

Meeting of Lanarkshire
NHS Board
27th June 2018

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**SUBJECT: MONKLANDS REPLACEMENT REFURBISHMENT PROJECT
CONSULTATION PLAN**

1. PURPOSE

This paper is coming to the Lanarkshire NHS Board:

For approval	<input checked="" type="checkbox"/>	For endorsement	<input checked="" type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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At its meeting on 25 April 2018, the NHS Lanarkshire Board was presented with a paper on the communication and engagement activity in support of the Monklands Replacement Refurbishment Project (MRRP) option appraisal.

This paper provides an update and sets out the key issues relating to stakeholder engagement for the Monklands Replacement/Refurbishment Project (MRRP) including the proposed plan for carrying out a formal consultation exercise from Monday 9 July to Monday 8 October 2018.

2. ROUTE TO THE BOARD

The consultation plan comes direct to the Board from the Director of Communications and Director of Planning, Property and Performance.

3. SUMMARY OF KEY ISSUES

NHS Lanarkshire has been involving the public, staff and other stakeholders in MRRP from the early stages of the Initial Agreement (IA) and continuing to the current Outline Business Case process. This included public involvement in stakeholder workshops held between May and November 2016 to agree objectives and benefits to be obtained by the Project, the design statement.

The four shortlisted options contained in the IA were the subject of formal consultation with stakeholders through the Achieving Excellence consultation exercise from August to November 2016. Around 500 responses were received to the consultation. The majority of respondents supported a new build, but there was no overall clear consensus on the preferred option from the consultation exercise. Accessibility and parking were among the key issues for stakeholders.

Recent MRRP communication and engagement has focused on the option appraisal exercise held on 4 and 8 June. Three communications plans were developed covering the pre, peri and post-option appraisal process.

As part of the pre-option appraisal plan, a series of presentations took place to update staff about the MRRP and the option appraisal process. Presentations were also given to the Area Partnership Forum, South Integration Joint Board meeting, Allied Health Professional leads, North Health and Social Care management meeting.

Lunchtime information sessions were also held at each of the three acute hospitals.

Briefings were held for North Lanarkshire Council and South Lanarkshire Council elected members. MSPs and MPs were kept up to date via the regular MSP/MP meetings and an additional briefing session was held.

Two cross-check events took place which involved presentations/information sharing on the modelling works that have taken place. Pre-brief sessions were arranged for those taking part in the option appraisal. These events outlined detail of the options under consideration and the mechanics of the formal option appraisal and scoring process were explained.

Regular updates were issued to local media, and shared on social media, throughout the project, including a press release detailing the outcome of the option appraisal events.

The option appraisal process was developed to meet the requirements of the Scottish Capital Investment Manual (SCIM) and CEL 4(2010) – Informing, Engaging and Consulting People in Developing Health and Community Care Services. The Scottish Health Council (SHC) service change advisor provided ongoing input into the development of the option appraisal process which was refined to reflect her feedback.

Participants at the events comprised a representative group of stakeholders including patients, public, carers, staff, staff representatives and key members of the project team. North and South Health & Social Care partnerships submitted nominations for patient, public and carer representatives following a process agreed with the Scottish Health Council.

At the two option appraisal events, participants considered the non-financial benefits of four agreed proposals for the Monklands replacement/refurbishment project (MRRP):

- Option A - Ongoing maintenance of the current hospital
- Option B - A refurbishment of the current hospital
- Option C - A new-build hospital at the current location
- Option D - A new-build hospital at a different location

Option D was the highest scoring in the initial option appraisal event on 4 June, leading to a second event on 8 June to consider two alternative locations – Gartcosh and Glenmavis - that had been previously shortlisted from a long-list of 37 sites.

The location at Gartcosh, site of the former steelworks, emerged as the highest scoring option. Following subsequent financial analysis of all options Gartcosh has been confirmed as the clear preferred option. A full report on the option appraisal process will be published as part of the suite of consultation materials.

NHS Lanarkshire is required to follow national guidance on how health boards consult on service change. This is set out in CEL 4 (2010) Informing, Engaging and Consulting People in Developing Health and Community Care Services.

The decision on whether a service change should be regarded as major ultimately rests with the Cabinet Secretary for Health and Sport. In making such a decision, the Cabinet Secretary will take account of the Board's own assessment and advice from the Scottish Health Council.

Using the Scottish Health Council's Guidance on Identifying Major Service Changes and taking into account SHC advice, NHS Lanarkshire has assessed the change as requiring a major service change consultation. Formal confirmation of this position has been sought from the Cabinet Secretary. In the event that the change is not deemed major by the Cabinet Secretary, NHS

Lanarkshire would nonetheless undertake a robust and thorough local consultation process of equal magnitude.

For major service change, the Board's decision on the agreed option would need to be referred to the Cabinet Secretary for consideration. This would not be required in the event of a local consultation process.

For proposals that are considered major service change the CEL 4 guidance states the following requirements:

The consultation document

33. *A consultation document will need to be produced. This should:*

- *be easy to understand.*
- *be readily available and accessible.*
- *outline how the options offered for consultation were developed and agreed.*
- *offer balanced information in support of each option, including the financial implications*
- *contain sufficient information for the reader to be able to understand the reasons for the proposal(s) and come to an informed conclusion.*
- *outline the factors which will be taken into account in arriving at a decision.*
- *contain information about contacts for further information or clarification and direct consultees to public access points in libraries, etc.*
- *allow sufficient time (at least 3 months for major service changes), for those consulted to consider and respond to the proposal.*

34. *Innovative and creative methodologies and technologies should be used to enable people who might otherwise be excluded from the consultation process to be involved and provide a response.*

35. *Where a preferred option is indicated, it must also be clear that all responses to the consultation will be considered. In particular, the Board should give genuine consideration to any alternative suggestions that are put forward as a result of the consultation.*

The consultation process

36. *Potentially affected people and communities should be consulted on the option(s) for the proposed service development or change. The advice of the Scottish Health Council can be sought about the consultation methodologies to be used in the consultation process.*

37. *An inclusive process should encourage and stimulate discussion and debate. While it may not result in agreement and support for a proposal from all individuals and groups, it should demonstrate that the NHS listens, is supportive and genuinely takes account of views and suggestions. Ultimately, Boards should demonstrate that there has been a wide ranging consultation, which has taken all reasonable steps to take account of differences of view.*

For major service change consultations, the Scottish Health Council carries out quality assurance of the consultation process which will include seeking the views of stakeholders on the process itself. A report giving a view on whether NHS Lanarkshire has met the guidance and highlighting good practice and recommendations for future consultations is published by the Scottish Health Council following a major service change consultation.

NHS Lanarkshire's overarching aim for the consultation process is to provide stakeholders with the opportunity to provide meaningful and informed feedback on the options.

In carrying out the consultation process, NHS Lanarkshire will:

- Engage widely with the people in Lanarkshire to ensure stakeholders have an opportunity to understand the option appraisal process and provided informed feedback to the Board
- Carry out the consultation process in line with CEL 4
- Select methods that support effective and meaningful engagement
- Clearly articulate the benefits of the proposals to stakeholders
- Clearly set out what stakeholders have the ability to influence through their participation in the engagement process and how their feedback will be used in reaching a decision
- Involve stakeholders in the planning and delivery of the consultation process
- Use insights gained from Equality and Diversity Impact Assessment of the review process to support consultation with hard to reach groups.

NHS Lanarkshire's approach to developing the consultation plan has focused on:

- Promoting meaningful involvement by ensuring people understand what feedback is being asked for and how it can influence the final decision-making process
- Ensuring accessibility by providing information in alternative formats and a range of opportunities for feedback including innovative approaches
- Taking a partnership approach to consultation through close working with the Health and Social Care Partnerships, stakeholders, staff side and the Scottish Health Council.
- Building trust by ensuring openness and transparency and a clinically-led approach to the consultation process.

The consultation process includes a broad range of methods to ensure people have a range of opportunities to be informed and provide their feedback. The consultation process will include the following methods:

- Consultation materials
 - Consultation document - electronic version with paper copies distributed to stakeholders, health centres, hospitals and libraries
 - Easy read consultation document
 - Core presentation slides
 - Consultation video
- Invitation to respond to the consultation and consultation materials shared with stakeholder groups and partner organisations including, but not limited to:
 - Public Reference Forum
 - North Lanarkshire Public Partnership Forum
 - South Lanarkshire Health and Social Care Forum
 - Community Councils
 - Community Forums
 - Elected members – MSPs, MPs, local councillors
 - Voluntary Action North Lanarkshire
 - Voluntary Action South Lanarkshire
 - South Lanarkshire Carers Network
 - North Lanarkshire Carers Together
 - Lanarkshire Ethnic Minorities Action Group
 - Lanarkshire Disability Group
 - Scottish Health Boards
 - Integration Joint Boards
- Standard consultation questions
 - Within the consultation document
 - Online as a SurveyMonkey questionnaire
- E-mail

- Media releases
- NHS Lanarkshire public website MRRP consultation section
- NHS Lanarkshire Electronic Display Screens
- Frequently asked questions
- Social media
 - Twitter
 - Facebook
 - YouTube
- Freepost address for consultation responses
- Dedicated email address for consultation responses
- Roadshows at the acute hospitals
- Meetings
 - Public meetings
 - Attendance at existing meetings and events – e.g. Public Partnership Forum
 - Clear offer to attend other community meetings, such as community councils, on request
 - MSP/MP briefing
 - North Lanarkshire Councillor briefing
 - South Lanarkshire Councillor briefing
- NHS Lanarkshire Weekly email staff briefing
- Staff newspaper – The Pulse
- Staff news site – The Pulse online
- Staff intranet - FirstPort

The consultation period will commence on Monday 9 July for a period of three months ending on Monday 8 October 2018. A full programme of communication activity, events and meetings taking place during the consultation process has been developed. An updated schedule of times, venues and activity will be made available to Board members at the meeting on 27 June.

A consultation report will be produced following the conclusion of the consultation period for consideration at the Lanarkshire NHS Board meeting on Wednesday 31 October 2018.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate objectives	<input checked="" type="checkbox"/>	LDP	<input checked="" type="checkbox"/>	Government policy	<input checked="" type="checkbox"/>
Government directive	<input type="checkbox"/>	Statutory requirement	<input checked="" type="checkbox"/>	AE/local policy	<input checked="" type="checkbox"/>
Urgent operational issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
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People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

A mid consultation review will be carried out with public representatives and the Scottish Health Council to make any required changes to the plan during the consultation period.

The consultation process will be quality assured by the Scottish Health Council and a report published capturing good practice and recommendations for future consultations

7. FINANCIAL IMPLICATIONS

None.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

The MRR Project Board has responsible for the ongoing evaluation and mitigation of risks to the strategic programme as a whole.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	<input checked="" type="checkbox"/>
Sustainability	<input checked="" type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

An E&D Impact Assessment has been completed:

Yes No

EDIAs have been completed for the work so far, and will be regularly reviewed and updated.

11. CONSULTATION AND ENGAGEMENT

As described within Section 4 “Summary Of Key Issues”, the consultation and engagement activity will be carried out in line with CEL 4(2010) – Informing, Engaging and Consulting People in Developing Health and Community Care Services.

12. ACTIONS FOR THE BOARD

The Lanarkshire NHS Board is asked to:

1. Note the communication and engagement process to date
2. Agree to move to formal consultation on the MRRP
3. Endorse the consultation plan
4. Approve the consultation document, which will be shared with Board members electronically prior to the start of the consultation period
5. Receive a further report on the outcome of the consultation exercise at the October Board meeting.

13. FURTHER INFORMATION

For further information about any aspect of this paper, please contact:

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