



**HEALTH &
SOCIAL CARE
MORAY**

WELCOME

December 2016



The rapid approach of a new year is a great opportunity to pause and look back on 2016 and the new dawn it heralded for all of us working in health and social care.

We are now eight months on from the 'go live' date of 01 April when integrated arrangements came into effect.

Reflecting back on this period of time and the year of preparation prior to that brings home to me how much work has been put in by so many people to get us to this point with many milestones achieved.

There was never going to be a "big bang" at the start of April bringing immediate change for staff in their roles or ways of working. Much of the effort has been around setting up the new organisation and gaining clarity on how we make our strategic ambition a reality.

We are tasked with transforming the system we all know so taking our time with this at the early stages has been really important to ensure we get to the best place possible as we move into the future.

Looking ahead I understand these remain challenging and uncertain times for staff and we will continue to make every effort to try to mitigate the anxieties.

My experience so far in Moray is that we have a huge asset in all of you. Your commitment and effort on a daily basis is evident so whilst I understand there will be frustration at times for people, generally I am met with positivity and enthusiasm and I hope that together, whatever the future is, you feel supported and proud to work within the new integrated system.

Many of you will have been involved in the strategic planning process and the staff engagement sessions which have all influenced our thinking, including the decision to consider a new identity for the integrated services to demonstrate the change.

The integrated services will now be referred to as Health and Social Care Moray. A talented design team from Desktop Publishing – one of our employment training projects based at the Moray Resource Centre in Elgin – used their creative skills to produce a logo for our organisation.

It features on new lanyards which will be made available at your bases and we will develop a protocol around the wider use of the logo in your day to day work – on letters, service leaflets and email signatures – so we are consistent in how we present ourselves to others.

Pam Gowans

Health & Social Care Moray Chief Officer

MANAGEMENT STRUCTURE

Early 2017 will see full implementation of the revised management structure now that our two Heads of Operational Services have firmly settled into their new roles.

As Head of Adult Health and Social Care Services, Jane Mackie leads on Community Care Services, Community Hospital Services, District Nursing, Allied Health Professional Services, Mental Health, Learning Disabilities, Substance Misuse and Commissioned Services.

Sean Coady is Head of Primary Care with a remit for local and pan-Grampian contracts, GMED (pan-Grampian out of hours primary care services), Specialist Health Improvement Services and NHS Community Children's Services.

Jane and Sean are currently working through the process of appointment to the integrated services management posts.

Joyce Lorimer has been appointed Service Manager for Learning Disabilities and Substance Misuse Services and Alastair Walker as Service Manager for Mental Health.

Congratulations also go to Ali for making it through to the finals of the Daily Record Health Awards in the Leader of the Year category.

WORKFORCE FORUM

We are keen to have a clear way forward for the workforce and the new Moray Workforce Forum is now established with Jane Mackie and Steven Lindsey, staff side partnership rep, as chair and co-chair.

This forum will have oversight of employee relations, workforce planning and organisational development including our joint approach to health and safety.

We will work in the coming months to be clearer about how this links with the existing arrangements around partnership groups as we want everything we do to be coherent and consistent for staff so you know when you work to our joint agreements and when you need to follow your employer's existing policies and protocols.



INTEGRATION JOINT BOARD

Our work is directed by our Integration Joint Board which has itself been going through a period of considerable development and maturing with the aim of being able to support you as the workforce to be able to go about your business with confidence.

The six voting members are supported by lead officers. We have now confirmed the Senior Leadership Team as Heads of Service Jane Mackie and Sean Coady; Chief Financial Officer Margaret Wilson; Strategic Clinical Leads Dr Lewis Walker and Dr Graham Taylor; and Dr Anne Hodges as Strategic Secondary Care Lead.

We also have lead professionals in place - Chief Social Worker Susan MacLaren; interim Lead Nurse Linda Harper; and Lead Allied Health Professional Anne MacKenzie.

We will review the strategic clinical leadership annually.

DR GRAY'S HOSPITAL

Dr Gray's is being taken through a planning process supported by NHS Grampian and myself locally where we are looking to the future shape of this very important facility and how we all work together for the good of the Moray population.

We are in the process of appointing a new manager following the retirement of Sandy Dustan. This will be concluded in January 2017 and the manager will work closely with our integrated Heads of Service and the wider north-east NHS network.

Plans are in place to recruit a new Chief Nurse for Moray who will cover both Dr Gray's Hospital and the community in terms of professional leadership for Nursing. This is a significant step in supporting staff.

HERE'S TO 2017

I plan to come out again in the New Year to hold face to face sessions where you will be invited to attend and have a conversation with Heads of Service, Board members and myself.

I would encourage you to attend and to bring ideas, challenge and debate to these sessions.

The last round of face to face contacts led to positive feedback so hopefully you can find the time to come along.

The dates for your diary are:

- Buckie – 13 February
- Keith – 17 February
- Elgin – 20 February
- Forres – 22 February
- Aberlour – 2 March
- Dufftown – 3 March

Details will be confirmed at the start of January and I look forward to welcoming you along.

I also plan to start a series of service visits next year creating as much opportunity for you to influence the Board and our future as possible.

Money and workforce challenges will undoubtedly focus high on the agenda but we must work together to ensure our response and management of this is done in such a way that we retain quality and consider new ways of working.

Although I have highlighted the challenge ahead, the opportunities are equally great. Moray performs well when benchmarking nationally and we are in an excellent position - so onwards and upwards.

For now I want to thank you very much for all of your contribution and to wish you a very Merry Christmas and a Happy New Year.