

LETTER 1
Document 2

Unique Reference Number

Address:

Date:

Dear [name]

Re: the new site for University Hospital Monklands - Criteria weighting

I am writing to you following my letter of [date] which set out the exercises we are running to help decide where the new University Hospital Monklands site will be. As explained in that letter, the Consultation Institute is an independent body appointed by NHS Lanarkshire to manage these exercises.

NHS Lanarkshire and the Consultation Institute would like to thank you again for your help in this process, at this time of national crisis in our healthcare system. This letter (and the enclosed documents) is the first part of the process, the Criterion Weighting Exercise.

NHS Lanarkshire realises the importance of concluding the Monklands Replacement Project (MRP) site selection process and has decided to continue though COVID 19 (Coronavirus) remains a worry for us all. This is supported by senior doctors' at University Hospital Monklands who strongly agree that postal weighting and scoring should go ahead as the COVID-19 crisis is likely to be with us for many months and as the need for a new hospital is urgent, it should not be delayed.

We trust you will find this exercise easy to be involved in. It is a postal exercise but there are also options for using email and telephone if you prefer.

Background

The current University Hospital Monklands is unfit for the purpose of modern healthcare and is in urgent need of replacement. NHS Lanarkshire is putting together the case for a new hospital and proposal about where the new hospital might be built. They are looking at three possible sites – which are Gartcosh, Glenmavis and Wester Moffat when listed alphabetically. Rebuilding on the existing hospital site was ruled out at an earlier stage by the Cabinet Secretary for Health & Wellbeing as it would take longer to build and would be very difficult to achieve on a constrained site.

More information about this can be found in the enclosed information and on the website under Frequently Asked Questions (FAQs).

As explained in our earlier letter of [enter date], a few months ago a group of people (that included hospital staff, residents and patients from across the area) helped agree the following criteria by which to judge which site might be best.

- **Travel times by road and public transport – Patients** (how easy it might be for patients to get to and from each site)
- **Travel times by road and public transport – Staff** (how easy it might be for staff to get to and from each site)
- **Access/Connectivity to Regional Centres** (how easy it might be to get to and from the Gartcosh, Glenmavis and Wester Moffat sites in relation to other hospitals, treatment centres or clinics)
- **Contamination** (the need to clear the Gartcosh, Glenmavis and Wester Moffat sites of anything left behind from their previous use)
- **Impact of cross-boundary flow** (how well each site might cope with the effects of people from outside the area coming to use each site, compared with now: the effects of people who use the existing site going outside the area, for example to Glasgow)

In this part of the process what we need you to do is to tell us what you think the importance is of each of the criteria (above) in comparison with one another. For example, is the ability for patients to get to and from a hospital more or less important than clearing the hospital site of all contamination? We call setting the importance of the criteria, 'weighting'. To do this we give you 100 points to apply to the five criteria. You must decide how many of the 100 you give to each criterion. You could start with 20 for each, as there are five criteria, then adjust the points for each to reflect their importance to you.

This is a common way people apply the points. Whatever way you choose to do it, the total must remain 100. Using 100 points as the total also makes this easy to understand in terms of percentage (%).

Please follow the instructions below step by step.

INSTRUCTIONS FOR COMPLETING THE CRITERION WEIGHTING EXERCISE

This exercise is for you to do on your own. You have a unique reference number (at the top of this letter), so that we know that the response you send back to us is your response only. Please consider only your own views when deciding on your answers and do not share this form with anyone else. We will only use one set of data from each unique reference number.

1. Read the background information about the criterion **Travel times by road and public transport – Patients** *[page/para references needed]*
2. Come to an initial decision about how important this criterion will be for judging each option and give it an initial score, writing this down on a separate piece of paper. The higher the score, the more important you consider this criterion to be. You may only use whole points (so '28' is fine; '28.5' is not). Also remember that you have only 100 points to use up across all five criteria.
3. Read the background information about the criterion **Travel times by road and public transport – Staff** *[page/para references needed]*
4. Come to an initial decision about how important this criterion will be for judging each option and give it an initial score, writing this down on a separate piece of paper (see instruction 2 above)

5. Read the background information about the criterion **Access/Connectivity to Regional Centres** [page/para references needed]
6. Come to an initial decision about how important this criterion will be for judging each option and give it an initial score, writing this down on a separate piece of paper. The higher the score, the more important you consider this criterion to be. You may only use whole points (so '28' is fine; '28.5' is not). Also remember that you have only 100 points to use up across all five criteria.
7. Read the background information about the criterion **Contamination** [page/para references needed]
8. Come to an initial decision about how important this criterion will be for judging each option and give it an initial score, writing this down on a separate piece of paper. The higher the score, the more important you consider this criterion to be. You may only use whole points (so '28' is fine; '28.5' is not). Also remember that you have only 100 points to use up across all five criteria.
9. Read the background information about the criterion **Impact of cross-boundary flow** [page/para references needed]
10. Come to an initial decision about how important this criterion will be for judging each option and give it an initial score, writing this down on a separate piece of paper. The higher the score, the more important you consider this criterion to be. You may only use whole points (so '28' is fine; '28.5' is not). Also remember that you have only 100 points to use up across all five criteria.
11. Think about all five criteria together and adjust, if necessary, the scores for each so that you have them scored in importance relative to each other. If you think that one criterion has the same importance as another, you can give them the same number of points (so, if you believed, for example, that all of them had the same importance, you would give them each a score of 20 points).
12. The total from all five criteria scores added together **must be 100. If the scores you return to us do not add up to 100 we will exclude your response from the final calculation.**
13. Write your final number score down for each criterion in the boxes on the enclosed form [Form 1].
14. In the box beneath the scores, please give a brief summary of how and/or why you decided on the scores you gave.
15. Return your scores to us by [date] through one of the following ways (please use only one, as we will reject any answers from duplicate reference numbers).
 - Postal: please put completed Form 1 into the pre-paid, addressed envelope and put it in a post box.
 - Email: please email the completed Forms 1, as electronic copy (if requested) or as a photos or scan, to [insert email address].
 - By smartphone: please complete the form as above. Once filled out, please take a photo or scan of the completed form (making sure the whole form, including the

unique reference number, is visible) and send this to the Consultation Institute at [\[mobile phone number\]](#).

- By telephoning the Consultation Institute on [\[telephone number\]](#) and quote your unique reference number (at the top of this letter and on the form); read out your scores for each criterion on Form 1..

All of the weightings (for each criteria) will be averaged (across all the participants) and the final weightings confirmed and issued by the Consultation Institute before the next stage commences. The Institute will make sure that there is no local bias in the exercise. First by making sure, as much as possible, that the people taking part evenly represent the postcodes of users of the current hospital. Secondly by looking at the responses we receive and adjusting (using a similar weighting technique to the one in this exercise) the 'strength of voice' from each postcode area so that it is in the same proportion as current hospital users.

Please submit your weightings by [\[date\]](#).

If you would like help with any of the above, the Consultation Institute is operating a telephone helpline on [\[telephone number\]](#), you can email [\[email address\]](#) or send a text for a call back to [\[mobile phone number\]](#). You will need to quote your unique reference number, which you can find at the top of this letter.

NHS Lanarkshire and the Consultation Institute thanks you in advance for returning your criteria weighting forms. The future location of the new University Hospital Monklands is vital to achieving the aims of NHS Lanarkshire's healthcare strategy, Achieving Excellence. The return of these forms will help the NHS Lanarkshire Board in their consideration of the next steps.

For your information

We have already agreed a breakdown of public and staff representation and within that proportions for each geographical locality or area – this is set out in detail on our website at [\[insert shortened url\]](#). The Consultation Institute will ensure that these proportions are achieved and may therefore average some scores submitted. All scores submitted will be counted and any averaging undertaken will be set out in detail in the final option appraisal report which will be published prior to the public feedback period.

The next steps include the publication of a formal report setting out the outcome of the weighting and scoring and including a sensitivity analysis, risk analysis and calculation of scores against costs. This combines the non-financial and financial benefits and will be published in early August. Members of the public will be able to comment on its contents over a two week period. The report and the public comments will then be considered by Lanarkshire's NHS Board in order that they can determine a preferred option for the location of the new University Hospital Monklands - this preferred option will then be recommended to the Cabinet Secretary for Health and Wellbeing for consideration.

To summarise, this is the expected timeline for your continued involvement and the process:

1. Date: you receive this envelope with information and the weighting exercise
2. Date: you need to have returned your answers to the weighting exercise
3. Date: you receive the second envelope with information and the scoring exercise
4. Date: you need to have returned your answers to the weighting exercise
5. Date: the overall scores for the sites will be shared with you and published

You can get support using the following contact options:

Landline number: for advice, help and information about completing and returning your forms or the process. This is a freecall number.

Email address: for advice, help and information about completing and returning your forms or the process

Landline number: for technical and factual information regarding the sites. This is a freecall number

Email address: for technical and factual information regarding the sites

Landline number: to verbally submit your responses or to request electronic copies of forms and information. This is a freecall number.

Email address: to submit your responses (whether electronic forms, scans or photographs) or to request electronic copies of forms and information

Mobile phone number: to send photographs or scans of responses

URL: frequently asked questions by participants

URL: further information

Landline number: to advise you wish to withdraw from being involved. This is a freecall number.

Email address: to advise you wish to withdraw from being involved

Please do not hesitate to contact us if you need help or support. We look forward to receiving your answers.

Yours sincerely,

The Consultation Institute