

Lanarkshire NHS Board
27 March 2019



BOARD EXECUTIVE TEAM REPORT

Aim

The aim of this report is to update Board Non Executive Directors on areas of activity within the Board Executive Team Director's portfolios. The template for this report has been revised following feedback from Non Executive Members, and Directors have been invited to focus on key strategic / operational issues to bring to the attention of Non Executive Directors, not otherwise covered in the Board papers. Feedback on the new revised template is welcome to develop this going forward.

1. Chief Executive

Monklands Replacement Refurbishment Project (MRRP)

The Chair, Lanarkshire NHS Board and Chief Executive of NHS Lanarkshire met with Mr Malcolm Wright, Director General Health and Social Care and Chief Executive NHS Scotland and Professor Craig White, Head of Review Support Team (Monklands Independent Review) on the 28th February 2019.

On the 6th March 2019, the Chair and Chief Executive received a letter from the Cabinet Secretary advising that following the receipt of the report from the Independent Review Team which had met for a third time that the Cabinet Secretary would receive a Final Report and Recommendations by the 31st of May 2019.

BREXIT

Lanarkshire NHS Board actions to respond to the United Kingdom's decision to leave the European Union, commonly known as Brexit are covered in the Board Agenda on 27th March 2019.

Healthcare Environment Inspectorate Report on the Queen Elizabeth University Hospital

As described on page 2 NHS Lanarkshire submitted its assessment of the position against recommendations and requirements in the Healthcare Environment Inspectorate Report on the Queen Elizabeth University Hospital to Scottish Government on the 15th March 2019.

Health and Sport Committee - Local Delivery Plans of Health Boards - Evidence Session Invitation

NHS Lanarkshire have been invited to attend an evidence session on Tuesday, 26th March 2019 with the session focus on performance against Local Delivery Plans (LDP).

Attending the session will be:

Mrs Neena Mahal, Chair, Lanarkshire NHS Board

Mr Calum Campbell, Chief Executive, NHS Lanarkshire

Mr Ross McGuffie, Interim Chief Officer, North Lanarkshire Health and Social Care

Dr Linda Findlay, Medical Director for South Lanarkshire Health and Social Care Partnership

Dr Jane Burns, Medical Director, NHS Lanarkshire

Ms Heather Knox, Deputy Chief Executive & Director of Acute Services

A verbal update will be given to the Board.

2. Executive Director of Nursing, Midwifery, & AHPs

The NMAHP 2019/20 draft Strategy Map and STEP Diagram was considered at the NMAHP Senior Leaders meeting on 8 February 2019. Comments have subsequently been sought from stakeholders and the draft will be further updated once the NHS Lanarkshire Strategic Objectives are confirmed. The final draft will be signed off at NMAHP Senior Leaders meeting on 12th April and thereafter will be cascaded across NHS Lanarkshire and shared at the NMAHP Professional Symposium in May 2019.

Since the last Board Meeting NHS Lanarkshire has recruited two Associate Nurse Directors for the South IJB, two internal candidates Lynsey Sutherland and Joanne Jenkins were successful in securing these posts. An interim appointment has also been made to the Associate Nurse Director for Mental Health post within the North IJB Tracy Coyle will cover the post until Karen McCaffery returns.

An appointment has also now been made to the Head of Public Protection post. The successful candidate, Donna Maclean joins us on 1st May 2019 which will be the first step in realigning the sub structures of Public Protection within NHS Lanarkshire under a single leadership structure.

In a letter of 8 March 2019, the Director-General Health & Social Care and Chief Executive NHS Scotland, Mr Malcom Wright, sought confirmation from all Board Chief Executives that all relevant aspects of the Requirements and Recommendations within the Healthcare Improvement Scotland (HIS) Report: Safety and Cleanliness of Hospitals: Queen Elizabeth University Hospital were implemented in Boards as standard practice, and the response from NHS Lanarkshire is appended for information.

3. Medical Director

I continue to attend meetings of Scottish Association of Medical Directors (SAMD) and represent that body on a number of committees with ongoing work since the January Board update including:

- Junior Doctor's 48 hour working week Expert Working Group; at the most recent meeting on 5 March 2019 it was agreed to undertake some pilot work in NHS Lanarkshire.
- Doctors and Dentists in Training Lead Employer Steering Group.

I attended the HSMR Task and Finish group on 21 February 2019, reviewing a suite of indicators to add to HSMR as regular quality measures for use by Healthcare Improvement Scotland.

I was an invited reviewer to shortlist poster presentation submissions for the NHS Scotland Event in May 2019.

Good progress has been made with the implementation of Hospital Electronic Prescribing & Medicines Administration (HEPMA) – the Board was pleased to be advised of a successful software upgrade and the first supported drug rounds were completed and went well which will allow further roll out at University Hospital Monklands.

The Department of Research & Development has had confirmation of a 4% increase in its level of funding from the Chief Scientist Office; this recognises both the volume and quality of work being undertaken within the Board.

The Realistic Medicine team hosted two successful public engagement events and I attended the second of these at New Coatbridge College on 12 March 2019.

I undertook a walk round at University Hospital Hairmyres on 19 February 2019.

4. Director of Planning, Performance and Property

Following the collapse of our clinical waste contractor, HES, business continuity arrangements for the collection and proper disposal of clinical waste remain in place. A new NHS Scotland contractor, Tradebee, has now been appointed but will not mobilise fully until the autumn.

The MRR Project Board met in March to consider the impact on programme and cost associated with the ongoing Independent Review, which will not now report until 31st May 2019.

I represented NHS Lanarkshire at the March meeting of the National Specialist Services Committee.

I chaired a new Working Group to review security at our sites. This Group met for the first time in February and as part of the process colleagues and I have visited the State Hospital at to find out more about their security measures.

I met with colleagues from NHS GG&C to discuss the existing Service Level Agreement between our two NHS Boards.

I met with Professor Andrea Nelson, Dean of Health & Life Sciences at Glasgow Caledonian University to discuss possible partnership opportunities as a result of the MRR Project.

I have met with North Lanarkshire Council colleagues to assist with the completion of North Lanarkshire Integration Review.

I attended the West of Scotland Health and Social Care Delivery Plan Programme Board meeting in February.

I took part in the recruitment process for the national Neurosurgery Network Manager.

Calvin Brown and I met with colleagues from the Scottish Health Council as part of ongoing programme of bilateral liaison meetings.

The Associate Director of Nursing (Acute), General Manager for Mental Health and I visited the Sir George Sharp Rehabilitation Unit in Fife to learn more about the NHS Fife service model as part of the development of a business case for a potential rehabilitation unit in Lanarkshire.

5. Director of Information and Digital Technology

Patient Safety Leadership Walkround: I participated in a patient safety leadership visit to Kello Hospital on Monday 18th February. I was impressed by the team approach to service delivery and the clear focus on Patient Safety. The team highlighted the need for WIFI and faster access to system. I was able to advise that this will be progressed as part of our planned programme of work during 2019/20.

Technology Flat - Allershaw Tower: I arranged for the MRRP team to visit the TEC flat which has been designed by NLC to demonstrate a range of technologies which can be deployed to enable citizens to live independently in their own homes. This was helpful in providing an insight to innovative opportunities for patient care.

Digital Health and Care Strategy: The NHS Lanarkshire digital health and care strategy has been developed and is circulating amongst various stakeholder groups for comment and feedback. The strategy covers the period 2019-2024 and includes a high level delivery plan.

eHealth Finance and Procurement: The final quarter of 2018/19 has seen the conclusion of the eHealth investment programme. This has included procurement of the new community IT system, WIFI expansion and a unified communications platform to replace the legacy system at university Hospital Monklands. eHealth are in the final stages of developing the CRES programme for 2019/20.

National PMS Business Case: On behalf of the national eHealth Leads I have led the development of a full business case to extend the PMS Framework Agreement within NHS Scotland. The work is nearing conclusion and will result in a 10 year contract being signed in April/May 2019.

6. Director of Human Resources

Project Search: I chaired the Lanarkshire steering group responsible for the delivery of Project Search on Tuesday 12th February, Boardroom, New College Lanarkshire. Items discussed included the review of the license agreement, site updates, recruitment plans for the 2019/20 programme and the graduation event for 2018/19.

Patient Safety Leadership Walkround: I participated in a patient safety leadership visit to Ward 2 University Hospital Monklands on Tuesday 26th February. I was impressed by the Team approach to service delivery and the clear focus on Patient Safety articulated by the Management Team and the staff we spoke with during the visit.

NHS Scotland and Prince's Trust Scotland Employability Partnership: "Get Into Healthcare": I finalised an agreement with the Prince's Trust on the 14th February to provide 24 pre-employment placements during 2019/20 as part of our commitment to the Scottish Government employability partnership

Carer Positive – Engaged. Accreditation 14th February 2019: Carer Positive is operated by Carers Scotland on behalf of the Scottish Government and aims to make life better for carers through providing expert advice, information and support. To be recognised as a Carer Positive employer we had to demonstrate as an organisation we have an awareness of carers within the workforce and we are committed to supporting carers through our workplace policies/working practices.

7. Director of Finance

The main focus of the finance and procurement department over the month has been ensuring all the transactions to support the 18/19 revenue and capital plan are delivered and processed, whilst pulling together efficiency plans and forecasts for 19/20. The Boards General Manager for procurement, Terry Dunthorne, has been very active in sourcing and negotiating waiting times capacity for 19/20 as well as steering the Medical equipment plan for 18/19 to its conclusion. He retires in May 2019 after almost 20 years with NHS Lanarkshire. Following a recruitment process his successor has been identified as Chris Sanderson, our existing head of procurement. As well as holding procurement roles in other Board's, Chris has previously worked as the wider Efficiency lead for NHS Dumfries and Galloway.

8. Director of Public Health

Public Health Reform

The Reform process continues. The Specialist Workforce Commission has engaged in a process to look at options for the deployment of the specialist workforce. A range of options have been identified and a consultation process is currently underway. The DPH was asked by the Commission to host a local staff engagement event and this took place on 7 March 2019. The outputs from the event were shared with the Commission. NHSL Board Chief Executive is representing Board Chief Executives (BCEs) on the Specialist Workforce Expert Advisory Group and is leading a response on behalf of BCEs

University of Strathclyde Collaboration

Sir Harry Burns of Strathclyde University attend the recent Population Health, Community and Primary Care Committee to provide an overview of the potential of our joint collaboration. The DPH has engaged with Clinical Directors within NHSL and is in the process of finalising a Memorandum of Understanding with the University and a Business Plan.

9. Director of Communications

Communications and Engagement Strategy

A draft NHS Lanarkshire communications strategy has been developed. As a result of discussions at and following the Planning, Performance and Resources Committee (PPRC) in February, it has been agreed that this will be developed into a communications and engagement strategy during 2019/20. This will ensure that the Board has a joint strategic direction for communications and engagement that takes into account any recommendations and implications from the Independent Review Team's report on Monklands Refurbishment Replacement Project, which is due May 2019.

A plan for the development of the expanded communications and engagement strategy will brought to a future PPRC/Board meeting and will include: mapping existing engagement activities; benchmarking local engagement processes and resources against other health boards; and listening to and working with stakeholders.

In the meantime, short and medium term objectives will be set based on the existing draft communications strategy. These will span internal communications, campaigns, website, social media, media and Freedom of Information as well as actions to improve alignment with corporate priorities and the measurement and evaluation of communications activity.

Distress Brief Intervention

NHS Lanarkshire has been providing communications support to the national Distress Brief Intervention (DBI) pilot since its inception in September 2015. As the DBI programme has expanded in line with the aims of the pilot, it has required additional communications resources to support the overall aims and objectives. It has also been agreed by the Scottish Government that the DBI programme will be extended to people who are 17 years old and under. To support these developments, NHS Lanarkshire's Communications Department has agreed a service level agreement and funding with the pilot programme board to provide full-time communications officer support to the pilot for a one-year period during 2019/20.

Mental Health Strategy

A new Lanarkshire Mental Health Strategy (2018-2028) is currently being developed. As part of this an extensive communications and engagement exercise is currently underway to ensure meaningful engagement with all key stakeholders in the design and development of the strategy: www.nhslanarkshire.scot.nhs.uk/get-involved/consult-engage/mental-health-strategy/.

10. Director of Acute Services

UNIVERSITY HOSPITAL WISHAW (UHW)

Emergency & Medical Directorate

- Dr Sinclair has been appointed as Clinical Director
- The Winter Plan initiatives for the Directorates are working well and will continue to the end of March 2019.
- 1 newly recruited Emergency Consultant commenced post increasing the substantive Consultant body.
- The Unscheduled Care improvement plan continues to be developed and will continue to be progressed by the Directorate team.
- Over the last 6 months the Gastro Consultant team have been undertaking enhanced vetting for Outpatient referrals. This data shows a positive outcome and is currently being reviewed to see how this can be built into normal practise within the service.

Surgical & Critical Care

- The new surgical ambulatory care unit continues to improve flow with all appropriate Surgical GP referrals are going directly to the unit along with any ED referrals to be seen by the Surgeons. This is preventing delays and creating space within ED. The discharge numbers continue to be high

Older People's Services

- Staff within Wards 9 and 10 have recently completed the NHS Lanarkshire EQIP course. The improvement project set up multidisciplinary carer's sessions to improve discharge planning and communication with relatives. The Ward 10 project was on noise reduction in the ward. The staff had a simple app on a mobile phone recording noise levels and when these were high action was taken to reduce this to an acceptable level for elderly patients. The plan will be that staff will continue to utilise their improvement skills with the projects they are working on but also with future projects.
- Work is commencing with Tissue Viability and Care of the Elderly wards focusing on "Improving the pressure ulcer reporting, monitoring and educational outcomes of hospital acquired pressure ulcers Grade 2 and above, including suspected deep tissue injury, upgradeable and moisture lesions" This work started on 11th March for 12 weeks. After this period the plan would be to roll it out throughout the hospital.
- Ward 10 and ward 12 are now collating data on the time of day for discharge which has resulted in them ensuring several of their discharges go before 10am each day and as many as possible pre noon.

Maternity & Neonatal

- Maureen McSherry Consultant midwife has won the Midwife of the Year for the Scottish region. She was nominated by a patient whom she supported to have a twin homebirth.
- We have been part of a national Best Start event at Murrayfield on 1st March 2019. NHSL were asked to present and lead workshops on transitional care for mums and babies as we have had transitional care within our own unit for last 5 years. This allowed other boards to see how this was implemented and sustained and supported them setting this up in their own units.
- Dr Evelyn Ferguson has been appointed as Clinical Director for Obstetrics and Gynaecology. Evelyn takes over from Dr Dina McLellan whose has been an inspirational leader during her time in this post.

UNIVERSITY HOSPITAL MONKLANDS (UHM)

- Rest facilities for Doctors and Dentists at UHM have recently been enhanced, as part of the site's ongoing commitment to taking appropriate steps towards meeting the standards set out in the BMA's Fatigue and Facilities Charter, and other appropriate guidance from the Royal Colleges. Importantly, UHM recognises the significance of rest in reducing human error, thereby improving patient and staff safety.

Rest facilities at UHM include two refurbished en-suite on-call bedrooms which allow individuals needing to rest before returning home to be able to do so and provide facilities for those doctors not on full shift patterns who may be called in during the night. In addition, the Junior Doctors' Mess has recently been refurbished and now includes a fitted kitchen area with food preparation facilities, seating areas for having lunch and for relaxing as well as IT facilities.

- Consultant appointments in Anaesthetics x 1, General Surgery x 1, Urology x 1, Acute Medicine x 1, Respiratory x 2 and COTE x 1 have been made with varying starting dates between May 2019 and February 2020.
- Dr Gordon McNeish has been appointed as the new Deputy Clinical Director in Medicine.
- Pamela McGhee, Colorectal CNS, and Laura Young, Lung Cancer CNS, both achieved their Non-Medical Prescribing qualification to support Chemotherapy prescribing within the Colorectal Oncology Clinic and Lung Oncology Clinic respectively at UHM.
- Karen Goudie and David Watson will be presenting posters at the International Forum on Quality and Safety in Healthcare 2019.

UNIVERSITY HOSPITAL HAIRMYRES (UHH)

- Hairmyres said farewell to our Director of Hospital Services, Joanne Edwards. Joanne took up a promoted post within NHS Ayrshire & Arran. Our new Director Russell Coulthard is currently working as a General Manager within NHS Greater Glasgow and Clyde based at Glasgow Royal Infirmary. Russell will take up post at the end of April and Margaret Meek is enjoying a 'development opportunity' and is seconded into the role in the interim.
- The 'Sweetie Brae Nursery in Strathaven raised and donated £3000 to UHH's Emergency Department so that we could reinvigorate our ED children's waiting area. We hosted a visit from some of the children so that they could present the cheque. This was our Chief of Medical Services first 'official' public commitment and he took this very seriously, spending time answering the children's questions.
- Our Chief of Nursing Services re-launched/refreshed her Senior Charge Nurse & AHP Forum agenda and mission, to support stronger accountability, improvement and governance across the hospital.
- Our winter discharge ward (Ward 18) worked exceptionally well over this winter, and was only one of a number of initiatives and processes that supported safe patient care within the hospital through the winter period.

- We saw a 14% rise in demand within our Emergency Department over the winter; however, despite this rise we sustained improved performance in many areas including a 5% rise in pre-noon discharges (from 12% – 17%).

11. Interim Chief Officer, North Lanarkshire Health and Social Care Partnership

IJB Update

The next meeting of the IJB includes a range of important updates, including the third of three Commissioning Plans titled 'Achieving Integration'. The plan continues developments around integrated Locality teams, prevention and anticipatory care and strengthening of the partnership structures around children's services and justice services. In summer 2019, a wide consultation will take place in North Lanarkshire to create its next three year plan, which will cover 2020-23.

Mental Health Strategy

North Lanarkshire hosts Mental Health services and in September 2018, commenced development of a new Lanarkshire Mental Health and Wellbeing Strategy. A rigorous and inclusive planning approach has been taken, led by a programme management team. A first full draft of the report will go to the North IJB in March 2019, before commencing a second round of wider engagement. The aim is to have a completed strategy endorsed by all key partners and signed off by the IJB in summer 2019.

Review of Integration

Work continues on the section 44 review of the integration scheme in North Lanarkshire, covering three broad areas of work. A number of topic workstreams have been established, bringing together Director level leads in both organisations to review what is working well, areas for improvement and any learning from other areas in Scotland. A self-assessment is being undertaken against the second Audit Scotland report on the progress of integration and the Ministerial Strategic Group national integration review. Finally, a review of the overarching health and social care partnership operational structure is being taken forward in conjunction with staff and will be reported within the review document. The review is due to report at the end of May 2019.

CAMHS Deep Dive

At the end of 2017/18, CAMHS performance was 75% of completed waits within 18wks, against the national standard of 90%. Following further deterioration in early 2018/19, a 'deep dive' review was commissioned, led by the Medical Director in the North partnership. The review was finalised in March 2019 and the final report is now at an advanced stage and will be shared with the Board in due course. The review outlines the current pressures faced by the service, the national direction set out in the Children and Young People's Mental Health Task Force and a range of recommendations to support the service towards a sustainable future.

IT Federation

At the start of 2018/19, an IT Federation project commenced, aiming to support improved information sharing and connectivity between local partners. A programme was developed, with three key deliverables for the current financial year:

- Network connectivity supporting users from NHSL, NLC and SLC to remotely access their systems from partner sites
- Synchronisation of global email lists
- Skype federation supporting video conferencing between the three organisations

Strong progress has been made across all three areas of work, with the programme scheduled for completion in April 2019.

12. Director, South Lanarkshire Health and Social Care Partnership

Strategic Commissioning Plan 2019 – 22

As highlighted in my previous reports, we are now in the final stages of creating a new Strategic Commissioning Plan 2019 – 2022. This plan will set out the key priorities in the ongoing development of health and social care services in South Lanarkshire over the next three years and beyond. Listening to the views of a range of stakeholders has been crucial to shaping this plan. The final draft has been shared with respective groups/committees throughout February and March and will go to the Integration Joint Board, for final approval, on March 25.

Staff appointment

Kathy Blessing has been appointed as the new Locality Manager for Hamilton. Kathy is a highly experienced manager who has held a number of relevant roles previously. She is currently the lead for the HSCP within the State Hospital where she is a key member of the management team. Kathy has helped to develop an integrated model of working in this setting and she will bring this valuable experience to her new role. We anticipate Kathy taking up post in Hamilton in April.

Unpaid carers' consultation

Final preparations are underway for a conference which is set to put the role of unpaid carers into sharp focus. A key aim of the event, on Friday 29 March in South Lanarkshire Council HQ, is to highlight the raft of supports and services available to support with the challenges of caring. Crucially, there will also be accessible information on important changes to national policy – and how that translates to local level. This includes details of The Carers (Scotland) Act 2016, which came into force on 1 April 2018 and provides new rights to carers in a number of areas. I will open the conference.

IJB update

Discussions at February's IJB reflected the extent of the vitally important work that's ongoing. This included, to name but a few, an update on progress from the Health and Social Care Forum. The organisation has been appointed by South Lanarkshire Health and Social Care Partnership (SLH&SCP) to support wider public involvement in planning and decision-making about local health and social care services. There was an update on the Primary Care Improvement Plan, mapping out how substantial changes to primary care services will alleviate pressure on general practice – and ensure that more people can be cared for in their own communities. Read all the papers [here](#).

HSCP in the spotlight

Several of our partnership teams are making final preparations to present their good work at the IHI/BMJ International Forum on Quality and Safety in Healthcare's biannual gathering. The Experience Day visits will accommodate between 60 and 100 delegates split across University Hospital Wishaw and University Hospital Hairmyres. As well as keynote speakers, representation from our Health and Social Care Partnership will also encompass the Primary Care Improvement Team, Mental Health and wellbeing, Telehealth and Telecare and Quality Improvement among Young People and families.

People make partnership

A raft of brilliant work underway in our communities has been the focal point of local media coverage. This includes ongoing recruitment by South Lanarkshire Health and Social Care Forum. The media have focused on the Chairperson Margaret Moncrieff's compelling personal story. The Wayfinders are busy welcoming and helping patients and visitors find their way in the five storey, state of the art Hunter Health Centre facility in East Kilbride. Their efforts personify community involvement at the frontline of health and care provision. And community-driven support characterises Neighborhood Networks which launched in East Kilbride and Lanark recently. The registered charity create the conditions for people – who live with a learning or physical disability, autism or a mental health issue – to be connected in a peer support group. This will build on work being done by local voluntary organisations.

Blog and website

You can find out more about these exemplary grassroots initiatives and all partnership developments supports by reading my [blog](#) or visiting the website www.slhscp.org.uk

Other Points of Note

Undernoted are a few of the other key meetings attended/visits undertaken in the last reporting period.

- 17.01.19 - Joint Session with CSWO and CO - Reflective Session on Audit Scot Report
- 23.01.19 - Open door session – Seminar Room, Rutherglen Primary Care Centre
- 24.01.19 - Hamilton Elected Member Session, HQ Committee Room 2
- 24.01.19 - Cambuslang / Rutherglen Elected Members Session, HQ Committee Room 2
- 24.01.19 - East Kilbride Elected Members Session, HQ Committee Room 2
- 24.01.19 - Clydesdale Elected Members Session, HQ Committee Room 2
- 05.02.19 - EU Exit Planning Workshop, Stirling Court Hotel
- 06.02.19 - HSC Board, COSLA Edinburgh
- 12.02.19 - IJB Development Session, Banqueting Hall
- 12.02.19 - South Lanarkshire Integration Joint Board, HQ Committee Room 1
- 15.02.19 - Health and Social Care Scotland Chief Officer Group Meeting, Boardroom, Commonwealth House, 32 Albion Street Glasgow G1 1LH
- 19.02.19 - Care Home Closures Learning Event, Satinwood Suite, Glasgow City Chambers
- 20.02.19 - SL Public Protection Chief Officers Group, Committee Room 2
- 04.03.19 - Extended SMT, Banqueting Hall
- 08.03.19 - Workshop with Pupils at Larkhall Academy
- 13.03.19 – Customer Service Excellence Visit & Interview with Assessor at Meldrum Gardens Care Home
- 14.03.19 – Meeting with Lord Provost and Moderator at SLC HQ, focus on Health and well Being

The Board is asked to **note** the report.

Policy/Strategy Implications	Policy/strategy implications will be addressed in the management of any actions resulting from these events, activities and issues.
Consultation	Board Executive Team
Consultation with Professional Committees	None
Risk Assessment	Risk assessment will be addressed in the management of any actions resulting from these events, activities and issues.
Compliance with Board Policy requirements on Equality and Diversity	Compliant

Resource/Staffing Implications	Resource/staffing implications will be addressed in the management of any actions resulting from these events, activities and issues.
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Approved by

Name	Designation
Calum Campbell	Chief Executive

Author(s)

Name	Designation	Name	Designation
Calum Campbell	Chief Executive	Calvin Brown	Director of Communications
Irene Barkby	Executive Director for NMAHPs	Heather Knox	Director of Acute Services
Jane Burns	Medical Director	Ross McGuffie	Interim Chief Officer, North Lanarkshire Health & Social Care Partnership
Colin Lauder	Director of Planning, Performance and Property	Val de Souza	Director, South Lanarkshire Health & Social Care Partnership
Donald Wilson	Director of Information and Digital Technology		
John White	Director of Human Resources		
Laura Ace	Director of Finance		
Gabe Docherty	Director of Public Health		