

## NHS GRAMPIAN

### Dr Gray's Hospital

#### 1. Actions Recommended

The Board is asked to:

- Endorse the actions being taken forward to address current challenges and set out in the future shape of Dr Gray's Hospital.
- Note that a further report will be presented at a future Board meeting setting out the detail of the planning framework being applied to support the process.

#### 2. Strategic Context

Dr Gray's Hospital plays a critical part in the health and care system in the North of Scotland. In line with the national delivery plan for Health and Care, the Grampian Clinical Strategy and the Moray Integration Joint Board (MIJB) Strategic Plan 2016 - 2019 (currently under review) there is a need to define a future vision for this hospital, setting out the journey of care for the population of Moray in response to defined needs.

There is also a need to understand and agree the optimal range of services to be provided at this hospital in the future in the context of the requirements for the Moray population and the potential for contributing to the wider network of acute hospital care in the North East and North of Scotland. A key determinant will be the supply of workforce to shape the agreed ambitions.

In line with national policy, a key emphasis will be on defining the level of care possible at or close to home i.e. locally, and the potential scope of treatment and care that can be provided at Dr Gray's Hospital. Within this it is necessary to determine clear pathways of care within a North of Scotland context balancing the critical mass of activity required to sustain a service, travel times/distance, and the supply of workforce.

The changing environment and interdependencies of the range of public bodies now working together requires a clear framework for strategic planning and delivery that is collaborative and connected. In Moray there is a move towards a different approach to planning with an ambition to achieve a high level of coherence between the organisations, with the development of a revised Moray Integration Joint Board (MIJB) Strategic Plan and associated Transformation Plan by June 2019.

#### 3. Key matters relevant to recommendation

##### Management and Leadership

Work is underway by local management and leadership to define and refine the roles, responsibilities and accountabilities at Dr Gray's Hospital, to ensure that there is clarity of approach for local service delivery to be managed within Grampian governance processes. This work will be completed in February 2019 and communicated across all organisations. It is also noted as a fundamental principle

that all parties need to work as a team regardless of organisational boundaries to deliver the best outcomes possible for people across Grampian and in Moray.

## **Strategic Planning and System Transformation**

The concept of an alliance approach, essentially a collaborative leadership approach, to planning and redesign was considered and over the past 4 months the leadership team has worked to scope and define this concept to ensure this is fit for purpose. By March 2019 the framework setting out the interaction between the MIJB Strategic Planning and Commissioning Group, NHS Grampian, and the Moray Alliance Group will be completed. Funding has already been approved to support Moray with planning and redesign capacity to underpin the work to be undertaken.

Workstreams are already underway and prioritised include:

- Women & Children's services at Dr Gray's Hospital
- Unscheduled Care (front door of Dr Gray's Hospital)
- Mental Health and Learning Disabilities
- Elective Care
- Diabetes

A planning and engagement process has been established led by the Moray Alliance Core Group, the mechanism by which cross-system redesign will be co-ordinated and delivered. This process will be reviewed and refined as the work progresses to capture learning and improvement along the way. Public and service user involvement is an integral part of this process, road testing ideas and concepts with the people who will have to navigate any changing system.

The MIJB Strategic Planning and Commissioning Group (SPCG) is already established in line with the Public Bodies (Joint Working) (Scotland) Act 2014. This group is in place to enable wider strategic planning at a local level specifically but not exclusively as part of the MIJB governance and decision making structure. This is a wider partnership arrangement including Third Sector, Private Sector, Public and Carer Representatives. The remit and membership has been revised to include the planning requirements of Dr Gray's Hospital and to ensure consistency both locally and across the North of Scotland. At the SPCG in March 2019 a full session will be dedicated to a wider strategic debate seeking to outline the vision for Dr Gray's Hospital. Key pan-Grampian clinical and management leads will be invited to participate in this strategic discussion, supporting the aim of achieving a common ambition. It is important to begin to start setting out the strategic narrative for Dr Gray's Hospital and its future in relation to unscheduled care, planned care and women and children's services. This work will continue throughout the first 6 months of this year and the outcome will be articulated within the headline ambitions of the MIJB Strategic Plan 2019 and beyond.

The Moray Alliance is the mechanism by which service redesign will be driven and overseen with a flexible approach to planning ensuring the right people are involved at the right time depending on the work stream being undertaken. The Alliance will report directly to the SPCG from a governance perspective and it is noted that the SPCG whilst already reporting to the MIJB needs to include regular reports into NHS Grampian for this to be a successful collaboration.

#### 4. Risk Mitigation

The work being undertaken to develop a strategic plan for Dr Gray's Hospital within the context of the Moray Alliance will mitigate the corporate risks related to service sustainability, implementation of strategy and recruitment and retention (currently under review).

#### 5. Responsible Senior Leadership Team Lead and contact for further information

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

<b>Responsible Senior Leadership Team Lead</b>	<b>Contact for further information</b>
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Pamela Gowans Chief Officer, Moray Integration Joint Board/NHS Grampian Executive Lead, Dr Gray's <a href="mailto:pamela.gowans@moray.gcsx.gov.uk">pamela.gowans@moray.gcsx.gov.uk</a>
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Neil Strachan Programme Manager <a href="mailto:neil.strachan@nhs.net">neil.strachan@nhs.net</a>
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