

From: redacted [Section 38(1)(b)] <redacted [Section 38(1)(b)]@gov.scot>
Sent: 09 April 2025 11:32
To: redacted [Section 38(1)(b)]redacted [Section 38(1)(b)]@gov.scot>; Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>; redacted [Section 38(1)(b)]@parliament.scot
Cc: redacted [Section 38(1)(b)] <redacted [Section 38(1)(b)]@gov.scot>
Subject: RE: MINISTERIAL ENGAGEMENT - Neil Gray MSP, Cabinet Secretary for Health and Social Care - 10th April

Hi redacted [Section 38(1)(b)],

Please see attached a short brief for Ms Roddick, it has agenda and who will be attending at both NTC Highland and Raigmore A&E – a car parking space has also been allocated for Ms Roddick.

Many thanks,
redacted [Section 38(1)(b)]
redacted [Section 38(1)(b)] (he/him) | Policy Manager - Planned Care Policy & Performance | Directorate for Chief Operating Officer
5 Atlantic Quay | 150 Broomielaw | Glasgow | G2 8LU



From: redacted [Section 38(1)(b)] <redacted [Section 38(1)(b)]@gov.scot>
Sent: 09 April 2025 09:47
To: Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>; redacted [Section 38(1)(b)]@parliament.scotredacted [Section 38(1)(b)]redacted [Section 38(1)(b)]@gov.scot>
Cc:redacted [Section 38(1)(b)]redacted [Section 38(1)(b)]@gov.scot>
Subject: RE: MINISTERIAL ENGAGEMENT - Neil Gray MSP, Cabinet Secretary for Health and Social Care - 10th April

redacted [Section 38(1)(b)]thanks for flagging.
redacted [Section 38(1)(b)]and I will get the information ready for Ms Roddick now.

redacted [Section 38(1)(b)]we will be in touch shortly.

Thanks,

redacted [Section 38(1)(b)]

Team Leader – Planned Care Policy & Performance, Directorate for Chief Operating Officer, NHS Scotland | Scottish Government | 5 Atlantic Quay, 150 Broomielaw, Glasgow G2 8LU
&
PCS Union Representative

eredacted [Section 38(1)(b)]redacted [Section 38(1)(b)]redacted [Section 38(1)(b)]redacted [Section 38(1)(b)]

From:redacted [Section 38(1)(b)]redacted [Section 38(1)(b)]@gov.scot> **On Behalf Of**
Cabinet Secretary for Health & Social Care 2024
Sent: 09 April 2025 09:35
To:redacted [Section 38(1)(b)]redacted [Section 38(1)(b)]@gov.scot>; redacted [Section 38(1)(b)]
Cc: Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>
Subject: FW: MINISTERIAL ENGAGEMENT - Neil Gray MSP, Cabinet Secretary for Health and Social Care - 10th April

Good Morning redacted [Section 38(1)(b)]

Due to tight schedules for these visits it would be easier to come along to the NTC visit and Raigmore. Mr Gray will be at the National Treatment Centre from 13:00, this will be a "Walk and talk" visit which will be led by NTC clinical director, Colin Mcnair and two ops managers. The Raigmore visit will start from 14:00, Mr Gray will be greeted by redacted [Section 38(1)(b)], Head of operations and will include a meeting with the clinical team.

I have copied in the lead official who is accompanying Mr Gray on this visit so that they are aware/can help arrange Ms Roddick's attendance.

Many Thanks,
redacted [Section 38(1)(b)]

redacted [Section 38(1)(b)]
Assistant Private Secretary

Office of Cabinet Secretary for Health and Social Care, Neil Gray MSP
[The Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG](#)
E-mail: cabsechsc@gov.scot

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From:redacted [Section 38(1)(b)]redacted [Section 38(1)(b)]@parliament.scot>
Sent: 08 April 2025 18:16
To: Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>
Subject: RE: MINISTERIAL ENGAGEMENT - Neil Gray MSP, Cabinet Secretary for Health and Social Care - 10th April

Thank youredacted [Section 38(1)(b)]

Emma would be interested in attending Raigmore and/or the National Treatment Centre. Would appreciate any detail on the Spectrum visit you could share too. Let me

know what you think could work as I'll need to rearrange one or two bits in Emma's schedule.

With best wishes,

redacted [Section 38(1)(b)]

Office of Emma Roddick MSP redacted [Section 38(1)(b)] Scottish National Party (SNP)

Highlands & Islands | A' Ghàidhealtachd agus na h-Eileanan

(Insert your own email address)

M4.04, The Scottish Parliament, Edinburgh, EH99 1SP

www.emmaroddick.scot | 01463 563036

'Bheireadh sinn fàilte bhlàth do chonaltradh ann an Gàidhlig.

From: redacted [Section 38(1)(b)] <redacted [Section 38(1)(b)]@gov.scot> **On Behalf Of** CabSecHSC@gov.scot

Sent: 08 April 2025 16:34

To: redacted [Section 38(1)(b)] redacted [Section 38(1)(b)]@parliament.scot>; Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

Subject: RE: MINISTERIAL ENGAGEMENT - Neil Gray MSP, Cabinet Secretary for Health and Social Care - 10th April

CAUTION: This e-mail originated from outside of The Scottish Parliament. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Good Afternoon redacted [Section 38(1)(b)]

Is there a specific part of Mr Gray's schedule that Ms Roddick would be keen to attend and I can check in with our officials.

Many Thanks,

redacted [Section 38(1)(b)]

redacted [Section 38(1)(b)]
Assistant Private Secretary

Office of Cabinet Secretary for Health and Social Care, Neil Gray MSP

The Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG

E-mail: cabsechsc@gov.scot

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From: redacted [Section 38(1)(b)] redacted [Section 38(1)(b)]@parliament.scot>

Sent: 08 April 2025 16:25

To: Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>

Subject: RE: MINISTERIAL ENGAGEMENT - Neil Gray MSP, Cabinet Secretary for Health and Social Care - 10th April

Dearredacted [Section 38(1)(b)]

I am responding on behalf of Emma Roddick MSP.

Thank you for the Ministerial notification. Emma will also be in Inverness on Thursday and would be keen to join the Minister at an appropriate point. Is there part of your itinerary that would be helpful to have the local member join?

Kind regards

redacted [Section 38(1)(b)]

redacted [Section 38(1)(b)]

Office of Emma Roddick MSP | Scottish National Party (SNP)

Highlands & Islands | A' Ghàidhealtachd agus na h-Eileanan

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'Bheireadh sinn fàilte bhlàth do chonaltradh ann an Gàidhlig.

From: redacted [Section 38(1)(b)]@gov.scot <redacted [Section 38(1)(b)]gov.scot> **On**

Behalf Of CabSecHSC@gov.scot

Sent: 08 April 2025 16:04

To: Cabinet Secretary for Health and Social Care <CabSecHSC@gov.scot>

Cc: angus.macdonald.mp@parliament.uk; chief.executive@highland.gov.uk; Ewing F

(Fergus), MSP <Fergus.Ewing.msp@parliament.scot>; Burgess A (Ariane), MSP

<Ariane.Burgess.MSP@Parliament.scot>; Eagle T (Tim), MSP

<Tim.Eagle.MSP@Parliament.scot>; Grant R (Rhoda), MSP

<Rhoda.Grant.msp@parliament.scot>; Halcro Johnston J (Jamie), MSP

<Jamie.HalcroJohnston.msp@parliament.scot>; Mountain E (Edward), MSP

<Edward.Mountain.msp@parliament.scot>; Roddick E (Emma), MSP

<Emma.Roddick.MSP@Parliament.scot>; Ross D (Douglas), MSP

<Douglas.Ross.MSP@Parliament.scot>

Subject: MINISTERIAL ENGAGEMENT - Neil Gray MSP, Cabinet Secretary for Health and Social Care - 10th April

CAUTION: redacted [Section 38(1)(b)]

Good Afternoon,

MINISTERIAL ENGAGEMENT – Thursday 10th April

This is a courtesy email to inform you that Neil Gray MSP, Cabinet Secretary for Health and Social Care, will be undertaking a Ministerial engagement in your constituency/area on Thursday 10th April

Mr Gray will be visiting :

- The Spectrum Centre – 10:00 – 11:00
- The Highland Council HQ – 11:30 – 12:30
- National Treatment Centre – 13:00 – 13:45
- Raigmore Hospital – 14:00 – 14:45

Should you require any further information please do not hesitate to get in touch.

Kind regards,
redacted [Section 38(1)(b)]

redacted [Section 38(1)(b)]
Assistant Private Secretary

Office of Cabinet Secretary for Health and Social Care, Neil Gray MSP
[The Scottish Government, St Andrews House, Regent Road, Edinburgh, EH1 3DG](#)
E-mail: cabsechsc@gov.scot

Briefing for National Treatment Centre Highland and Raigmore A&E

What	A visit to NTC Highland 2 years on from its opening to see the facilities (tour) and meet with staff. Media will also be present. This will be followed by a visit to Raigmore A&E to meet with staff and discuss vascular services in NHS Highland.
Where	<p>National Treatment Centre Highland Campus Inverness IV2 5NA</p> <p>Raigmore Hospital – A&E Old Perth Road Inverness IV2 3UJ</p>
When	<p>10 April 2025 1300-1345 – NTC Highland 1400-1445 – Raigmore A&E</p>
Who	<p>Planned Care – NTC Highland</p> <ul style="list-style-type: none"> • Fiona Davies, Chief Executive • Katherine Sutton, Chief Officer for Acute • Elaine Henry, Operational Medical Director • redacted [Section 38(1)(b)] Head of Operations • Colin McNair, Consultant Orthopaedic Surgeon • redacted [Section 38(1)(b)] Service Manager (Trauma and Orthopaedics) • redacted [Section 38(1)(b)] Service Manager (Ophthalmology) <p>Unscheduled Care – Raigmore</p> <ul style="list-style-type: none"> • redacted [Section 38(1)(b)], Clinical Educator and Senior Charge Nurse • redacted [Section 38(1)(b)], Senior Charge Nurse • redacted [Section 38(1)(b)] Clinical Manager • redacted [Section 38(1)(b)], Consultant in Emergency Medicine • redacted [Section 38(1)(b)], Consultant in Emergency Medicine
Supporting official	Planned Care & Unscheduled Care: redacted [Section 38(1)(b)]
Specific entrance for parking arrangements	<p>4 spaces have been allocated in the NTC carpark, and these will be coned off.</p> <p>Please note there are roadworks near the NTC – please follow diversion signs.</p> <p>4 car spaces have also been reserved at Raigmore A&E.</p>

EVENT PROGRAMME

National Treatment Centre Highland 13:00 – 13:45

Cabinet Secretary will be greeted by redacted [Section 38(1)(b)], Head of Operations.

This visit will be a “walk and talk” visit which will be led by the National Treatment Centre Clinical Director, Colin McNair and two operational managers, redacted [Section 38(1)(b)],, Service Manager for Trauma and Orthopaedics and redacted [Section 38(1)(b)],, Service Manager for Ophthalmology.

A PowerPoint presentation has sent which is for pre-reading only. Please note, this will not be displayed during the visit.

Raigmore Accident and Emergency 14:00 – 14:45

Cabinet Secretary will be greeted by redacted [Section 38(1)(b)], Head of Operations.

This visit includes a meeting with the clinical team and a discussion with redacted [Section 38(1)(b)], – Vascular Surgeon.

BIOGRAPHIES

National Treatment Centre Highland - Visit

Fiona Davies	Chief Executive
	<p>Fiona Davies is the Chief Executive of NHS Highland. A Registered Mental Health Nurse and (until April 2024) Chief Officer of Argyll and Bute Health and Social Care Partnership, Fiona brings a wealth of clinical and senior management experience, and a depth of knowledge of the whole Highland area to this role.</p> <p>After training in Leeds, West Yorkshire in the early 1990s, Fiona worked in London, North Wales and Southwest England in clinical and senior management roles, including the leadership of integrated health and social care services.</p>
Katherine Sutton	Chief Officer for Acute
	<p>Katherine Sutton originally trained as a diagnostic radiographer and brings a breadth of experience from across clinical, professional and senior management roles of health systems in Australia and New Zealand as well as Ireland and a variety of locations across the UK including the Northern Isles. Originally from Caithness, Katherine is committed to supporting the delivery of local healthcare for the people of the Highlands.</p>
Colin McNair	Consultant Orthopaedic Surgeon

	<p>Colin completed his undergraduate training in Glasgow in 2000. His higher surgical training was in Aberdeen with fellowships in Oswestry and Sheffield. He has 15 years of consultant experience within NHS Scotland delivering service, training and leadership.</p> <p>He has been involved with the NTC Highland project from inception to operationalisation. He was a key collaborator in the development of referral pathways for patients into National Treatment Centres from external territorial health boards.</p> <p>Colin is a high-volume lower limb arthroplasty surgeon with a subspeciality interest in spinal surgery.</p>
<p>redacted [Section 38(1)(b)]</p>	<p>Service Manager (Trauma and Orthopaedics)</p>
	<p>With a clinical background in maxillofacial surgery, redacted [Section 38(1)(b)] transitioned into service management in 2020, applying her deep understanding of healthcare delivery to strategic roles. redacted [Section 38(1)(b)] has been a dedicated member of NHS Highland for 25 years.</p> <p>redacted [Section 38(1)(b)] has been a driving force in the transformation of Trauma and Orthopaedic services across Highland, leading efforts to expand access and modernise patient pathways. As a key figure in the planning and operationalisation of the National Treatment Centre Highland, she has championed innovative approaches to service delivery, ensuring that Orthopaedic services meet the evolving needs of patients and communities in the North of Scotland.</p>
<p>redacted [Section 38(1)(b)]</p>	<p>Service Manager (Ophthalmology)</p>
	<p>In addition to overseeing the day-to-day running of the National Treatment Centre, redacted [Section 38(1)(b)] plays a crucial role in managing the Centre's Ophthalmology Department and ensuring the delivery of high-quality eye care services and supporting the development of the team.</p>
<p>redacted [Section 38(1)(b)]</p>	<p>Head of Operations, Inverness Acute Hospitals</p>
<p>No picture available</p>	<p>redacted [Section 38(1)(b)] has 40 years of working within the NHS, starting her orthopaedic nursing career in NHS Highland in 1985.</p> <p>With experience in clinical audit, she began working within the National Audit programme, including Scottish Trauma Audit and MSK/Hip Fracture Audit, working in Scottish Government for a number of years as the National Lead for Hip Fracture, before</p>

	<p>returning to NHS Highland to take up an operational management post.</p> <p>Now Head of Operations for Inverness Acute Hospital, redacted [Section 38(1)(b)] portfolio covers the delivery of both scheduled and unscheduled care within Acute Surgical and Medical Directorates and the National Treatment Centre.</p>
<p>Additional attendees:</p> <p>redacted [Section 38(1)(b)] – Operational Medical Director redacted [Section 38(1)(b)] – Consultant General & Vascular Surgeon</p>	

Emergency Department - Visit

redacted [Section 38(1)(b)]	Clinical Educator and Senior Charge Nurse
<p>Has over 30 years of experience in Emergency Departments. For the past 17 years, has served as a Clinical Educator (CE), to provide ongoing education and professional development for ED staff. As a leader in CBRN (Chemical, Biological, Radiological, and Nuclear) training, she plays a pivotal role in supporting the Resuscitation Education Team, delivering Advanced Life Support courses and enhancing critical care skills. Oversees the rollout of Trauma Risk Management (TRIM) support.</p> <p>Additionally, contributes to clinical governance, advocating for high standards and continuous improvement in healthcare.</p>	
redacted [Section 38(1)(b)]	Senior Charge Nurse
<p>Has been an Emergency Nurse Practitioner for the last 8 years.</p>	
redacted [Section 38(1)(b)]	Clinical Manager
<p>redacted [Section 38(1)(b)] oversees critical areas, including the acute Emergency Department, a medical admissions unit, a combined medical and surgical ambulatory care unit, the Bed Flow teams, and the GP out-of-hours service. She also serves as faculty for the Institute for Healthcare Improvement, where she coached the pilot unit for value management methodology.</p> <p>redacted [Section 38(1)(b)] has published her work in many prominent outlets such as the Harvard Business Review, British Medical Journal, and Routledge and has been a local and international speaker at various quality improvement and patient safety forums.</p>	
redacted [Section 38(1)(b)]	Consultant in Emergency Medicine
<p>With a strong aversion to maintaining outdated practices “just because that’s how it’s done,” redacted [Section 38(1)(b)] is committed to challenging norms and refining processes to enhance patient care. His focus lies in tangible improvements, particularly in the implementation of the ED TrakCare computer system at Raigmore and advancing care for frail older adults.</p>	
redacted [Section 38(1)(b)]	Consultant in Emergency Medicine

20 years experience as an Emergency Medicine Consultant and dual accreditation in Emergency Medicine and General Practice.

She is a fellow of the Royal College of Surgeons of Edinburgh, a fellow of the Royal College of Emergency Medicine and a member of the Royal College of General Practitioners. She holds a Diploma in Child Health from the Royal College of Paediatrics and Child Health and has a Post Graduate Certificate in Emergency Medicine from Aberdeen University.

From redacted [Section 38(1)(b)] redacted [Section 38(1)(b)] redacted [Section 38(1)(b)]@gov.scot> **On Behalf Of** Cabinet Secretary for Health & Social Care 2024

Sent: 07 April 2025 11:10

To: Mountain E (Edward), MSP <Edward.Mountain.msp@parliament.scot>; Gray N (Neil), MSP <Neil.Gray.MSP@Parliament.scot>; Cabinet Secretary for Health & Social Care 2024 <CabSecHSC@gov.scot>

Cc: redacted [Section 38(1)(b)] redacted [Section 38(1)(b)]@parliament.scot>

Subject: RE: Vascular Services NHS Highland

Good Morning,

Many thanks for your email. To confirm, we have worked this into Mr Gray's programme for Thursday's visit to Raigmore.

Thanks,

redacted [Section 38(1)(b)]

Deputy Private Secretary to the Cabinet Secretary for Health and Social Care – Neil Gray MSP

The Scottish Government | St Andrew's House | Regent Road | Edinburgh | EH1 3DG | E: CabSecHSC@gov.scot | T: redacted [Section 38(1)(b)]

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From redacted [Section 38(1)(b)] redacted [Section 38(1)(b)] **On Behalf Of** Mountain E (Edward), MSP

Sent: 03 April 2025 15:53

To: Gray N (Neil), MSP ; Cabinet Secretary for Health & Social Care 2024

Cc: redacted [Section 38(1)(b)]

Subject: Vascular Services NHS Highland

Importance: High

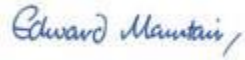
Dear Neil

Further to our previous conversations regarding the vascular service at NHS Highland, I understand after meeting with the Chair and CEO of NHS Highland, yesterday, that you are due to visit Raigmore next week.

If you have 5 minutes in your busy schedule, I think it would be of enormous benefit to both yourself and staff, if you could have a quick chat with the one remaining vascular surgeon, redacted [Section 38(1)(b)] redacted [Section 38(1)(b)] has given me permission to pass his mobile number to you and it is redacted [Section 38(1)(b)]

I will leave the above with you but please don't underestimate the impact a quick conversation with redacted [Section 38(1)(b)] would have.

With kind regards,

A handwritten signature in blue ink that reads "Edward Mountain".

Edward Mountain MSP | Highlands and Islands Region

Email: edward.mountain.msp@parliament.scot

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Regional Office: 10 Drummond Street, Inverness, IV1 1QD (Tel: 01463 230777)

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Twitter: <https://twitter.com/1edmountain>

Web: <https://www.edwardmountainmsp.scot/>