

NHS Grampian

Meeting:	NHS Grampian Board
Meeting date:	15 December 2022
Item Number:	4
Title:	Moray Maternity Services Model 6 Milestones and Timescales
Responsible Executive/Non-Executive:	Simon Bokor-Ingram, Moray Portfolio Lead
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1 Purpose

This paper provides the NHS Grampian Board with an updated position on planning in relation to the development of Model 6 for Moray Maternity Services.

The Board is asked to:

- Note progress of planning for, and development of Model 6.
- Note that progress is dependent on confirmation of additional funding from the Scottish Government.
- Review and provide suggested changes to the draft plan ahead of formal submission to Scottish Government

This is presented to the Board for:

- Assurance

This report relates to a:

- Emerging issue
- Government policy/directive

This aligns to the following NHS Scotland quality ambitions:

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

As part of delivering against the recommendations set out in Scottish Government commissioned External Review of Moray Maternity Services in 2021, planning is underway for the delivery of both Model 4 and Model 6. Whilst these models of maternity services are described separately in the report, the approach to planning has been singular, with consideration to how milestones will be achieved along the path of implementation. Planning has also been considered on a system wide basis, taking into account maternity services across Grampian. There has been a joined up approach with NHS Highland, with monthly Joint Board meetings co-chaired by NHS Grampian and NHS Highland, the most recent of which took place on 7th December 2022 and approved this draft plan.

While this work has focused on maternity services, it has close links with the wider piece of work to develop a clear strategic intent for Dr Gray's Hospital and there are cross cutting themes such as the need to establish networked models for sustainable services and the assurance of appropriate, fit for purpose accommodation.

2.2 Background

On 30 March 2022, the Cabinet Secretary announced an intention to establish a consultant-led maternity unit (Model 6) at Dr Gray's Hospital, Elgin following the report produced by the external review team in 2021. In progressing to this model of service delivery, it was further detailed that a networked Community Maternity Unit linked mainly to Raigmore (Model 4) should be developed within 2 years.

In line with the Cabinet Secretary's stated expectations, a draft plan with milestones and timescales for achieving Model 4 was shared with Scottish Government in summer 2022; approval has not been given for this plan to date.

There is a requirement from Cabinet Secretary to prepare and submit a plan for Model 6 by the end of 2022, more recent communication has clarified that this should be done jointly with NHS Highland.

2.3 Assessment

Planning Update for Moray Maternity Services

Since the preparation and submission of the joint Draft Plan for Model 4 in the summer of 2022, planning discussions have continued in order to map the journey to the final destination model of consultant led, obstetric services at Dr Gray's Hospital.

NHS Grampian is committed to delivering a safe, sustainable maternity service at Dr Gray's Hospital and the draft plan sets out our ambitions for the service, with aspirational timescales that can be achieved only with collaborative input from all partners involved and with a focus on achieving the objectives.

There is a clear enthusiasm among our staff for the clarity of the destination, and for the changes to be made that will create the conditions necessary for Model 4 and Model 6. The opportunities offered by the additional resource, new roles and a fresh approach to marketing the local area form an exciting path to 2027.

At the highest level, there are a number of acknowledged challenges to reaching this destination, including the long timeframe for implementation which makes precise planning more difficult.

The key reason for the service having to be reshaped in 2018 was workforce availability, notably in the number of junior doctors available for the hospital and this challenge has not changed. Retention and recruitment of staff is an issue for the NHS across Scotland and may be intensified in the north, where smaller populations can mean less opportunity for staff to experience variation and complexity in cases.

The additional resource required to deliver Model 6 in Dr Gray's Hospital is significant, at a time when financial pressures on budgets for existing services is considerable.

There has been national media coverage of the concerns among clinical staff in NHS Highland, who have stated their lack of trust in or support for the new models and this has been echoed by the local campaign group.

Joint working and discussion with executive and clinical colleagues in NHS Highland has continued throughout 2022 and in addition to the existing groups of the Joint Board and the Maternity and Neonatal Collaborative, there have been two all day sessions for clinical staff from each Board to come together and feedback has been positive, with a third session planned for early 2023. In particular, the midwifery teams have made progress in resolving the capacity issues that have hindered consistent intrapartum transfers and will continue to meet.

2.3.1 Quality/ Patient Care

Positive impacts on the quality and safety of patient care and the clarity of choice in maternity services for women in all of Grampian remain a key focus of local planning. This encompasses addressing the increased activity in Aberdeen.

2.3.2 Workforce

Workforce planning is a key part of the planning already underway. It will be important to work closely with staff across both NHS Grampian and NHS Highland to ensure colleagues feel supported and engaged with this planning. Early preparation for how posts will be shaped as part of a networked model is already underway with an agreement on joint workforce planning with colleagues from each Board

2.3.3 Financial

The Cabinet Secretary's announcement that additional funding will be made available for NHS Grampian is welcomed and a summary of local financial planning is included as an appendix in the plan.

Financial planning to date incorporates calculations primarily on staffing levels with additional costs for infrastructure yet to be scoped and shared. Progress will be dependent on confirmation and availability of funding from Scottish Government.

2.3.4 Risk Assessment/Management

A risk register is managed by the Joint Board and a summary of key risk areas is included in the plan.

2.3.5 Equality and Diversity, including health inequalities

Impact Assessments were undertaken in June 2021, with future assessments to be planned as part of the Engagement activity.

2.3.6 Other impacts

2.3.7 Communication, involvement, engagement and consultation

An important element of the local programme approach is the work to ensure optimal communication, involvement and engagement across the range of stakeholders, including established service user groups and the population.

A dedicated role for engagement on Moray maternity services is now in place and this forms part of wider communication and engagement activity including social media management and responding to press enquiries.

The Maternity Services Communication and Engagement Steering Group established this year to work in partnership with representation from service users continues to meet monthly.

2.3.8 Route to the Meeting

This paper is an update on Moray Maternity Services planning and a draft for review and comment by the NHS Grampian Board, prior to submitting to Scottish Government in December 2022. It was approved by the Maternity Joint Board on 7th December 2022.

The Executive Lead for this work met in November 2022 with Moray Maternity Voices Partnership and Keep Mum to engage on planning for Model 4 and Model 6.

2.4 Recommendations

The Board is asked to:

- Note progress of planning for, and development of Model 6.
- Note that progress is dependent on confirmation of additional funding from the Scottish Government.
- Review and provide suggested changes to the draft plan ahead of formal submission to Scottish Government

3 List of appendices

The following appendix is included with this report:

- **Appendix 1** – Moray Maternity Services Model 6 Plan (Draft)