

<b>Meeting:</b>	<b>NHS Grampian Board Meeting</b>
<b>Meeting date:</b>	<b>04 August 2022</b>
<b>Item Number:</b>	<b>6</b>
<b>Title:</b>	<b>National Treatment Centre Grampian (NTC-G) – Dr Gray’s Hospital MRI</b>
<b>Responsible Executive/Non-Executive:</b>	<b>Paul Bachoo – Executive Lead (Medical Director Acute Sector)</b>
<b>Report Author:</b>	<b>Gary Mortimer – Senior Responsible Officer (for NTC-Grampian)</b>

## 1 Purpose

### **This is presented to the Board for:**

- Approval – approve the Standard Business Case (SBC) for the development of a dedicated Magnetic Resonance Imaging (MRI) service at Dr Gray’s Hospital in Elgin.
- Decision - Confirm requirement to bring an addendum to the Standard Business Case (SBC) back to a future Board meeting for final agreement on price and programme prior to proceeding to construction.

### **This report relates to a:**

- NHS-G Board Strategy or Direction

### **This aligns to the following NHS Scotland quality ambition(s):**

- Safe
- Effective
- Person Centred

## 2 Report summary

### 2.1 Situation

The National Treatment Centre – Grampian (NTC-G) is one of the original five (now one of ten) National Treatment Centres across Scotland, and is part of the 2016 National Clinical Strategy for Scotland <sup>1</sup> (the framework for the development of health services across Scotland for the next 15 years).

The establishment of a new MRI facility at Dr Gray’s Hospital, Elgin, is part of the broader Grampian (NTC-G) Project. Investment in a National Treatment Centre MRI

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<sup>1</sup> [A National Clinical Strategy for Scotland - Summary - gov.scot \(www.gov.scot\)](http://www.gov.scot/publications/national-clinical-strategy-for-scotland-2016/summary/pages/10.aspx)

facility at Dr Gray's Hospital, Elgin was identified as a key component of the preferred way forward in the Outline Business Case (OBC) for the NTC Grampian. Following agreement with the Scottish Government, the Dr Gray's Hospital NTC MRI is being delivered as a separate (stand-alone) Standard Business Case (SBC). The delegated limits for approval of capital investment in projects for NHS Grampian is £10 million and it is on that basis approval is sought.

The Standard Business Case (SBC) has been developed for the National Treatment Centre MRI facility at Dr Gray's Hospital, in response to the Scottish Government allocation of capital related to the development of National Treatment Centres in Scotland. The new MRI facility at Dr Gray's Hospital, Elgin, will facilitate transformation in planned care, which has been underpinned by a programme of redesign aimed at improving access, delivering additionality and driving efficiency in Radiology as a key clinical service.

A level of progress is still required to finalise some of the design detail. Correspondingly the attached Standard Business Case (SBC) has some aspects of the programme, cost and commercial arrangements which require final completion. A level of progress is also required in relation to the decant of the clinical service Ward 4 (mixed sex acute mental health assessment ward), which is adjacent on the Dr Gray's Hospital site, to the construction zone. This Standard Business Case (SBC) is requesting designated approval to proceed with the project, with full costs and design to be provided in an addendum paper to a future NHS Grampian Board meeting.

## **2.2 Background**

The new National Treatment Centre Grampian (NTC-G) – Dr Gray's Hospital MRI, associated service redesign, and additionality of service provision, is consistent with our strategic themes, delivering the following high level benefits:

- Improvements in patient experience and environment (person centred),
- Improved access, quality and efficiency of service delivery (effective),
- Supports the key strategic commitment as described under Pathways within "Plan for the Future" through alignment with Access,
- Has the potential to support the key strategic commitment as described under Places within "Plan for the Future" through alignment with Anchor Institution.

The Initial Agreement (IA) and Outline Business Case (OBC) for the National Treatment Centre – Grampian programme was approved in September 2018 and November 2019 respectively. The provision of a MRI facility at Dr Gray's Hospital which is part of this programme is now being progressed as a separate but related project. NHS Grampian has an aspiration to be a high achieving Anchor Institution in the north-east of Scotland and the Dr Gray's Hospital National Treatment Centre Grampian (NTC-G) MRI is supportive of this strategic position.

The term 'Anchor Institution' is used to refer to organisations that:

- Have an important presence in a place, usually through a combination of: being largescale employers, the largest purchasers of goods and services in the locality, controlling large areas of land and/or having relatively fixed assets.
- Are tied to a particular place by their mission, histories, physical assets and local relationships. This would include local authorities; NHS organisations; universities; trade unions; large local businesses; the combined activities of the community and voluntary sector and housing associations. Anchor Institutions can play an important and defining role in creating, supporting and reinforcing local economic ties, guided by community wealth principles.

The National Treatment Centre Grampian (NTC-G) Dr Gray's MRI service in Elgin will deliver high quality care in the right place, and provide safer, more effective and sustainable care. The Dr Gray's MRI service in Elgin represents an investment decision on services, staff and facilities which is supported by coherent NHS Grampian Health Board planning, which enhances those services that will benefit most from transformation, and deliver additional clinical service.

### **2.3 Assessment**

Radiology is an enabler of delivery of high standards of care to be delivered at all stages of referral, assessment, diagnosis, treatment and recovery. As a key clinical service, the new National Treatment Centre Grampian (NTC-G) MRI facility at Dr Gray's Hospital, Elgin, will facilitate transformation in planned care and a programme of redesign aimed at improving access, delivering additionality, and at driving efficiency to meet anticipated need and demand for treatment in the future.

Additional MRI facilities are required to respond to NHS Grampian's predicted additional diagnostic need. Provision of part of the MRI service at Dr Gray's Hospital, Elgin has a geographical advantage and provides care closer to the Moray and rural communities.

Additional MRI capacity for NHS Grampian is provided by mobile MRI vans where just over 6800 patients were scanned in 2021. The MRI scanner at Dr Gray's Hospital, Elgin would provide approximately 35% in-house capacity for MRI scans currently undertaken on the mobile vans. The expansion of NHS Grampian MRI provision through the establishment of the new service at Dr Gray's Hospital Elgin, will not of itself, enable a reduction in use of third party mobile MRI services, as a result of current pressures on service and recovery from the Covid pandemic. However, the 2<sup>nd</sup> NTC MRI Scanner and other strategic developments such as a MRI scanner in the Baird Family Hospital, will support a resilient and sustainable MRI service, which will allow NHS Grampian to have less reliance on 3<sup>rd</sup> party mobile MRI services going forward.

Figures pre-Covid pandemic showed that just over 2,300 patients scanned for MRI were from the Dr Gray's Hospital, Elgin catchment area. The new MRI facility should initially match demand, and a locally based MRI service will have significant value for

both the local Moray and West Grampian population. It is anticipated that patients from the geographic areas as far west /south as Inverurie will be offered the opportunity to have their MRI scan undertaken at the new National Treatment Centre Grampian (NTC-G) – Dr Gray’s Hospital MRI service.

### **2.3.1 Quality/ Patient Care**

Improving quality of patient care / staff experience, protection of Elective Services from interruption by unscheduled flow and providing capacity for future generation demand is an integral aspect of this project. The investment in Dr Gray’s Hospital, Elgin will support both an enhancement of the existing Radiology department and an opportunity for development of existing and recruitment of new team members. At a wider level, this investment also represents improvement in the places where people live and tackles the issues that matter to them, with the expansion of specialist services available locally. The new National Treatment Centre Grampian (NTC-G) – Dr Gray’s Hospital MRI will deliver a purpose-built facility, designed to optimise patient experience and clinical service represents a vibrant opportunity to support population health.

### **2.3.2 Workforce**

There is significant work underway to develop the workforce required to support the project. There are known workforce challenges across NHS Scotland at present from which this project is not unaffected. Plans are in development to support recruitment and training of the additional workforce requirement for this new facility. There are specific challenges to the medical workforce for which a regional and national response is required and our HR leads are linked to the appropriate forums to support these discussions.

Planning around workforce requirement and skill mix follows the ideologies outlined in the Society of Radiographers publication Principles of Safe Staffing for Radiography Leaders (SCoR 2019) <sup>2</sup> and recommendation by the Institute of Physics and Engineering in Medicine (IPEM) MR Safety Policy <sup>3</sup>, that a qualified MR Safety Expert such as an MRI physicist be employed for specialist input into MRI scanners that image human subjects (Royal College of Radiologists 2017).

The Project will deliver a new Building which will attract additional running costs and a new Clinical Service which will attract additional Staffing and non- pay costs. The Board is planning for and managing these. External review of workforce planning numbers is under continuing close scrutiny, drawing on expertise from other National Treatment Centres across Scotland. This scrutiny process will be finalised and workforce numbers will be provided in the SBC addendum.

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<sup>2</sup> [principles\\_of\\_safe\\_staffing\\_for\\_radiography\\_leaders.pdf\\_2\(sor.org\)](#)

<sup>3</sup> [Microsoft Word - IPEM MR-SIG WP - MRI Safety Notices Report - no compression 6.docx](#)

**Table 2.3.2: National Treatment Centre Grampian (NTC-G) – Dr Gray’s Hospital MRI Additional Workforce Requirement**

<b>DGH - MRI Suite</b>	
<b>Role</b>	<b>WTE</b>
<b>Medical</b>	
Medical - Consultant	1
<b>AFC</b>	
AFC - B9	0
AFC - B8D	0
AFC - B8C	0
AFC - B8B	0
AFC - B8A	0
AFC - B7	2.3
AFC - B6	2.5
AFC - B5	1.5
AFC - B4	0
AFC - B3	2
AFC - B2	1.5
<b>Total</b>	<b>10.8</b>

### 2.3.3 Financial

The capital investment required to deliver the Project is under review as the design for the facility develops. The current estimate is £5.5 million inclusive of VAT, and this investment level will be confirmed following the finalisation of design and commercial arrangements (A Standard Business Case (SBC) addendum document will be taken to a future NHS Grampian Board meeting). This total also includes all of the new equipment required to deliver the service. There continues to be an element of risk around these estimated costs in light of the requirement to finalise aspects of the technical design, volatility in the market around construction costs and other inflationary pressures, and confirmation of arrangements for the decant of the Ward 4 adjacent clinical service.

The recurring revenue annual running costs inclusive of the additional clinical workforce is currently estimated at £1,094,000, with staff planned to be recruited ahead of the facility opening, in order to allow for full training to be in place. The additional clinical workforce is being scrutinised in line with practice across all NHS Scotland National Treatment Centres.

The establishment of National Treatment Centres remains a priority for the Scottish Government. There is a recognition amongst the Project Team and Stakeholders that funding for the Dr Gray’s MRI element of the wider National Treatment Centre-

Grampian (NTC-G) project is limited. Discussions are ongoing with Scottish Government colleagues to secure confirmation of the additional capital and revenue funding required to progress the project.

#### **2.3.4 Risk Assessment/Management**

Risk management procedures are an integral feature of the project with a comprehensive risk register maintained monthly by all parties, and regular reporting of key risks to the Project Board.

#### **2.3.5 Equality and Diversity, including health inequalities**

The project undertook a Health Inequalities Impact Checklist as part of the wider NHSG NTC Outline Business Case (OBC) that was approved in November 2019. Work is ongoing with Patients, Public and other stakeholders and is progressing using a Communication & Engagement Framework, Action Plan and Stakeholder Analysis for the project. Key principles articulated in the “Plan for the Future” around demonstrating joined up and connected links with and around people are embedded within the Project.

#### **2.3.6 Other impacts**

Work is ongoing with adjacent clinical services to the new build. Links across Partner Agencies in developing appropriate construction and logistics plans, with planning in progress related to options around Ward 4 Dr Gray’s Hospital, Elgin, are underway.

#### **2.3.7 Communication, involvement, engagement and consultation**

As part of the wider National Treatment Centre-Grampian (NTC-G) project, the project has a very active communication work stream which has been in place since 2015 when engagement with patients and staff commenced.

In addition, the National Treatment Centre Grampian (NTC-G) – Dr Gray’s Hospital MRI project team has dedicated input from a Consultation and Engagement Advisor. This is in addition to communication being a significant feature in the work undertaken by senior project team personnel.

A suite of communication documents that have been developed, and are maintained, by the project team. These include:

- Communication Plan supported by a Communication & Engagement Framework, an Action Plan and Stakeholder Analysis.
- Newsletters.
- Ongoing active wider stakeholder engagement including patients, NHS G staff, and wider partners staff including Local Authorities and Voluntary Organisations, through meetings and workshops.

### **2.3.8 Route to the Meeting**

Project performance is reported regularly at the monthly Project Board and Asset Management Group meetings and the content of this report is consistent with the most recent Project Director Report (June 2022). The weekly Core Review Group (Chair: Paul Bachoo), is supported by the Project Team with appropriate clinical, technical and IPC support. Specific project performance for National Treatment Centre Grampian (NTC-G) – Dr Gray’s Hospital MRI is also supported and enhanced by key Dr Gray’s Hospital operational representation and leadership.

The National Treatment Centre Grampian (NTC-G) – Dr Gray’s Hospital MRI has been previously considered by the following groups as part of its development:

- The Initial Agreement (IA) for National Treatment Centre Grampian (NTC-G) (approved in September 2018) by Scottish Government Health and Social Care Department Capital Investment Group,
- Outline Business Case for National Treatment Centre Grampian (NTC-G) (approved in September 2019) by Scottish Government Health and Social Care Department Capital Investment Group.
- Option appraisal is currently progressing for the NHS Grampian National Treatment Centre within Aberdeen / Aberdeenshire and the second MRI facility to be established at Dr Gray’s Hospital in Elgin has been given approval by the Scottish Government to proceed as a separate (yet related) project, with stand-alone Standard Business Case (SBC).

### **2.4 Recommendation**

The Board is asked to:

- Approval – approve the Standard Business Case for the development of a dedicated Magnetic Resonance Imaging (MRI) service at Dr Gray’s Hospital in Elgin.
- Decision - Confirm requirement to bring an addendum to the Standard Business Case (SBC) back to a future Board meeting for final agreement on price and programme prior to proceeding to construction.

### **3 Appendix**

The following appendix is included with this report:

- Appendix 1 - Standard Business Case for National Treatment Centre -Grampian (NTC-G) –MRI DGH