

Scottish Health Council  
44 Florence Street, Glasgow G5 0YZ  
Tel: 0141 429 7545

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M Calvin Brown  
Head of Communications  
NHS Lanarkshire  
Planning and Development Dept  
Kirklands, Fallside Road  
Bothwell G71 8BB

Date: 3<sup>rd</sup> July 2018  
Enquiries to: Louise Wheeler  
Mobile: 07974 145218  
Email: [louise.wheeler@scottishhealthcouncil.org](mailto:louise.wheeler@scottishhealthcouncil.org)

Dear Calvin

### **NHS Lanarkshire: Monklands Replacement Refurbishment Project**

We refer to the proposal by NHS Lanarkshire to rebuild and relocate the current University Hospital Monklands. This proposal, which is being driven by a clinical model, would result in the transfer of the hospital (including Lanarkshire Beatson and Maggie's Centre) from the Monklands (Airdrie/Coatbridge) area to Gartcosh.

#### ***Option appraisal***

NHS Lanarkshire initially sought views from people on four potential options through its Achieving Excellence consultation (August-October 2016) and received approval from Scottish Government of the Initial Agreement in October 2017 to seek a capital allocation for the project. It is now working towards the development of an Outline Business Case.

In June 2018, NHS Lanarkshire held two option appraisal sessions to consider the most appropriate clinical model and location. The option for a new-build hospital at a different location scored highest.

Whilst we consider that the process that you followed to appraise the options is broadly in line with national guidance, it is always important to reflect on and learn from such processes.

As you are aware, we undertook a survey questionnaire at the sessions and feedback from members of the public and voluntary/ community groups on the process of option appraisal was broadly positive (see attached). It is worth noting, however, the comments made by individual respondents, as they offer useful learning for the next steps and for the future. In particular, some people felt that insufficient information had been provided on how the Board had moved from the long list to the short list of sites. Individual comments also suggested that a small number of people did not feel that all the information was appropriately balanced. This feedback should be taken into account in preparing consultation materials.

Information relating to the option appraisal was shared with elected representatives and news outlets, on the NHS Lanarkshire website and on social media (e.g. Facebook and Twitter). Board officers also attended groups including the North Lanarkshire Public Partnership Forum and South Lanarkshire Health and Social Care Forum to provide an update on the process.

We note that a number of queries and concerns were expressed through media, including statements from elected representatives, following announcement of the outcome of the option

appraisal. Responding to these views and concerns in an open and transparent way is essential and this should be taken account of in preparing for consultation.

### ***View on status of proposal***

On the basis of the information that you have shared with us, we have considered whether this proposed change would likely meet the general threshold for 'major service change', with reference to the issues identified in the 'Guidance on Identifying Major Health Service Changes'<sup>1</sup>. This has included reviewing the proposed change alongside other changes in Scotland that have been identified as 'major' to identify any comparable changes in recent years.

It is our view that the proposal would meet the threshold for major service change on the basis that:

- A significant number of people will be affected by the proposal (255,000 people in the Monklands catchment area, rising to 655,000 people within the wider NHS Lanarkshire catchment area in respect of certain centralised services)
- Relocation of the hospital will impact on people's travel to access emergency and acute services
- There has been a high level of public and political interest in the proposal
- The proposal involves significant public investment.

### ***Next steps***

We are aware that, prior to consultation, you plan to meet with patient and public representatives who took part in the option appraisal to review the draft report, to ensure it is consistent with discussions and to update them on the subsequent financial appraisal and risk considerations. This meeting may also be used to review consultation material and ensure the case for change is clear and the clinical model understandable for wider public consultation.

The public consultation should meet the requirements set out in CEL 4 (2010) guidance. We also recommend that:

- Patient and public representatives are involved in developing the consultation materials and plan (to ensure the consultation is promoted widely across NHS Lanarkshire) and in reviewing the process.
- You respond appropriately to the points people raised on the clinical model and aspects of the option appraisal process, both during meetings and in feedback.
- The equality impact assessment should be updated to take into account potential impacts of the proposal as well as the consultation process. This will help to support understanding and inform potential actions to mitigate adverse impacts.
- You undertake a transport impact assessment to support the consultation process, taking account of patient and carer/visitor experience, and involving the Scottish Ambulance Service and other patient transport providers. We note that you have already stated that

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<sup>1</sup> Guidance of Identifying Major Health Service Changes, Scottish Health Council, 2010, [www.scottishhealthcouncil.org](http://www.scottishhealthcouncil.org)

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there is a requirement to provide comparable public transport access via bus when relocating services, in order to meet local authority planning regulations, and that NHS Lanarkshire would be obliged to prove that bus services were as good, if not better, than those which currently serve Monklands at present. This is worth highlighting during the consultation.

- Consultation materials clearly explain how the preferred option was reached and the reasons why other options (clinical model and sites) were discounted. NHS Lanarkshire should also make clear that all responses to the consultation will be considered, including views about all of the options that have been considered to date. In particular, the Board should give genuine consideration to any alternative suggestions that are put forward as a result of the consultation.
- It would be appropriate to provide information on significant changes in the current hospital configuration and the proposed facility e.g. bed numbers, single rooms.

If the proposal changes I would ask that you contact us at the earliest opportunity as it may be necessary to review this position.

Whilst the points raised represent the view of the Scottish Health Council, the decision on whether a change to services should be designated as 'major' rests with the Scottish Government.

Please contact me if you wish to clarify any of the above points.

Yours sincerely



Louise Wheeler  
Service Change Advisor

cc Colin Lauder, Director of Planning, Property and Performance; Graham Johnstone, Head of Planning

## Scottish Health Council Survey feedback (patient, public and Third Sector) – Appendix

### Session 1 – Clinical model

All fourteen patient and public representatives who attended the first option appraisal session responded to the Scottish Health Council questionnaire (they made up 28% of the total number of 50 respondents). NHS Lanarkshire advised that a total of 18 representatives (11 from North and 7 from South) had confirmed attendance. Of the 14 patient and public representatives who did attend and respond, seven were from North Lanarkshire (three from Motherwell, two from Airdrie, one from Cumbernauld and one from Northern Corridor) and six people were from South Lanarkshire. One respondent did not indicate where they live.

Question	Yes	No	Unsure	Total
Do you feel you got appropriate information in advance to help you prepare for this event?	13 93%	0	1 7%	14 100%
Do you feel NHS Lanarkshire clearly explained: -the reasons for the proposed replacement/ refurbishment of Monklands?	14/100%	0	0	14/100%
-what is meant by the clinical model?	14/100%	0	0	14/100%
-the process for appraising (testing) and scoring options	11/79%	0	3/ 21%	14/100%
-how the highest scoring option(s) will be taken forward	14/100%	0	0	14/100%
Do you feel you've had an opportunity to: - give your views on the benefits criteria and descriptors?	13/93%	0	1/ 7%	14/100%
- agree the weightings for the benefits criteria?	11/79%	2/14%	1/ 7%	14/100%
- appraise and score options?	14/100%	0	0	14/100%
- ask questions	14/100%	0	0	14/100%
Do you feel: - your views were listened to?	13/93%	0	1/ 7%	14/100%
- your questions were answered?	12/86%		2/ 14%	14/100%
Do you feel that NHS Lanarkshire has clearly described the next steps in this option appraisal process if the option for a new build on a new site is one of the higher scoring options?	11/ 92%	0	1/ 8%	12/100%
Do you feel you understand how a preferred option(s) will be identified	11 / 85%	0	2/ 15%	13/100%

### Session 1 – additional comments

- Both in small group, helped by excellent facilitators and in general group, every encouragement given both to ask questions and contribute to discussions – while every attempt made to provide answers.
- Over emphasis of the benefits of option D and the disadvantages of options A to C
- Given opportunity to speak both in group and total group
- Well prepared and presented
- Organisers very protective of possible option D sites if scored highly
- The criteria for ‘Person Centredness’ was misleading and not accurate

### Session 2

Fifteen patient and public representatives responded to the Scottish Health Council questionnaire at session 2 (they made up 32% of the total number of 47 respondents). Of the 15 patient and public representatives who responded, eight indicated they were from North Lanarkshire (three from Motherwell, two from Airdrie, one from Shotts one from Cumbernauld and one from Northern Corridor) and five people were from South Lanarkshire. Two respondents did not indicate where they live.

Question	Yes	No	Unsure	Total
Do you feel you got appropriate information in advance to help you prepare for this event?	15/100%	0	0	15/100%
Do you feel NHS Lanarkshire clearly explained:				
- the reason for combining the scores from session 1 and session 2 to reach a total non-financial benefit score?	15/100%	0	0	15/100%
- how it reached the shortlist of options (sites)?	12/ 80%	1/ 7%	2/ 13%	15/100%
- the criteria used to assess the suitability of each option (site)?	12/ 80%	1/ 7%	2/ 13%	15/100%
- the process for appraising (testing) and scoring options?	15/100%	0	0	15/100%
- how the highest scoring option(s) will be taken forward?	13/ 87%	0	2/ 13%	15/100%
Do you feel you’ve had the opportunity to:				
- agree how the scores from session 1 and session 2 are combined to show a total non-financial benefit score?	15/100%	0	0	15/100%
- give your views on the benefits criteria and descriptors?	14/ 93%	0	1/ 7%	15/100%
- agree the ranking and weightings for the benefits criteria?	13/ 93%	0	1/ 7%	14/100%
- appraise and score options (sites)?	14/ 93%	0	1/7%	15/100%
- ask questions?	13/ 93%	1/ 7%	0	14/100%
Do you feel?				
- your views were listened to?	14/ 93%	0	1/ 7%	15/100%
- your questions were answered?	14/ 93%	1/ 7%	0	15/100%
Do you feel that NHS Lanarkshire has clearly explained the next steps in this option appraisal process to you?	14/ 93%	0	1/ 7%	15/100%
Do you feel you understand how a preferred option(s) will be identified?	15/100%	0	0	15/100%

Overall, do you feel you had the opportunity to influence the options being considered for the Monklands Replacement/ Reburishment?	13 /93%	0	1/ 7%	14/100%
Were you made aware of how and when you will receive feedback from the option appraisal process?	13/ 87%	0	2 /13%	15/100%

**Session 2 – additional comments**

- process for feedback?
- Shortlist option (locations) excluded which only left 1 good site and 1 unsuitable site. Didn't feel balanced. Criterion should have included demand from outwith Lanarkshire.
- They only indicated why the 35 other sites were not progressed. It would have been good to see the last 8 sites
- Presenters shared answering according to area of interest
- Adequate staff at event and at table
- Very full explanations given. Questions were pertinent and fully answered
- Most questions answered apart from the other locations discarded prior to the appraisal session
- Great event
- Every opportunity was taken to ensure information clearly presented. Accommodation reasonably comfortable – few little glitches – technology and catering.
- It was very interesting + I was glad to be part of it
- The ranking and weightings for the benefits criteria is meaningless and unscientific as practiced here. Does the scoring require it? If all the benefits criteria are relevant, what is the point of ranking them? We were not told how the criteria were selected.