

NHS GRAMPIAN

Dr Gray's Hospital

Recommendation

The Board is asked to:

- Endorse the approach being taken to develop the role of Dr Gray's Hospital and assist in shaping the remit of the Dr Gray's Hospital Transformation Board
- Note the position in relation to the assessment of the risks related to the Dr Gray's Hospital Phase 2 Plan for obstetrics and paediatrics

Background

At its meeting on 25 June 2019 the Grampian NHS Board received an update on progress related to the Dr Gray's Hospital Phase 2 Plan for obstetrics and paediatrics. This included a summary of the risks associated with the further development and implementation of the plan. At that meeting the Board supported the next steps to be taken for the paediatric element of the plan which included the early appointment of clinical staff and the commencement of the engagement process for the paediatric plan.

In relation to obstetrics it was reported that further engagement with Dr Gray's Hospital clinicians had resulted in a common understanding of the risks related to the re-introduction of consultant led intrapartum care for women with moderate risk factors in pregnancy, and the subsequent potential for emergency interventions. The Board noted that this would result in a further assessment of the risks and the formulation of mitigation plans in collaboration with staff and public representatives.

Role of Dr Gray's Hospital

1. A considerable amount of work has been done to develop the Phase 2 Plan for obstetrics and paediatrics at Dr Gray's Hospital as reported to the Board at its meeting on 25 June 2019. At that meeting the Board requested further work is done on the broader role of Dr Gray's given the interdependencies between the services.
2. Dr Gray's is a comparatively small hospital and guidance has been taken from reports prepared by the Nuffield Trust (*"Rethinking acute medical care in smaller hospitals"*, 2018), and work undertaken jointly by the Nuffield Trust and The Health Foundation (*"Focus On: Distance from Home to Emergency Care"*, 2014). It is clear from these reports that there are common issues affecting small hospitals across the UK which need to be examined carefully to ensure that sustainable services can be delivered.

3. It is proposed that a Dr Gray's Hospital Transformation Board is established to provide a more integrated approach to the leadership and governance of the work to develop the role of the hospital. The Transformation Board will be jointly chaired by Pam Gowans, Strategic Lead for Dr Gray's Hospital and Chief Officer of the Moray Health and Social Care Partnership, and Paul Bachoo, Medical Director for Acute Services in NHS Grampian. The key aims of the Transformation Board are to:
 - Define the vision for the Dr Gray's Hospital in the context of treatment and care networks in Grampian and the North of Scotland
 - Develop sustainable service models for key services consistent with the needs of the population and safe service delivery
 - Formulate an integrated work plan which binds together the effort of staff and partners
 - Ensure effective engagement, communication and partnership working involving all partners, including NHS Highland and the Scottish Government
 - Provide assurance on process and outcomes to the Grampian System Leadership Team and the Moray Health and Social Care Partnership
4. The proposed membership of the Transformation Board is included in appendix 1.
5. Group work will be undertaken at the Board meeting on 1 August to assist the Transformation Board in developing its remit.

Phase 2 Plan for Obstetrics and Paediatrics

6. As indicated above, the Board was provided with an update on the Phase 2 plan at its meeting on 25 June 2019. The following actions have been taken since the Board meeting:
 - The engagement process on the paediatric model commenced on 30 June 2019 and there has been a good level of participation and feedback so far. The engagement process will continue until early September when the results will be collated and used to shape the next steps of planning and implementation
 - The initial phase of paediatric clinician recruitment has commenced – the next phase will be informed by the outcome of the engagement process
 - The risks related to the Phase 2 plan have been considered by the Moray Planning Group, which includes public representation, and there will be further consideration and advice sought from the Group in the coming months. The risks are also being assessed by clinicians and managers, and mitigation plans are

being developed. This process will continue until September when the outcomes will be considered by the Grampian System Leadership Team in advance of agreeing the next steps

Risks

7. There is a risk that the future development of Dr Gray's Hospital is not taken forward as part of the wide range of treatment and care pathways which involve services in the rest of Grampian, Highland and in the context of the developing Moray Alliance. The establishment of the Transformation Board will ensure that all workstreams are brought together and managed effectively to maximise the contribution that Dr Gray's Hospital can make to the wider system.
8. The risks associated with the Dr Gray's Phase 2 Plan for obstetrics and paediatrics have been identified and reported to the Board on 25 June 2019. The risks are being assessed in conjunction with clinicians and the planning group prior to reporting to the System Leadership Team in September 2019.

Responsible System Leadership Team Member and Contact for Further Information

If you require any further information in advance of the Board meeting, please contact:

Responsible System Leadership Team Member:

Pam Gowans
Chief Officer, Moray Health and Social Care Partnership
Strategic Lead, Dr Gray's Hospital
pamela.gowans@moray.gov.uk

Contact for further information:

Neil Strachan
Programme Manager
neil.strachan@nhs.net

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Appendix 1

The proposed membership of the Transformation Board is set out below:

Organisational Role	Name
Chief Officer HSCM (Co-Chair)	Pam Gowans
Acute Sector Medical Director (Co-Chair)	Paul Bachoo
Chief Officer Acute Sector	Fiona Francey
Hospital General Manager	Alasdair Pattinson
Divisional Clinical Director	Jamie Hogg
Chief Nurse	Yvonne Wright
Head of Service HSCM	Sean Coady
Senior Planner	Neil Strachan
Project Manager	TBC
HR Manager	Karen Innes
Health Intelligence	Pauline Maloy
Scottish Ambulance Service	Euan Esslemont
Partnership Representative	Steven Lindsay
Public representation	TBC
Moray Infrastructure Programme Board Chair	George MacLean
Women & Children's Planning & Implementation Group Chair	Sue Swift
Co-Chair of DGH Workforce Planning group	Gerry Lawrie
NHS Highland Representative	TBC
Communication and Engagement group co-Chairs	Mike McKenzie / Louise Ballantyne
GP Clinical Lead	Lewis Walker