction for Dr Gray's Hospital and in 2023/24, there will be an additional investment of £0.5M to help the implementation of the strategic intent. Specific need for additional investment may be identified in the future, and will be explored and scoped by the Project Board.

Workforce

Ensuring the retention of existing staff who are highly valued for their experience and commitment and the successful recruitment of new staff, with many working in new ways across a developing network, is recognised as a risk to realising the strategic intent for the hospital.

Proposed plans for mitigation of these risks are set out in the Implementation Plan

2.3.2 Equality and Diversity, including health inequalities

NHS Grampian, as a public body, has a legal duty to impact assess any potential changes in service provision against the Public Sector Equality and Fairer Scotland Duties. This is to ensure we are working towards reducing inequality gaps, are not

inadvertently discriminating against anyone with a protected characteristic, or negatively impacting anyone who accesses our services.

As well as fulfilling our statutory obligations, it is our ambition to have continual and meaningful impact assessment conversations going forward. This will be best achieved through partnership working between the various organisations and constructs, including Moray Portfolio, Community Wellbeing and Public Health Teams, the Moray Wellbeing Hub, and tsiMoray (Third Sector Interface Moray).

2.3.3 Communication, involvement, engagement and consultation

Service users, members of the public, staff, stakeholders and partners will continue to be involved and engaged in the coming months to ensure, as a minimum, legal duties are met but with the aspiration to go far beyond this. The engagement work will build on and develop meaningful dialogues and relationships that have already commenced as part of the engagement to develop the Dr Gray's Strategy and the Moray Maternity Plan.

2.3.4 Route to the Meeting

This update has been developed by the team leading the planning work, with a Board workshop on 10 March 2023 to discuss emerging themes and conclusions.

2.4 Recommendations

The Board is asked to:

- Note that the Dr Gray's Hospital Strategic Intent has formed the basis for the development of a practical Implementation Plan as requested by the Board in February 2023
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List of appendices

the following appendix is attached to this report:

Appendix 1: Dr Gray's Hospital Plan for the Future Implementation Plan 2023 - 2033