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**REPORT TO: MORAY INTEGRATION JOINT BOARD ON 28 SEPTEMBER 2023**

**SUBJECT: MRI SCANNER AND LIGATURE REDUCTION INTEGRATED PROGRAMME - DR GRAYS HOSPITAL**

**BY: DR GRAY'S HOSPITAL GENERAL MANAGER AND INTEGRATED PROGRAMME SENIOR RESPONSIBLE OFFICER**

**1. REASON FOR REPORT**

1.1. To inform the Moray Integration Joint Board of the programme status and associated requirements of the MRI Scanner and Ligature Reduction Integrated Programme.

**2. RECOMMENDATION**

**2.1. It is recommended that the Moray Integration Joint Board (MIJB) consider and note this report.**

**3. BACKGROUND**

3.1 Board members last received an update on the programme status and associated requirements of the MRI Scanner and Ligature Reduction Integrated Programme, at the meeting of 25 May 2023 (para 9 of the minute refers).

3.2 NHS Grampian (NHSG) Board approved the Standard Business Case (SBC) for the development of a dedicated Magnetic Resonance Imaging (MRI) service at Dr Gray's Hospital (DGH) in Elgin at its August 2022 meeting as part of its National Treatment Centre programme.

3.3 They confirmed a requirement to bring an addendum to the SBC back to a future NHSG Board meeting for final agreement on price and programme prior to proceeding to construction.

3.4 Prior to MRI plans mental health services have been seeking a relocation/decant solution for many years since the Health and Safety Executive (HSE) notice of contravention to Royal Cornhill Hospital (RCH) in June 2017. Various options have been considered over many years, none without challenge and most ruled out due to not being considered a realistic or safe possibility.

3.5 Work undertaken to date by the MRI Construction and Ligature Reduction Integrated Programme Board was discussed at the May 2023 meeting of the MIJB and this paper reports on progress since that meeting.

- 3.6 At the time of the update in May, a number of key decision points were anticipated. These included;
- Confirmation of decant options for the Specialist Dementia Unit (Muirton Ward, Seafield Hospital, Buckie),
  - Confirmation of the requirements for decanting Pluscarden Clinic, Dr Gray's Hospital, building based services and,
  - Recognition and documentation of any associated risks.
- 3.7 Actions to inform these decisions have been progressed since the last update and are described below.
- 3.8 Appraisal of options to decant Muirton Ward was completed and the preferred option approved by the Integrated Programme Board. The preferred option was for Seafield Hospital 'Annex' following some minor adaptations to be used to accommodate the Specialist Dementia Unit for the duration of the enabling works plan. This then releases the required space for Ward 4 at Dr Gray's Hospital to relocate to Seafield Hospital.
- 3.9 This option provided the least disruption to patients and their families as well as the staff group working in Muirton Ward.
- 3.10 Southfield Offices will provide alternative accommodation for Pluscarden Clinic staffing teams and will be available in Q4, 2023/24.
- 3.11 Revenue costs associated with the enabling works plan have been estimated and are being finalised for consideration and approval.
- 3.12 Risk register development commenced and being combined and aligned with global NTC risk register.

#### **4. INTEGRATED PROGRAMME STATUS AND NEXT STEPS**

- 4.1 The construction and installation of the Dr Gray's MRI scanner cannot commence until Ward 4 is vacated and the final forecast costs for the MRI facility will be confirmed once alternative accommodation arrangements for mental health services are secured.
- 4.2 A comprehensive enabling works plan has been developed to provide temporary accommodation for mental health services to allow the MRI construction and Ligature Reduction Works to commence.
- 4.3 Options for a 'Place of Safety' identified and the preferred option is awaited.
- 4.4 Engagement and information update sessions for all staff groups involved in the programme are ongoing.
- 4.5 A schedule of drop in sessions for key interest groups is being arranged during the Autumn.

- 4.6 An addendum highlighting the changes to the Standard Business Case presented to the NHS Grampian Board at its August 2022 meeting is being prepared and will be discussed at the NTC Grampian Project Board on the 21 September 2023. It will also be considered by the NHS Grampian Asset Management Group at its meeting on the 27 September 2023.
- 4.7 A meeting with the Scottish Government will take place in November 2023 to discuss funding arrangements for the programme of work.
- 4.8 Standard Business Case and Feedback from the discussions with the Scottish Government will then be presented to an informal session of the NHS Grampian Board in November with the intention thereafter to present the final business case to the NHS Grampian Board in December for approval.

## **5. KEY MATTERS RELEVANT TO RECOMMENDATION**

### **Risks**

- 5.1 Quality/Patient Care - Patient care will be improved through the refurbishment of the Ward 4 environment. The ability to utilise space at Seafield for the decant of Ward 4 means that care remains in Moray, which supports patients, families and carers of those patients. As part of the assurance process, we are keeping the Mental Welfare Commission informed of our plan.

### **Workforce**

- 5.2 All staff groups have been consulted about this process. An organisational change steering group has been set up to work with and support staff employed within the service through these temporary and significant changes to working arrangements.

### **Financial**

- 5.3 The scope, quality assurance, timeline and cost relating to the enabling works, ligature reduction works in Ward 4 and the MRI Scanner are still to be finalised and funding approved by the Scottish Government.
- 5.4 There will be revenue cost implications associated with the enabling work plan. These costs are still to be finalised before consideration by NHS Grampian and the MIJB.

### **Considerations**

- 5.5 It has been confirmed that the construction and installation of the MRI scanner cannot commence until Ward 4 is vacated.
- 5.6 Updated forecast costs for the MRI facility, associated enabling works, and Ligature Reduction Plan will be confirmed by the end of September.
- 5.7 A number of co-dependencies exist and careful coordination of these is required.
- 5.8 A timeline 'critical path' has been drafted to describe the programme of works and this will be managed via the integrated programme governance arrangements.

- 5.9 We will carry out an Equalities Impact Assessment on the plans for relocating services to accommodate the Ward 4 anti-ligature work and MRI installation so that we can provide further support to any groups that could be adversely affected by relocations.

## **6. SUMMARY OF IMPLICATIONS**

**(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan “Partners in Care 2022 – 2032”**

As set out in the Strategic Plan ‘Our Vision’ is to come together as equal and value partners in care to achieve the best health and wellbeing possible for everyone in Moray throughout their lives.

**(b) Policy and Legal**

Ligature reduction work requires to be addressed to comply with the improvement noticed issued to NHS Grampian in relation to Adult Inpatient Admission Ward in June 2017.

**(c) Financial implications**

None arising directly from this report.

**(d) Risk Implications and Mitigation**

Set out in 4.1 – 4.3 of this report.

**(e) Staffing Implications**

Accommodation for staff unable to work due to the disruption caused by the construction and installation of the MRI scanner requires to be identified.

**(f) Property**

The construction and installation of the MRI scanner cannot commence until Ward 4 is vacated.

**(g) Equalities/Socio Economic Impact**

Not required as no change to policy.

**(h) Climate Change and Biodiversity Impacts**

Potential impact in the short term due to increase in travel for patients and their carers/families due to travelling out with the Elgin area for their in-patient care.

**(i) Directions**

None arising as a direct result of this report.

**(j) Consultations**

The Integrated Programme Board.

## **7. CONCLUSION**

- 7.1. The MRI Scanner and Ligature Reduction programme are major capital investments and provide significant improvements in the quality of care delivered for the Moray population and more regionally.**

- 7.2. A complex set of enabling works are required in order to deliver the improvement programme which will create temporary disruption to patients, families and staff.**
- 7.3. Approval of funding arrangements to progress delivery of these works remains subject to agreement with the Scottish Government.**
- 7.4. An Integrated Programme Board approach is in place to manage the planning and associated communication and engagement.**

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Background Papers: with author

Ref: