

Lanarkshire NHS Board      Kirklands Hospital  
 Fallside Road  
 Bothwell G71 8BB  
 Telephone: 01698 855500  
 www.nhslanarkshire.scot.nhs.uk



Minute of Meeting of the Lanarkshire NHS Board  
 held on Tuesday 30<sup>th</sup> July 2019 at 1.30pm in the  
 Board Room, NHS Lanarkshire

**CHAIR:**                    Mrs N Mahal, Non Executive Director

**PRESENT:**                Mrs L Ace, Director of Finance  
 Mrs I Barkby, Director for Nurses, Midwives and Allied Health Professionals  
 Dr J Burns, Medical Director  
 Mr P Campbell, Non Executive Director  
 Mr C Campbell, Chief Executive  
 Mr M Fuller, Non Executive Director  
 Councillor P Kelly, Non Executive Director  
 Mrs M Lees, Chair, Area Clinical Forum  
 Councillor J McGuigan, Non Executive Director  
 Dr A Osborne, Non Executive Director  
 Mrs L Macer, Employee Director  
 Mr B Moore, Non Executive Director  
 Miss M Morris, Non Executive Director  
 Dr L Thomson, Non Executive Director

**IN ATTENDANCE:**      Mr P Cannon, Board Secretary  
 Ms L M Elliot, MRP Business Manager  
 Ms K Goudie, Chief Nurse, University Hospital Monklands  
 Ms H Knox, Director of Acute Services / Deputy Chief Executive  
 Mr C Lauder, Director of Planning, Property & Performance  
 Dr R Mackenzie, Chief of Medical Services, University Hospital Monklands  
 Mr R McGuffie, Chief Accountable Officer, North Lanarkshire Health and  
 Social Care Partnership  
 Mrs A McManus, Communications Manager  
 Mrs M Meek, Acting Site Director, Monklands Hospital  
 Mr B Smyth, Communications and Engagement Officer  
 Mrs V de Souza, Director, South Lanarkshire Health and Social Care  
 Partnership  
 Mr J White, Director of Human Resources

**APOLOGIES:**            Mr C Brown, Director of Communications  
 Mr G Docherty, Director of Public Health & Health Policy  
 Mr D Wilson, Director of Information and Digital Technology

2019/07/106      **WELCOME**

Mrs. Mahal welcomed colleagues to the meeting, in particular to those Members of the Monklands Project Team, and Communications colleagues.

2019/07/107      **DECLARATION OF INTERESTS**

There were no declarations of interests made.

2019/07/108

**MONKLANDS REPLACEMENT / REFURBISHMENT PROJECT  
(MRRP) INDEPENDENT REVIEW PANEL REPORT & ACTION  
PLAN**

The NHS Board received and discussed a report which set out the response to the recommendations made in the Independent Review Report, and the letter from the Cabinet Secretary dated 27 June 2019.

Mrs Mahal reminded Board Members that a draft response had been discussed by the Board at a Seminar held on 8 July 2019, which had subsequently been submitted as the Board's response to the Report and the Cabinet Secretary's 27 June 2019 letter, to the Cabinet Secretary, on 12 July 2019.

Mr Lauder took colleagues through a powerpoint presentation which summarised the key points within each of the appendices, which addressed in detail each of the three recommendations.

In addition, Mr Lauder also referred to the letter received on 29 July 2019 from the Cabinet Secretary, a copy of which was tabled.

Mr Lauder also provided Board Members with a reminder of the main features of the Fairer Scotland Duty Report, and the recommendations made by the Scottish Health Council in their report in May 2019.

Appendix 1 set out the project governance actions being taken forward against Recommendation 1. Mrs Mahal reported that the membership of the Oversight Governance Board was still being finalised, and that a report will be brought back to the August 2019 Board meeting on the agreed membership.

The letter from the Cabinet Secretary welcomed the establishment of the Oversight Board, and a copy of the Terms of Reference will be provided to her once these had been agreed by the NHS Board.

In relation to Appendix 2, which was in response to Recommendation 2, it was noted that the Cabinet Secretary had indicated that it would no longer be appropriate to invite the Chief Planner in Scottish Government to work with North Lanarkshire Council and others to identify and assess potential sites beyond Gartcosh and Glenmavis, as there was thought to be a potential conflict of interests. The letter from the Cabinet Secretary stated that in order to avoid any ambiguity, NHS Lanarkshire should take the lead in the process of site selection, while acknowledging the need to work closely with North Lanarkshire Council. The recommendation in the paper to the Board therefore required to be updated accordingly.

Mrs Mahal drew Board Members attention to the site selection criteria set out in the Appendix, as part of the three stage approach.

Appendix 3 set out the key steps to be taken on addressing the vision for the current University Hospital Monklands site, and the indicative timescale. It was noted that the Independent Review Panel had advocated that a Place-based Approach should be adopted, and it was agreed that a

paper would be presented to the NHS Board in due course setting out the governance and oversight arrangements.

In relation to the appointment of independent engagement advisor(s), Mr Lauder stated a procurement exercise will be carried out to seek expert input from external / third party supplier(s), including the providers identified by the Independent Review Panel as being leaders nationally in supporting public engagement processes. An update would be provided to the NHS Board at the conclusion of the procurement exercise.

In relation to the timetable set out, and the key milestones, which will potentially culminate in a recommendation to the NHS Board on site selection for the Outline Business Case in October / November 2019, it was noted that the indicative timetable went beyond the 3 month period that the Independent Review Panel had stated that they assessed as being sufficient to conduct the site selection / engagement process. It was however also acknowledged that the timetable for this process would only be established once the independent engagement advisor(s) had been appointed, and had an opportunity to arrive at an objective assessment of the process required and the associated timetable. Therefore, the Board noted that the timetable was indicative.

Mr Calum Campbell stated that the tender for the procurement of independent engagement advisor(s) will include reference to the Independent Review Panel Report, CEL 4, and the reports from the Scottish Health Council, and through the tender, will invite providers to design an engagement process that addressed each of the issues raised and recommendations made.

Dr Osborne asked how the Scottish Health Council would be involved in the engagement / assurance process, as set out in the Cabinet Secretary's letter. Mr Calum Campbell confirmed that this was being taken forward by Mr Lauder in dialogue with the Director of the Scottish Health Council and would be reported back to the Board.

Board Members emphasised the need to complete the engagement process as quickly as possible, given the significant patient safety risks that were being managed at the University Hospital Monklands site on a daily basis, so that the Outline Business Case can be completed and submitted to the Scottish Government for approval as soon as possible.

Mr Calum Campbell acknowledged these concerns, and reminded Board Members that there were also significant financial implications as a result of the delay. This was set out in the last update to the Planning, Performance and Resources Committee in April 2019 when it was confirmed that the Outline Business Case could not be completed in 2019/20, and the delay meant that future inflation would add between £1.5m and £3m per month to the overall Project cost.

In relation to the ongoing infrastructure risks at the Hospital, it was agreed to reflect on how the management of these risks could be reviewed, focussing on their impact on patient care, and the Business Continuity Plan, at regular intervals.

In relation to the site selection process, Councillor McGuigan acknowledged the role of North Lanarkshire Council Planning Department officials as part of their statutory planning duties, but he highlighted that the Board should bear in mind that the Hospital also provides patient services to residents across the whole of the NHS Board, including residents of South Lanarkshire Council, and beyond.

Mrs Macer highlighted that it will be important to be clear that the Board was embarking on a process of engagement, and not further consultation.

Board Members acknowledged that this was a further step in engagement with the communities of NHS Lanarkshire to demonstrate transparency, and ensure that views continue to be heard to help shape and influence the decision on site selection.

It was also acknowledged that if any further sites are identified as part of the site selection process, then the timescale for completion of this action plan will be prolonged.

It was noted that aspects of the letter from the Cabinet Secretary required to be taken into account when finalising the Board's approach, and further amendments were suggested by Board Members to strengthen the actions proposed (shown in underlined text).

**THE BOARD:**

1. Noted the report from the Independent Review Team;
2. Noted the letter of 27 June 2019 from the Cabinet Secretary to the NHS Board Chair; and
3. Approved all of the actions detailed in Appendices 1 – 3, and specifically (as amended)
  1. Approved the establishment of a Monklands Replacement Oversight Board (MROB) as part of its governance structure;
  2. Agreed to remit to the Board Chair & Chief Executive to progress the appointment of a suitably qualified independent member of MROB;
  3. Approved the appointment of Dr Lesley Thomson QC, Non-Executive Director of Lanarkshire NHS Board as Chair of MROB;
  4. Approved the appointment of Mrs Lillian Macer, Employee Director of Lanarkshire NHS Board, as a Member of the MROB; and noted that the Board Chair will bring nominations for other Non-Executive Directors to the August Board for approval;
  5. Approved the 3 stage process, and the site selection criteria, in response to recommendation 2, as set out in Appendix 2;

6. Noted the future advisory role of the Medical Director, Golden Jubilee National Hospital;
7. Noted that Dr Burns and Dr Mackenzie will contact Dr Higgins to discuss his role;
8. Noted that ~~the role of the~~ Chief Planner will not be involved in the site selection process in order to address the concerns raised by the Cabinet Secretary that there may be a potential conflict of interest. The site selection process will be taken forward by NHS Lanarkshire to avoid any ambiguity or confusion, and NLC Planning Department in the identification of any additional sites;
9. Agreed that a procurement exercise will be carried out to engage the services of independent engagement advisor(s), and acknowledged that the final timeline would be determined in conjunction with the independent engagement advisor(s);
10. Agreed to take account of any recommendations or further proposals arising from Fairer Scotland Duty recommendations and bring these to the NHS Board for approval in due course;
11. Approved the establishment of a formal Partnership between the University of Strathclyde, North Lanarkshire Health & Social Care Partnership, ~~and~~ North Lanarkshire Council, and other relevant bodies or organisations, to improve health care in Lanarkshire and reduce health inequalities with the existing Monklands site being central to this strategy, and to bring back to the NHS Board a paper on the governance and oversight arrangements for that workstream (including the membership and terms of reference);
12. Noted that a draft Communication and Engagement Plan will be circulated for comment to Board Members in due course, and that the Plan will be submitted to the ~~August 2019~~ NHS Board meeting in due course for approval; and
13. Agreed to receive further reports on the progression of the Action Plan.

In addition,

**THE BOARD:**

14. Agreed to map out the key decision point milestones for the NHS Board and to incorporate those milestones in the Engagement and Communications Plan; Mr Lauder / Mr Cannon / Mr Brown
15. Noted that Mr Lauder will be engaging with the Scottish Health Council to clarify their role and input in the process going forward, and would be reported back to the Board; Mr Lauder
16. Noted the significant patient safety risks being managed at the Monklands site, and that regular updates will be provided on Mr Lauder

the management of these risks, focussing on their impact on patient care, and the Business Continuity Plan, at regular intervals.

2019/07/109 **ANY OTHER COMPETENT BUSINESS**

There were no items raised.

2019/07/110 **RISK**

It was acknowledged that the Corporate Risk Register reflected risks captured in the Monklands Project Risk Register. However, the Board also acknowledged the significant risks being managed on an ongoing basis at the Monklands site, and agreed to receive regular updates on the impact these risks were having on patient care, as well as updates on the Business Continuity Plan.

2019/07/111 **DATE OF NEXT MEETING**

Wednesday 28<sup>th</sup> August 2019 at 09.30am.

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