

Moray Transformation Programme Board: Frequently Asked Questions

1) What is the scope of the Moray Transformation Programme Board?

The Moray Transformation Programme Board (MTPB) has been set up with representation from all stakeholders to develop two local transformation programmes in health and social care:

- I. Dr Gray's Hospital Transformation Programme (NHS Grampian)
- II. Home First (Health & Social Care Moray)

In addition, during COVID-19, the MTPB will support key decision-making required to develop and maintain service delivery.

The MTPB is not a statutory body and does not replace the current governance and accountability structures of NHS Grampian and the Moray Integration Joint Board. The MTPB meets monthly and the agenda, papers and minutes will be available on the websites of NHS Grampian and Health & Social Care Moray.

Here is a short overview of each programme.

I. Dr Gray's Hospital Transformation Programme has been set up to ensure the hospital can meet current and future challenges with the right profile and approach to service delivery.

Dr Gray's has an important future role serving the people of Moray, Grampian and North of Scotland. The programme will set out the range of sustainable services that can, and should, be delivered at Dr Gray's as a District General Hospital.

Dr Gray's will provide care locally as well as regionally and develop new relationships with NHS Highland in order to transform and continue current service delivery. It will also build on its strong links with Aberdeen Royal Infirmary, Aberdeen Maternity Hospital and Royal Aberdeen Children's Hospital. It will continue to provide a range of planned specialist care and treatment, using appropriate technology-enabled solutions which are delivered by both local and visiting teams.

II. Home First is a strategic priority for the Moray Integration Joint Board which is responsible for the planning and commissioning of health and social care services delivered through Health & Social Care Moray.

It is based on the simple ethos that a person's own bed is often the best bed and people will recover better and faster at home.

The Home First programme is committed to reducing admissions to long-term care, avoiding unnecessary hospital admission and attendance; supporting early discharge, and reducing long-term care demand.

Successful implementation requires a whole system approach between people who use services and their families and people who deliver services in hospital and the community.

2) Why do we need these transformation programmes?

There are four main reasons why we need to develop new and sustainable service models for Moray:

- recruiting and retaining staff;
- modernising our services;
- embracing technology; and
- enabling a smooth-running and responsive system of health and social care.

People's needs and expectations in terms of care and quality of life have changed, and future services must reflect that. Many more people are being cared for at home or in homely settings. Medical advances and demographic changes mean that people are living longer, and often with multiple complex health and/or social conditions, which in turn may require different types of support than was previously provided.

Modern training of professionals has evolved and many disciplines are now more specialised. Consequently, it has proven challenging to recruit to traditional service models and more 'generalist' roles that smaller hospitals have been used to. To avoid costly dependence on locum staff we need to think differently about how services are delivered in future. We need to work more seamlessly across the Primary and Secondary Care sectors to deliver the care and support people need and where they need it.

We must improve outdated models of service. Only by defining, designing and providing sustainable services can we ensure that NHS Grampian, NHS Highland and Health & Social Care Moray best serve the local population.

3) What are the timescales for these programmes?

Dr Gray's Hospital Transformation Programme was started in June 2020. The focus of Year 1 will be deciding what the sustainable new service models should look like. Implementation of the new models will start from June 2021 with continued evaluation and fine-tuning. The process will take approximately 3-5 years.

There was a rapid expansion of the Home First programme over the summer as the next phase in the health and social care response to COVID-19. A number of service improvements have been taken forward and tests of change are currently underway to test ideas and assess their impact.

4) What are the patient benefits?

The main patient benefit is the securing of a high-quality integrated health and care system that meets needs, improves outcomes and is sustainable.

- Patients, and their families/carers will have long-term clarity and reassurance about the services that will continue to be delivered locally.

- They will have access to hospital-based and Primary Care services in their own community wherever possible, minimising unnecessary travel beyond Moray.
- Care will be delivered at home, or close to home, and out of hospital where possible, with appropriate support that meets individual patients' needs.
- Technology-enabled care will reduce wait times and aim to give patients more choice with their appointments.

5) What are the staff benefits?

Long-term clarity and reassurance over the profile of sustainable local services will be helpful to staff too:

- New clinical roles which reflect modern training will make Dr Gray's Hospital and Moray a more attractive place to work.
- New multi-professional teams will be able to operate with more resilience, providing staff with a supportive working environment and higher job satisfaction.
- New ways of working will also help junior doctors to feel more supported in their training, helping to attract more trainees to the area.

6) Which services are involved in the programmes?

The transformation programmes focus on the following services:

Dr Gray's Hospital Transformation Programme

- Elective Care services (services providing planned procedures)
- Unscheduled Care services (services providing emergency, out of hours and short stay care)
- Specific areas of Acute Care (such as high dependency level care))

Home First Programme

- Services to support people to continue living safely at home
- Services to support people to avoid unnecessary hospital attendance or admission
- Services to support early discharge home from hospital after specialist care

7) Are any services in Moray being reduced as a result of the transformation programmes?

A key aim of the MTPB is to set out a sustainable range of clinical services for Moray and keep as many services as local as possible to reduce unnecessary travel for patients and their families. This may mean that some services will be delivered in collaboration with NHS Highland, for example.

Decisions about the future services in Moray will be made in consultation with staff, patients, carers and members of the public.

8) How are you engaging with patients, their family members and the public?

The success of the transformation programmes depends on the support and input of the people of Moray. There will be multiple opportunities for people who want to contribute to get involved. We will also provide information and updates about the programme which will be available in different formats, including:

- Updates and surveys on social media
- Newsletters
- Drop-in events online
- Public Empowerment Group – a group of patients and/or carers with experience of using health and social care services in Moray, and willingness to contribute constructively in the design and development of future services.

9) How are you engaging with staff?

Staff are key stakeholders in the programme and their support and buy-in will be crucial. Recognising the current pandemic pressures, we will strive to make it as easy as possible for staff to stay informed and effectively contribute. Some of the methods we intend to use include:

- Internal updates and surveys
- Digital engagement aids, such as a staff engagement app
- Virtual staff awareness sessions about the programme
- Staff Empowerment Group (Dr Gray's Hospital) with senior management to ask questions and share views on any aspect of the Transformation Programme.
- Health & Social Care Moray Workforce Forum

10) I have further questions and/or concerns. Who do I contact?

For anything relating to the Dr Gray's Hospital Transformation Programme, please contact the NHS Grampian Public Involvement Team at gram.involve@nhs.scot.

For anything relating to the Home First Transformation Programme, please contact the Health & Social Care Moray involvement officer at involvement@moray.gov.uk