



Purpose of this report

As part of our continuous improvement of Board reporting and transparency, a written Chief Executive report is provided at each Board meeting to update Board members on priority issues since the last Board meeting which are not covered elsewhere on the agenda.

1. Scottish Government engagement

Both the Board Chair and I have had helpful discussions recently with the Cabinet Secretary for NHS Recovery, Health and Social Care and the senior NHS Scotland leadership team from Scottish Government. These discussions were about the actions being taken by NHS Grampian to improve our system's ability to cope with the sustained high level of demand, and increased acuity of patients, in both unscheduled and planned care. Our financial position, described in more detail at item 7 on the agenda of this meeting, is important context for the challenges we face.

The Chief Executive Team presented an overview of our priority workplans in the new Annual Delivery Plan to Scottish Government colleagues on 19 May. The presentation was well received, with all acknowledging the scale of the challenge to recover and transform health and care not just in Grampian but across Scotland, and the resource shift required for early intervention and tackling inequalities. I am grateful for the continued support from Scottish Government colleagues as we implement our Value and Sustainability Plan, the improvement programmes for both planned and unscheduled care and our refreshed approach to colleague and citizen engagement and tackling inequalities.

As the Board is aware, the draft 2023-2026 Annual Delivery Plan will be submitted to Scottish Government in June and will be on the agenda for the Board meeting's public session in August.

2. ARI Bed Base review

As reported in my April 2023 Board report, the review of bed base at Aberdeen Royal Infirmary underpins all the improvement work in unscheduled and planned care, with four outcomes sought as a result of this work which will conclude by autumn 2023:

- to create more flow through the hospital so that we don't have to care for patients in corridors - or other unsuitable environments
- to decrease stress experienced by staff, by allowing them to care for patients in a more effective way

- to cut ambulances waiting outside ED
- to tackle growing waiting times for planned care

The project is driven equally by data and staff engagement. Staff working in areas which will be impacted by changes will be fully involved in the discussions about how we improve those areas and the decisions needed to improve and progress. New learning systems to capture data and experiences will be introduced to help us learn lessons on how to improve as we go and there are robust reporting, governance and accountability structures for the project. The outcome will be reported to the Board in December as part of the plan for Winter 2023/24.

3. System leadership

As some Board members will be aware, 16th and 17th May saw around 70 leaders from across health and care in Grampian come together to discuss how they can better support transformation and reform of the health and care system in the north-east. This was the first time that this cohort has had the opportunity to come together in person since prior to the pandemic, and to work without some of the limitations of working via the otherwise invaluable MS Teams.

Over two days at Curl Aberdeen, colleagues from NHS Grampian and health and social care partners took part in workshops and discussions facilitated by the King's Fund about how to empower evolution in a system that is under pressure in order to become more sustainable. This builds on work done with the King's Fund during the two years of our formal learning partnership, and is an important step in further embedding ways of working required in complex systems.

As well as being a welcome opportunity to meet face-to-face, make new connections and renew existing ones, there was robust discussion about what it is most helpful to work collectively on. There was agreement that the eleven topics identified should be shared at the Whole System Decision Making Group meeting on 25th May to ensure that the momentum built over the two day event is sustained, translate them in to shared projects, and to agree how best to move forward and involve others in the work that is required. They will form the basis of the programme of building system leadership capability detailed in the draft 2023 – 2026 Annual Delivery Plan.

4. Baird and Anchor Update

The Baird and Anchor Project Team continue to work through the action plans reported to both the Board and the Performance Assurance, Finance and Infrastructure Committee in April. An update report will be provided to the Board at the August meeting.

NHSS Assure has received additional evidence for review as part of the process to close out the actions from the ANCHOR KSAR Review received in early 2023. NHSS Assure has agreed that the information which seeks to respond to the action

plan can be issued in stages and the intention is for the remaining information to be issued for review by NHSS Assure over the coming few weeks. A detailed update on progress with closing out the KSAR actions will be shared with PAFIC at their June and August meetings, once NHSS Assure has reviewed the materials submitted.

Dates for the next KSAR exercises, (the ANCHOR Commissioning KSAR, potentially the ANCHOR Handover KSAR and the Baird Construction KSAR) are being discussed with NHSS Assure and will be confirmed once the programme is more settled.

Work to address the ANCHOR ventilation issue and the water system issues continue to be investigated involving IPCT, NHSS Assure colleagues and other key stakeholders.

Work to close out the other IPCT issues reported to the Board in April 2023 continues. The Baird & Anchor Project Board will consider proposals for new work to deal with these issues shortly. Once any design changes and additional work are agreed, the position on programme cost and likely completion dates will be more certain. The Board will receive a full report on these aspects at the August 2023 Board meeting.

4. Royal Cornhill ligature reduced wards

I am very pleased to report that the remaining 2 ligature reduced wards at Royal Cornhill Hospital are in the process of accepting patients, after refurbishment. These wards have been praised as a model of a high quality, safe patient environment and provide very welcome additional in-patient capacity for our Mental Health services.

5. DAISY Awards

I am delighted that NHS Grampian is working with the DAISY Foundation to recognise the clinical skills and compassion nurses and midwives provide to patients and families. Celebrating the skills and achievements of all our staff has never been more important as we seek to overcome the challenges of the pandemic, and NHS Grampian is now one of 36 organisations world-wide participating in the DAISY Award.

Nominations of a nurse or midwife can be made by anyone who experiences or observes extraordinary compassionate care being provided. Awards that are nominated by patients and their families are particularly valued by colleagues and these awards are an opportunity for our teams to recognise the positive impact they have and make the most of their successes together. NHS Grampian's participation in the DAISY Awards has also been marked by a motion lodged in the Scottish Parliament on 18 May.

Professor Caroline Hiscox, Chief Executive
25 May 2023