



REPORT TO: MORAY INTEGRATION JOINT BOARD ON 24 NOVEMBER 2022

SUBJECT: DR GRAY'S HOSPITAL STRATEGY

BY: CHIEF OFFICER

1. REASON FOR REPORT

- 1.1. To inform the Board of the current progress in the development of a strategy for Dr Gray's Hospital in Elgin, Moray as part of NHS Grampian's overall strategy Plan for the Future.

2. RECOMMENDATION

2.1. It is recommended that the Moray Integration Joint Board (MIJB):

- i) **consider and note the progress on the development of a strategy; and**
- ii) **provide any comment which may provide further direction.**

3. BACKGROUND

- 3.1. NHS Grampian agreed at its June 2022 meeting and as part of endorsing the Plan for the Future, to develop a strategic intent for Dr Gray's Hospital. The NHS Grampian Board received formal updates in August and October 2022 and has undertaken seminar work in September and November 2022. The timescale of the strategy is 2023-2033.
- 3.2. The November 2022 NHS Grampian Board seminar was undertaken in Elgin with members undertaking 'walk rounds' of Dr Gray's Hospital.
- 3.3. NHS Grampian Board will be asked to consider and approve a final strategic intent at its scheduled Board meeting on 02 February 2023.

4. KEY MATTERS RELEVANT TO RECOMMENDATION

- 4.1 Engagement to date (as detailed in **Appendix 1**) has occurred mainly through face-to-face discussions, on-line questionnaires promoted through social media, paper questionnaires available in Dr Gray's and communities through Moray, and with assistance from the Moray Community Wellbeing Team who

have been having discussions with and gathering views with established community groups.

- 4.2 The service user, patient and community focused questionnaire launched in September 2022. To date more than 600 responses have been received. This questionnaire closed on 13 November and the feedback received will inform the level and nature of continued face-to-face public engagement, using participant demographics to target any under-represented groups or communities.
- 4.3 Communication has also taken place with key partners such as Moray Council and Moray Strategic Planning and Commissioning Group, and internally with key groups such as Dr Gray's Senior Staff Committee, Area Clinical Forum, and Population Health Committee. From the engagement activity to date, the Planning Team has begun to pull together a number of key themes which are being further tested and "socialised" with staff, partners and the public.
- 4.4 Whilst there is an emerging direction for Dr Gray's there are a number of 'tensions' where differences of opinion about where to land on a spectrum of choice exist. A number of these are set out below.

How much to do locally?

- 4.5 This is probably the most fundamental question which the strategy seeks to answer. Whilst it is absolutely clear that Dr Gray's needs to have both medical and surgical specialties the scope and range of services provided could vary considerably.
- 4.6 There are a few hospital types (although largely very poorly and inconsistently defined in the literature) ranging from a University teaching hospital, through a District General Hospital (DGH) to a rural general hospital. The feedback from the staff engagement sessions has illustrated a range of views with some staff insisting it must be a DGH to absolutely clarify that it is not a rural general hospital and others also being insistent it is not a DGH either. The Nuffield Trust published a paper "Rethinking acute medical care in smaller hospitals"¹ which explores some practical steps for organising care in smaller centres.
- 4.7 An example of one of the issues discussed in the engagement sessions was about the provision of critical care. Dr Gray's hospital has a level 2 facility (high dependency unit) whilst some colleagues felt we should expand provision to have a level 3 facility (intensive care unit) which would, of course, require different staff models. Also, consideration of the likely demand for level 3 care and the associated maintenance of competencies against the level of activity.
- 4.8 Very specialist, complex critical and tertiary level care is provided from Aberdeen which requires patients from across the region to travel to Aberdeen. Specialist teams will also travel from the Foresterhill Campus to peripheral clinics in Moray on a regular basis. Dr Gray's Hospital provides a comprehensive range of District General Hospital level services:
 - 24/7 emergency specialties - Emergency Medicine (A&E), General and Geriatric Medicine, General Surgery, Orthopaedic Trauma, Obstetrics & Gynaecology, Paediatrics, and High Dependency level care, Radiology (MRI modality in development), Acute Psychiatry.
 - Inpatient care - Acute & General Medicine and Acute Care for the Elderly, Stroke Care, emergency and elective General Surgery, Orthopaedics,

Gynaecology & Obstetrics, Paediatrics and High Dependency level care, Acute Psychiatry, Radiology (MRI modality in development).

- Out-patient and Day Case Services - Women's Health, Paediatrics/Child Health, Surgical Ambulatory Care, General Surgery, Orthopaedics and Fracture Clinics, Minor Surgery, Pre-operative Assessments, Gastroenterology, Diabetes and Endocrinology, Cardiology, Clinical Oncology, Renal Dialysis, Dentistry, Mental Health.
- Visiting and Remote Services (from and to both Aberdeen and Raigmore Hospitals) - Ophthalmology, Urology, Orthodontics & Maxillofacial, Chronic Pain, Plastic Surgery, Ear, Nose & Throat, Dermatology, Breast Services, Cardiology, Oncology, Haematology, Neurology, Respiratory Medicine, Rheumatology, Sexual Health Services.
- Support Services include a range of Allied Health Professionals, Pharmacy and Laboratory Services providing support to all service areas.

- 4.9 A number of positive developments have taken place or are in the pipeline for Dr Gray's Hospital including a new MRI suite, a refurbished General Medical and Acute Care of the Elderly ward with two newly appointed Geriatricians commencing in August this year to complete the consultant team. New dual-site working arrangements for Emergency Medicine consultants between ARI and Dr Gray's Hospital has created a sustainable workforce model in this specialty, recruitment to all Orthopaedic and General Surgical consultant vacancies and the introduction of a Surgical Ambulatory Clinic as well as a new Radiology Consultant commencing in 2021. The Laboratory now has Smart Fridge technology and the Renal Dialysis Unit has also recently been refurbished to modern and compliant standards. Dr Gray's is also leading the way at a national level with Artificial Intelligence innovations in Radiology.

Workforce – matching expectations of role and specialty work

- 4.10 To ensure that roles in Dr Gray's are attractive and provide job satisfaction and interest can be challenging in a smaller hospital where activity is lower and complexity is often managed by specialist in larger sites, so what degree of speciality should be and can be maintained in Dr Gray's? Issues for consideration include career development, retention and professional credition/validation requirements for consultants and trainees.

Creating a successful networked model – how much with Aberdeen and how much with Inverness (NHS Highland)?

- 4.11 A central requirement for the success of Dr Gray's Hospital is for it to be part of a cohesive and highly functional network, with both Aberdeen and Inverness. The network approach will allow both patient care to be managed most appropriately and for staff to fulfil exciting and challenging job profiles. The network with Aberdeen hospitals maintains services within the NHS Grampian model, whilst relationships and networking with Inverness requires agreement and 'win win' situations to be determined with NHS Highland.

Investment in infrastructure?

- 4.12 There has been considerable feedback from across all of the stakeholder groups that the facilities and infrastructure at Dr Gray's hospital are not as required. The stakeholder groups have all suggested that the solution is a new hospital to be built and developed on a new site in Elgin. Whilst this

solution may or may not be the most appropriate outcome there is clearly a staged piece of work to determine the service provision that is required against this new strategy, an objective (facilities expert driven) assessment of current facilities and then the development of options and a plan.

- 4.13 The tension in this area relates to the likely levels of capital funding that will be available to NHS Grampian over the next decade. The requirements for Dr Gray's Hospital will need to be considered alongside all demands for the finite resource available.
- 4.14 NHS Grampian has agreed with Scottish Government colleagues (at officer level only) to develop a comprehensive capital plan during the 2023 year. The needs of Dr Gray's hospital will be included in this planning work.

Need to demonstrate immediate and tangible actions for some local issues whilst still describing a strategic future.

- 4.15 Constructive, honest engagement with staff has described and raised local issues regarding service delivery and sustainability, often with innovative suggestions about what could be changed. Whilst these may be more immediate than strategic issues, it is vitally important that we take the opportunity to build on this engagement process by address these points. To this end, the local management team will be reviewing the feedback points and developing local improvement plans.

5. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP)) and Moray Integration Joint Board Strategic Plan "Moray Partners in Care 2019 – 2029"

The development of a Dr Gray's Strategy will support achieving the outcomes in Morays Partners in care Plan.

(b) Policy and Legal

The development of a strategic plan for Dr Gray's is in line with stated intentions outlined as part of the NHS Grampian Plan for the Future. The scope of the planning takes account of key drivers including the development of maternity services, the future sustainability of services in the north of Scotland and of current demographic forecasts.

(c) Financial implications

The strategic intent will highlight any need for significant capital investment and will consider financial planning as part of implementation by NHS Grampian.

(d) Risk Implications and Mitigation

A risk assessment will be included as part of a related Delivery Plan. The risk to the MIJB will increase if Moray does not have an acute service fit for the future, to meet the needs of its population. This strategy will support the Moray Portfolio approach to system wide planning.

(e) Staffing Implications

The clarity provided by a distinct strategy for Dr Gray's will ensure staff have a certainty of future that has been described as lacking in feedback to date. This will have a positive impact on morale.

(f) Property

Any identified need for capital investment, either refurbishment of existing property or development of new property will be outlined as part of the strategic intent.

(g) Equalities/Socio Economic Impact

NHS Grampian, as a public body, has a legal duty to impact assess any potential changes in service provision against the Public Sector Equality and Fairer Scotland Duties. This is to ensure we are working towards reducing inequality gaps, are not inadvertently discriminating against anyone with a protected characteristic, or negatively impacting anyone who accesses our services.

As well as fulfilling our statutory obligations, it is our ambition to have continual and meaningful impact assessment conversations going forward. This will be best achieved through partnership working the Moray HSCP Community Wellbeing and Public Health Teams, the Moray Wellbeing Hub and TSI Moray.

(h) Climate Change and Biodiversity Impacts

As part of the work being undertaken on the facilities of Dr Gray's Hospital there will be consideration on the current carbon footprint, and as part of the NHS commitment to being carbon neutral. Modification plans will reduce the emissions.

(i) Directions

None identified.

(j) Consultations

Engagement activity is described at 4.1.

6. CONCLUSION

6.1 The development of the Dr Gray's Hospital Strategy is progressing well with significant support from both staff and the public.

6.2 The paper has identified a number of key issues which require consideration as the strategic intent is clearly developed, and described over the next two months. Support and direction from the Moray IJB is most welcome.

Author of Report: Carmen Gillies, Interim Strategy and Performance Lead

Background Papers: with author

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