



NHS Grampian Board Meeting

Dr Gray's Hospital Planning

Thursday 12th December 2024

Dr Gray's Hospital – Strategic Intent

Our Vision: that Dr Gray's Hospital is a vibrant, rural, district general hospital that delivers consistently high quality services for people and careers where staff can flourish.

People	Place	Pathways
<ul style="list-style-type: none">• Staff being enabled to fulfil their potential• Centre for excellence for remote health provision• Test bed for interdisciplinary/ multi-disciplinary models of care• Centre for excellence for teaching undergraduate students and development post-graduate trainees	<ul style="list-style-type: none">• An anchor organisation for Elgin and Moray• Expert provision for local population• Delivery of service for Grampian and North regions• Moray Portfolio as an integrated system• Utilisation of technology and innovation	<ul style="list-style-type: none">• Networked with Aberdeen and Inverness• Delivery of general unscheduled services, expert in assessment, diagnosis and stabilising and either (1) local treatment, or (2) onward transfer• Residual capacity to deliver planned care services in Dr Gray's and in network• Separate planned and unplanned care

Reassessing Our Approach

*“Despite the significant, focused and consistent effort by everyone involved, I believe our current planning and actions are not going to ultimately result in a safe, effective, high quality and sustainable model for the future of secondary care in Moray, as set out in the **2023-33 DGH Strategy; Defining the Role and Function of Dr Gray’s Hospital** developed as part of the overarching NHSG Plan for the Future.*

We are at a critical juncture and a radical re-think is required. However, I do not want this to be misinterpreted, so to be very clear, I remain absolutely and sincerely committed to DGH as a core part of NHS Grampian’s infrastructure and services. Neither do I mean all that is contained in the current DGH Strategy will not be part of the future plan for DGH but that we need to reassess our approach.”

Adam Coldwells, Chief Executive, September 2024

Reassessing Our Approach

Deliver the agreed Strategic Intent for Dr Gray's Hospital by

- Ensuring affordability and sustainability
- Enabling DGH to *focus on its strengths*
- Reflecting the reality of local demand and local geography
- Performing with clinical excellence in vital services for people of Grampian
- Acting as a crucial asset in NHSG capacity for treatment, training and networking

Integrated Service Planning Process

- **January – March 2025**
- **Inputs Required**
 - Planning
 - Administrative Support
 - Health Intelligence
 - Engagement and Communications
 - HR/Workforce Planning
 - Senior Operational Leadership
 - Staff Side
 - Potential Need for Additional Support
- **Need to reprioritise commitments for staff to release capacity for these inputs**
- **Not starting from scratch – building on work already done**

Vision

- Stakeholders
- Vision & values
- Capacity
- Leadership

Analysis

- Population needs assessment
- Current situation & future forecasting
- Risks & challenges

Plan

- Gap analysis & options
- Priorities for 1, 3 & 5 years
- Resource alignment (finance, workforce, infrastructure, digital)
- Interface /interdependencies

Implement, Monitor & Review

- Impacts & strategic outcomes
- Performance monitoring
- Ongoing partnership
- Changed assumptions

Plan will include:

- Confirmed vision and values
- Clarity on required capacity
- Updated risk assessments
- Service options for local, integrated and networked service models with affordability
- Priorities and milestone indicators
- Linked benefits of service model options
- Options for review by the Board
- Resource required for change process

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The Board is asked to:

Discuss – review and discuss a revised approach to achieving the Strategic Intent for Dr Gray’s Hospital

Endorsement – endorse progressing the exploration of a revised approach, through integrated service planning and engagement as set out in this paper.

Approve - the resources required to undertake appropriate planning and engagement work

Future reporting – to request that a Draft Plan is brought back to the Board in Q4 2024/25 for discussion and review.