



**UNIVERSITY HOSPITAL MONKLANDS  
REPLACEMENT/REFURBISHMENT PROJECT**

**DAY 2**

**8<sup>th</sup> June 2018**



**01 - BACKGROUND**

**02 – LOCATION OPTIONS**

**03 – BENEFITS CRITERIA**

**04 – SCORING**



## PRESENTERS

- Graeme Reid – MRRP Project Director
- Graham Johnston – Head of Planning
- Colin Carrie – Architect
- Niall Thomson – Healthcare Planner



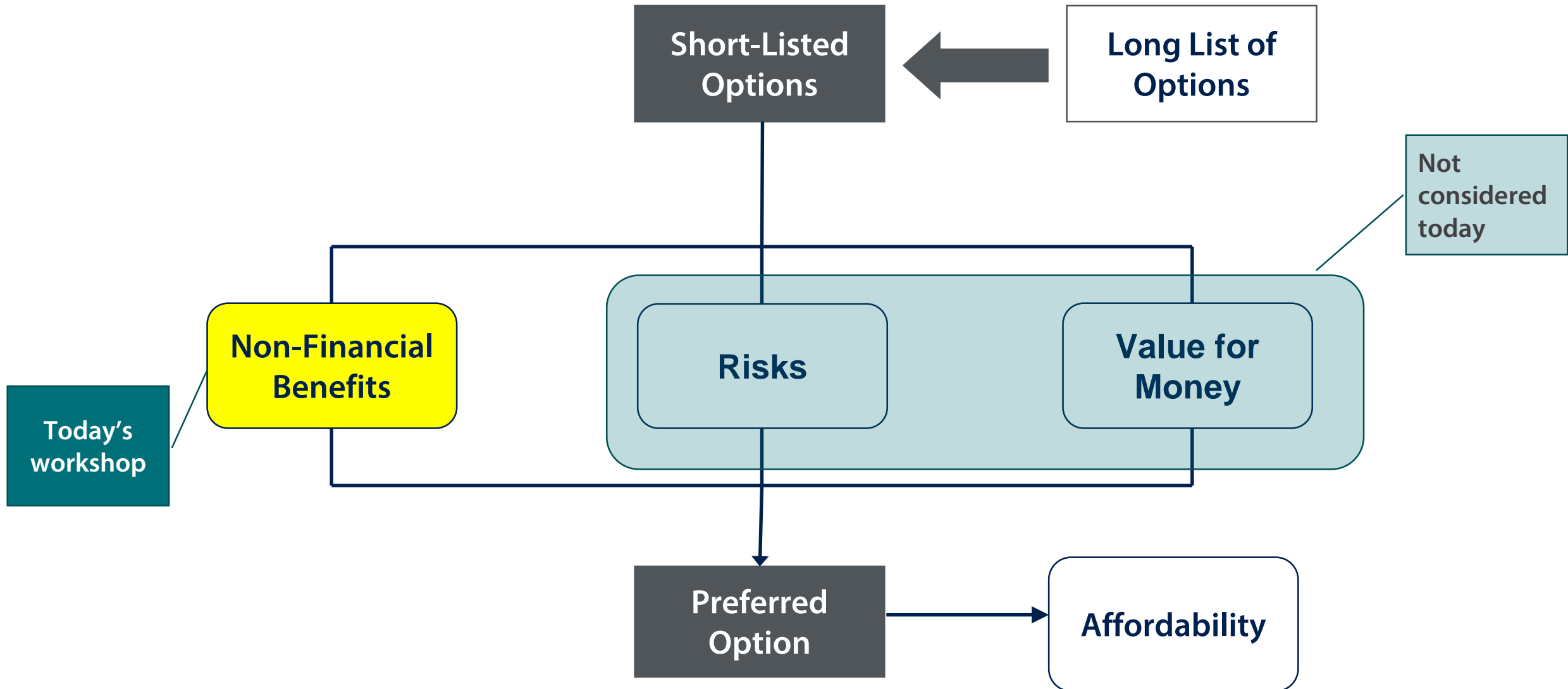
## AIM OF THE DAY

*“Identify the highest scoring location option for Replacement of Monklands hospital from a non-financial perspective”*

# ATTENDEES

- Same stakeholders as Day 1
- Scorers – representative group of approximately
  - 35 staff participants representing acute hospitals, Health & Social Care Partnership's, Control of Infection, Scottish Ambulance Service and 5 Staff representatives
  - 20 public participants representing patients, carers & patient advocates (13 North and 7 South)
- Facilitators – 1 at each table
- Observers – Scottish Health Council, NHS staff

Time	Item
<i>12.30 – 13.00</i>	<i>Lunch</i>
13.00 – 13.15	Introduction
13.15 – 14.15	Options
14.15 – 15.15	Benefit Criteria – Ranking & Weighting
15.15 – 16.00	Scoring
<i>16.00 – 16.15</i>	<i>Coffee</i>
16.15 – 16.15	Scores & Next Steps





## OUTCOME OF OPTION APPRAISAL

- A press release will be released later today identifying the highest scoring option
- A formal report will be prepared following Option Appraisal with preferred option
- Local engagement during July-Sept, giving all stakeholders the opportunity to have their say on the option appraisal process
- Recommendation to NHS Lanarkshire Board in the Autumn

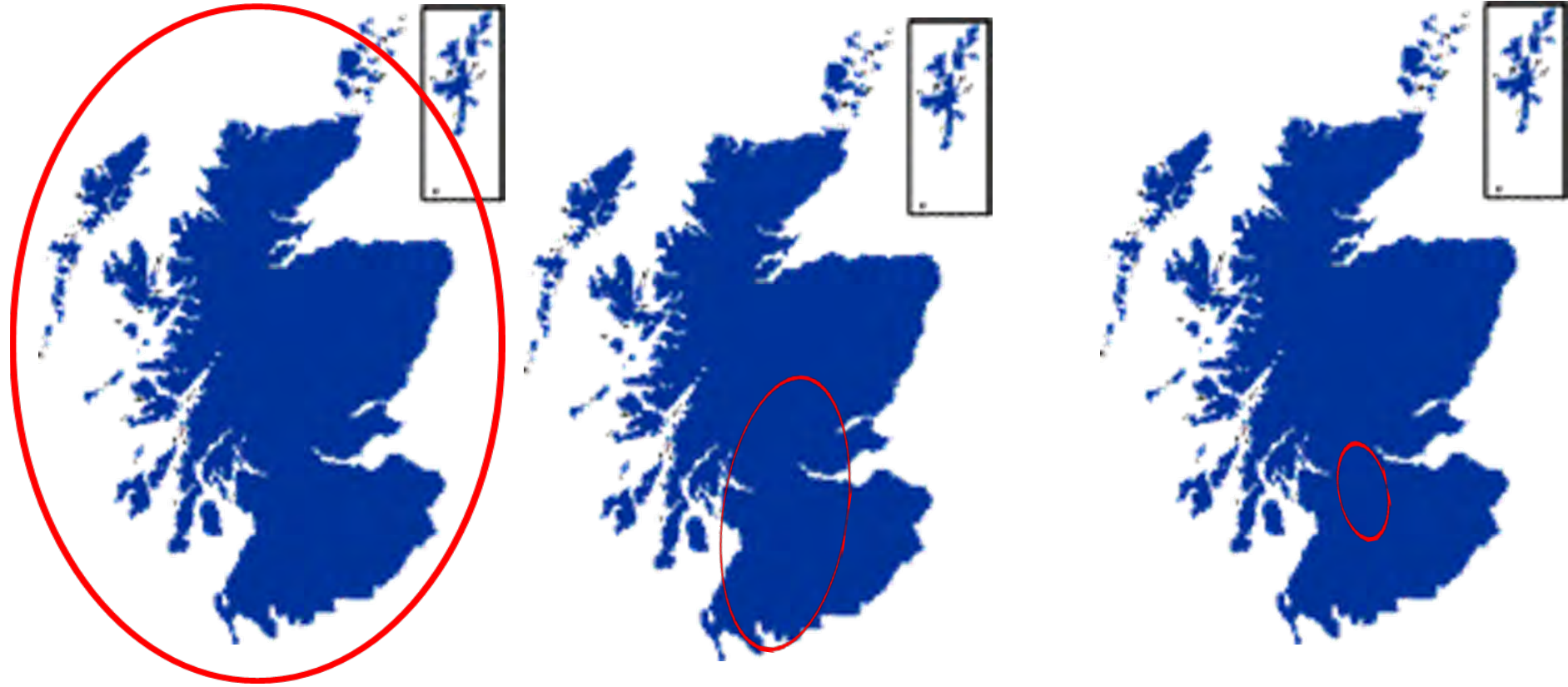


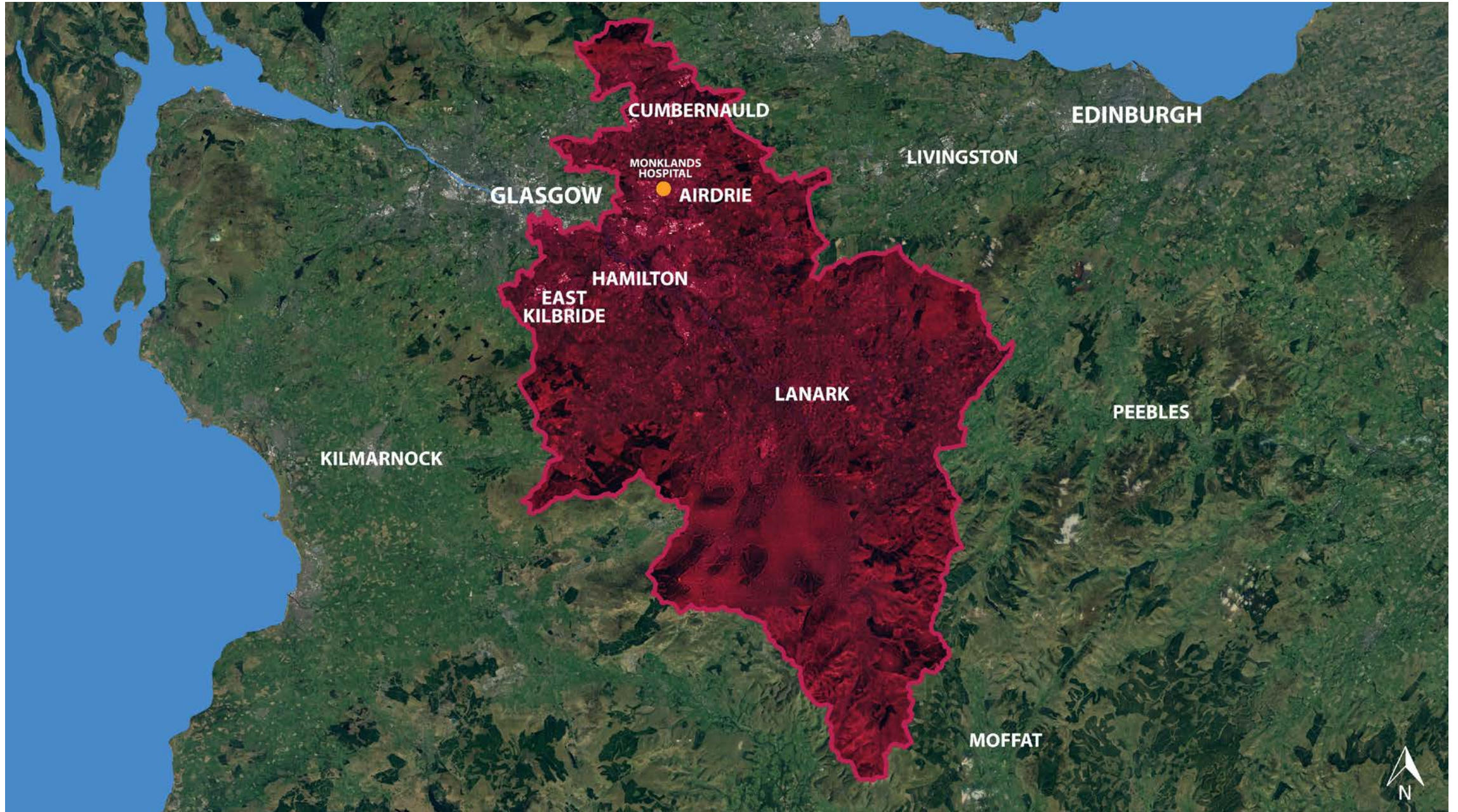
# GROUND RULES

- Participation is key to effective stakeholder involvement
- Discussion within the group is often an effective means of clarification - If in doubt about anything then just ask
- Your input to the workshop will have a direct impact on the way forward
- Respect everyone's opinion – whether you agree with it or not
- Let people speak without interruption
- Recognise that we are all here to deliver the best outcomes we can
- Keep to time

# BACKGROUND

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*“.....include an assessment of all delivery options taking account of the population needs assessment of the West of Scotland...”*

**Paul Gray, Director General Health & Social  
Care and Chief Executive NHS Scotland,  
5th October 2017**

An aerial photograph of the Monklands town in Scotland, overlaid with a semi-transparent red filter. The image shows a dense residential area with a central commercial and institutional hub. The text 'UNIVERSITY HOSPITAL MONKLANDS' is centered in the upper half, with a thin white horizontal line underneath it. Below the line, the text 'LOCATION OPTIONS' is also centered. In the bottom right corner, the NHS Lanarkshire logo is visible.

# UNIVERSITY HOSPITAL MONKLANDS

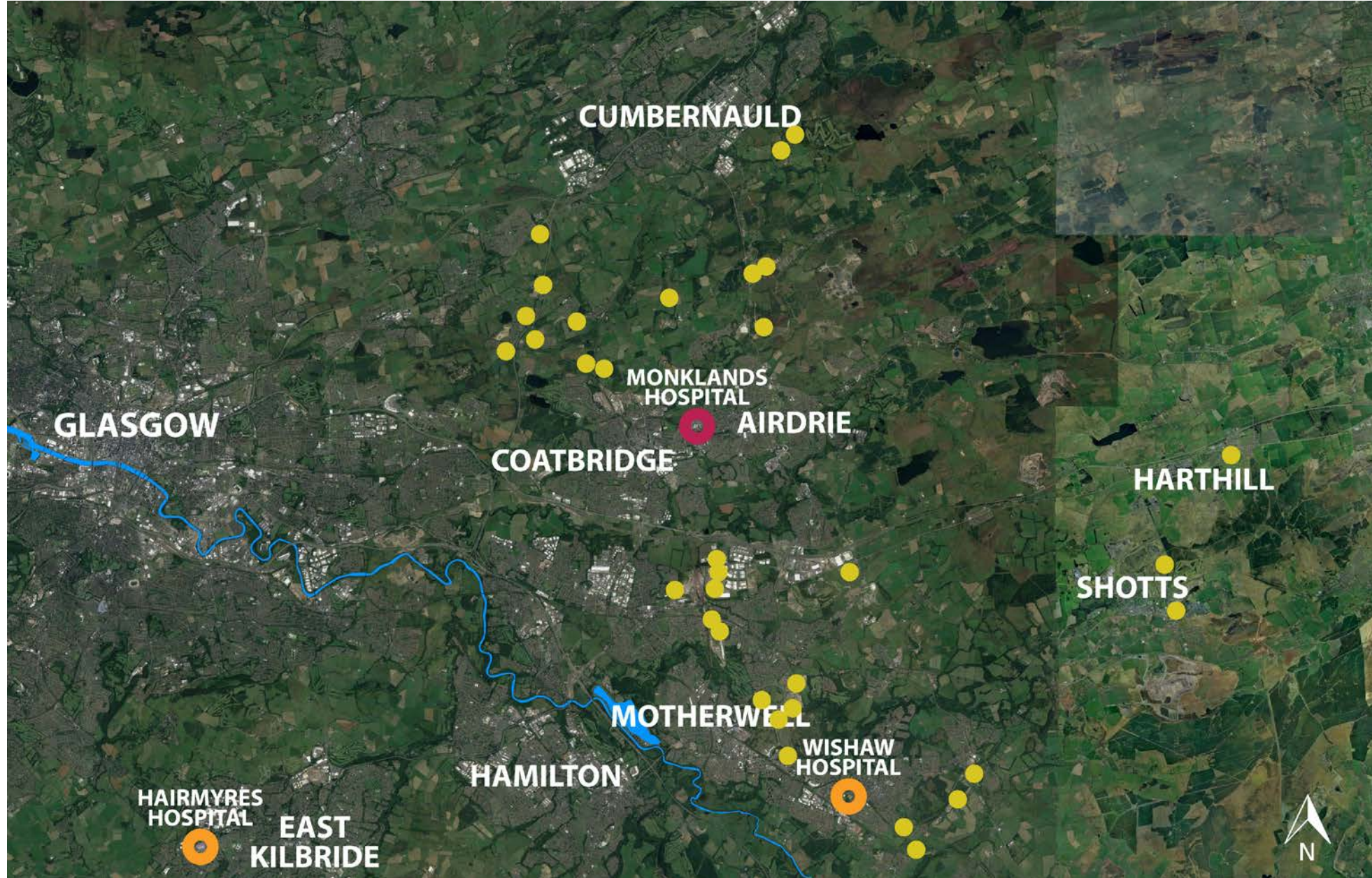
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## LOCATION OPTIONS



## SITE SELECTION PROCESS

- Wide market search process - undertaken Montagu Evans, NHSL property adviser
- Additional information from local authority
- Key Criteria at this stage
  - Available to market
  - Minimum size 30 acres

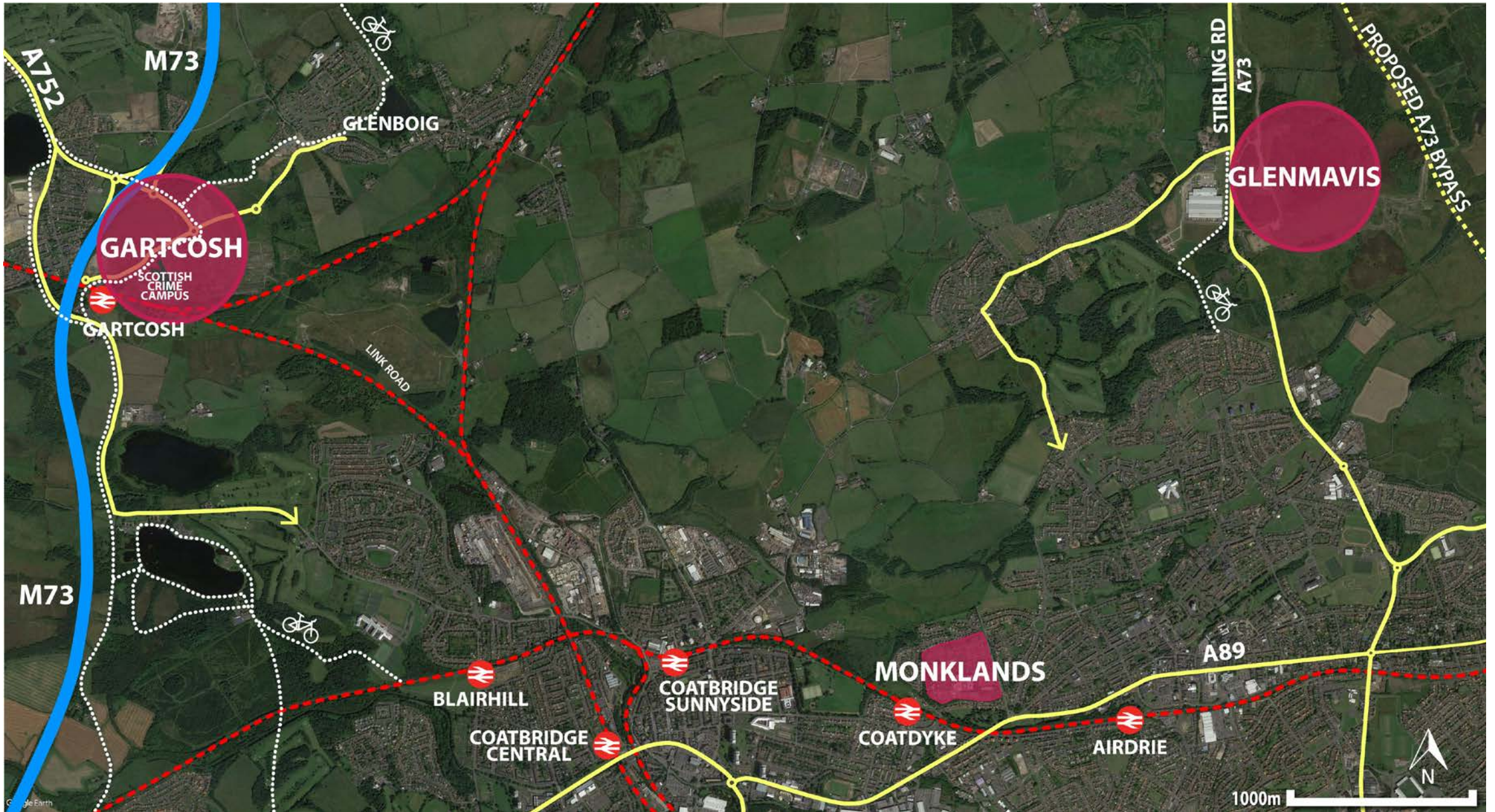




	Number of Sites	Decision
Total	37	
South Lanarkshire	7	Rejected
Insufficient Size (40 acres)	6	Rejected
Outwith UH Monklands Catchment	14	Rejected
Impact on other catchment	4	Rejected
Planning issues & Roads infrastructure issues	4	Rejected
<b>Remaining Sites</b>	<b>2</b>	To be considered

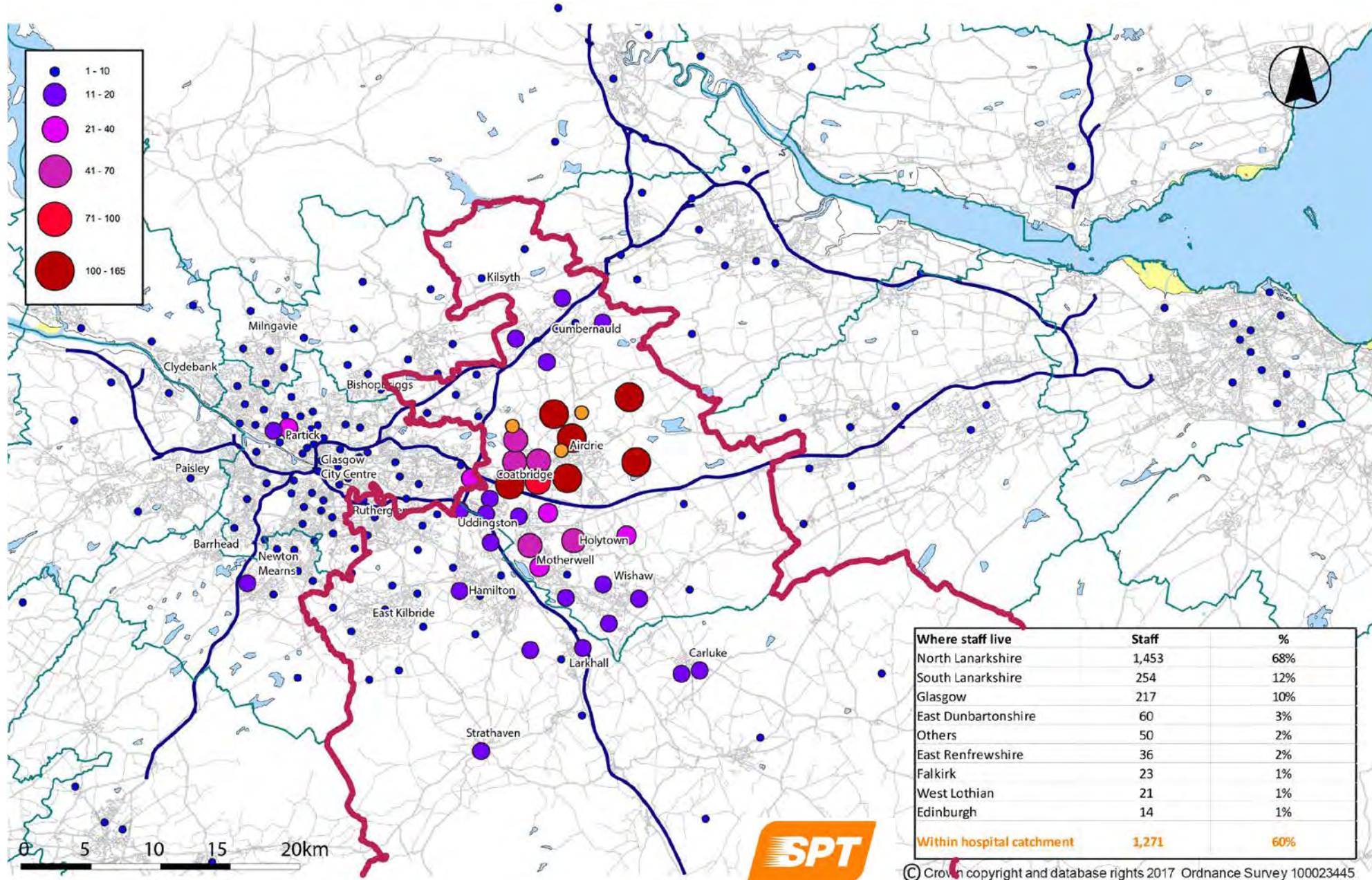


# Location Plan of Potential New Sites



Category	Patients	Percentage
UH Monklands Catchment	213,085	73
Wider NHS Lanarkshire Catchment	77,842	27
<b>Total</b>	<b>290,927</b>	<b>100</b>

# Where do Monklands Staff Live?



Method of Travel	Percentage
Car	85.12
Bus	4.98
Walk	3.72
Train	3.58
Taxi	1.82
Cycle	0.78
<b>Total</b>	<b>100.00</b>

An aerial photograph of a city grid is shown in a dark, semi-transparent style. Overlaid on the center of the image is a white-bordered box. The top part of this box is a solid red rectangle containing the title 'FACTORS TO BE CONSIDERED TODAY' in white, bold, uppercase letters. Below the red rectangle is a light pink rectangular area containing a bulleted list of five factors.

## FACTORS TO BE CONSIDERED TODAY

- Location
- Access / Egress
- Travel times
- Public transport links
- Regional services

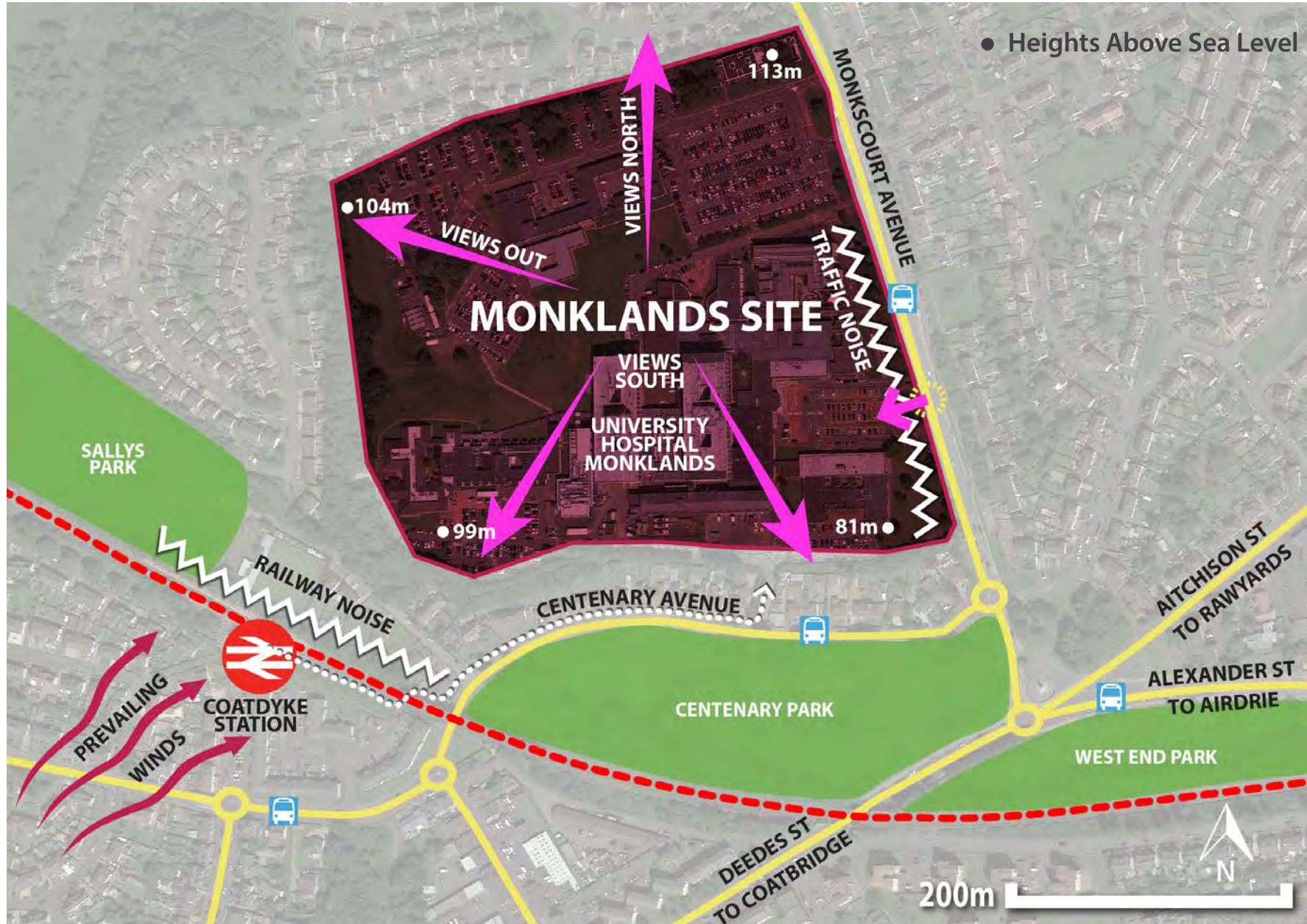
An aerial photograph of the Monklands town in Scotland, overlaid with a semi-transparent red filter. The image shows a dense residential area with a central commercial and institutional hub. The text 'UNIVERSITY HOSPITAL MONKLANDS' is centered in the upper half, with a thin white horizontal line underneath it. Below the line, the text 'EXISTING LOCATION' is centered in a larger font. In the bottom right corner, the NHS Lanarkshire logo is visible.

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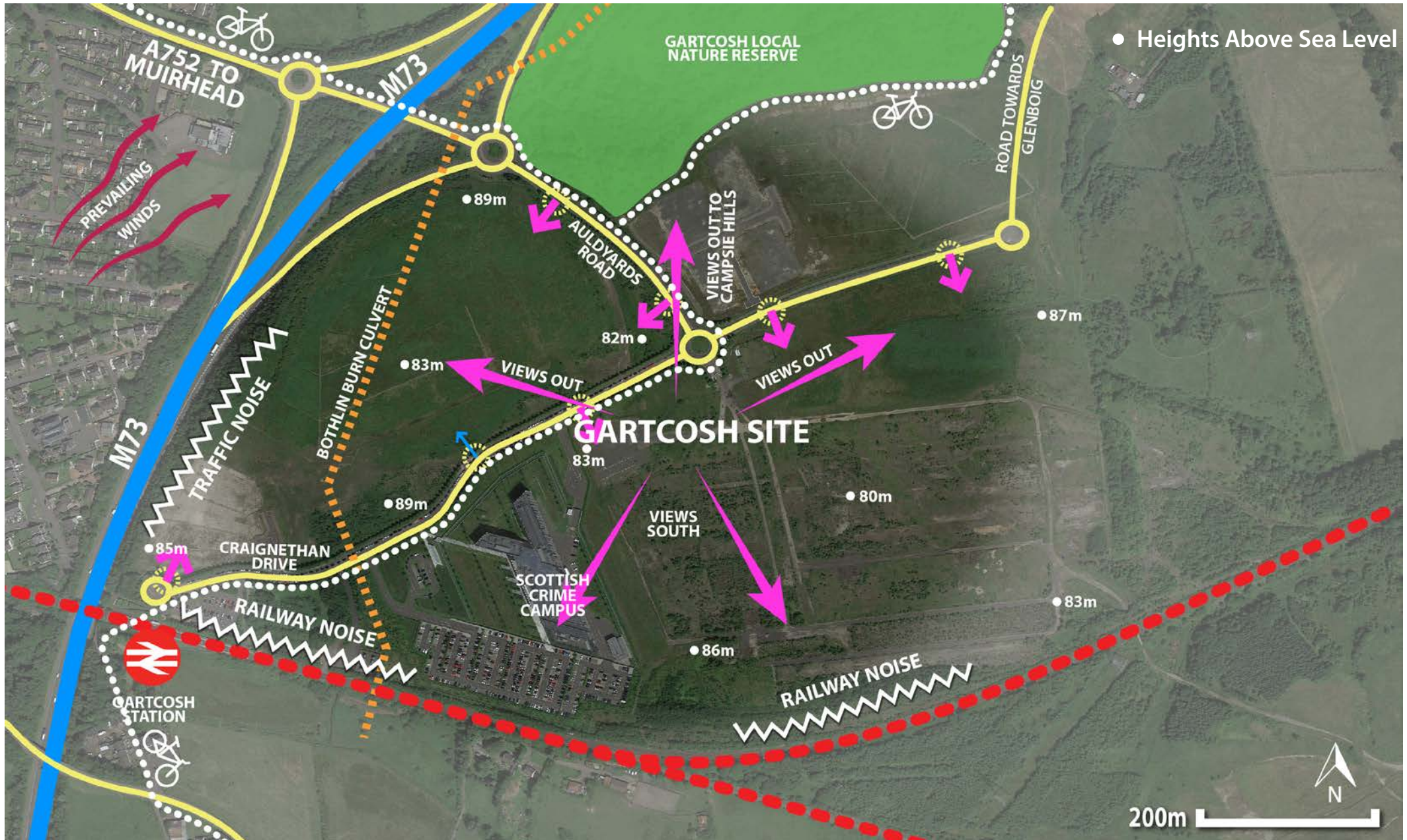
## EXISTING LOCATION

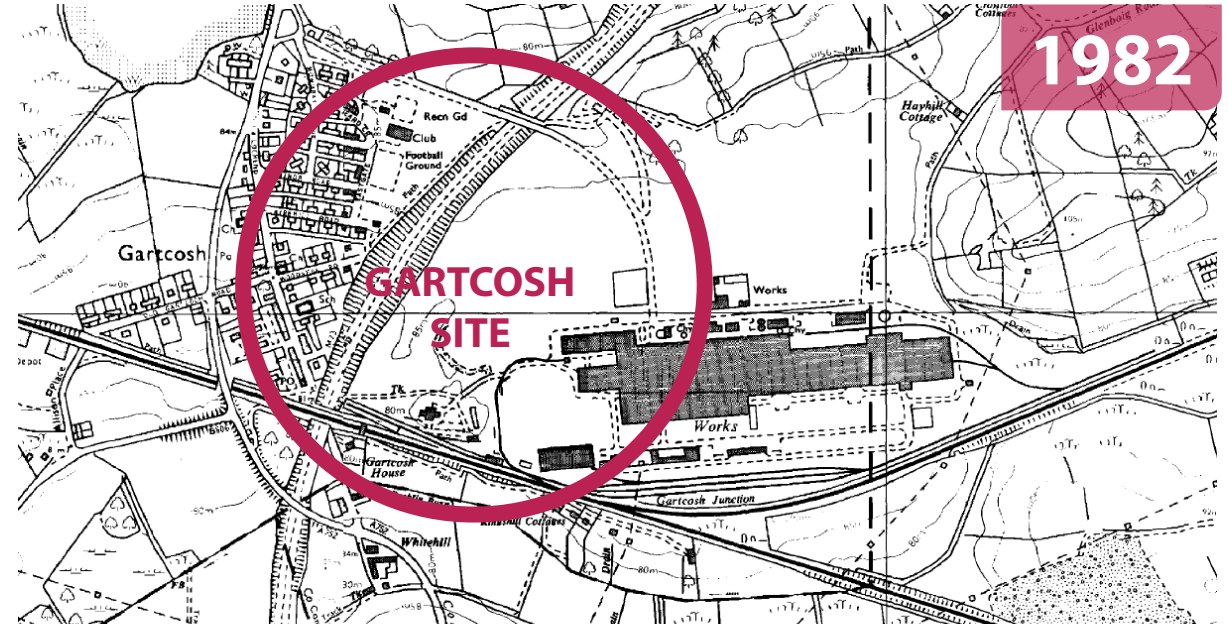




An aerial photograph of the Monklands area in Glasgow, Scotland, overlaid with a semi-transparent red filter. The image shows a dense residential area with a central cluster of larger buildings, likely the hospital. A river is visible on the left side, and a large green area, possibly a park or sports field, is in the lower center.

# UNIVERSITY HOSPITAL MONKLANDS GARTCOSH



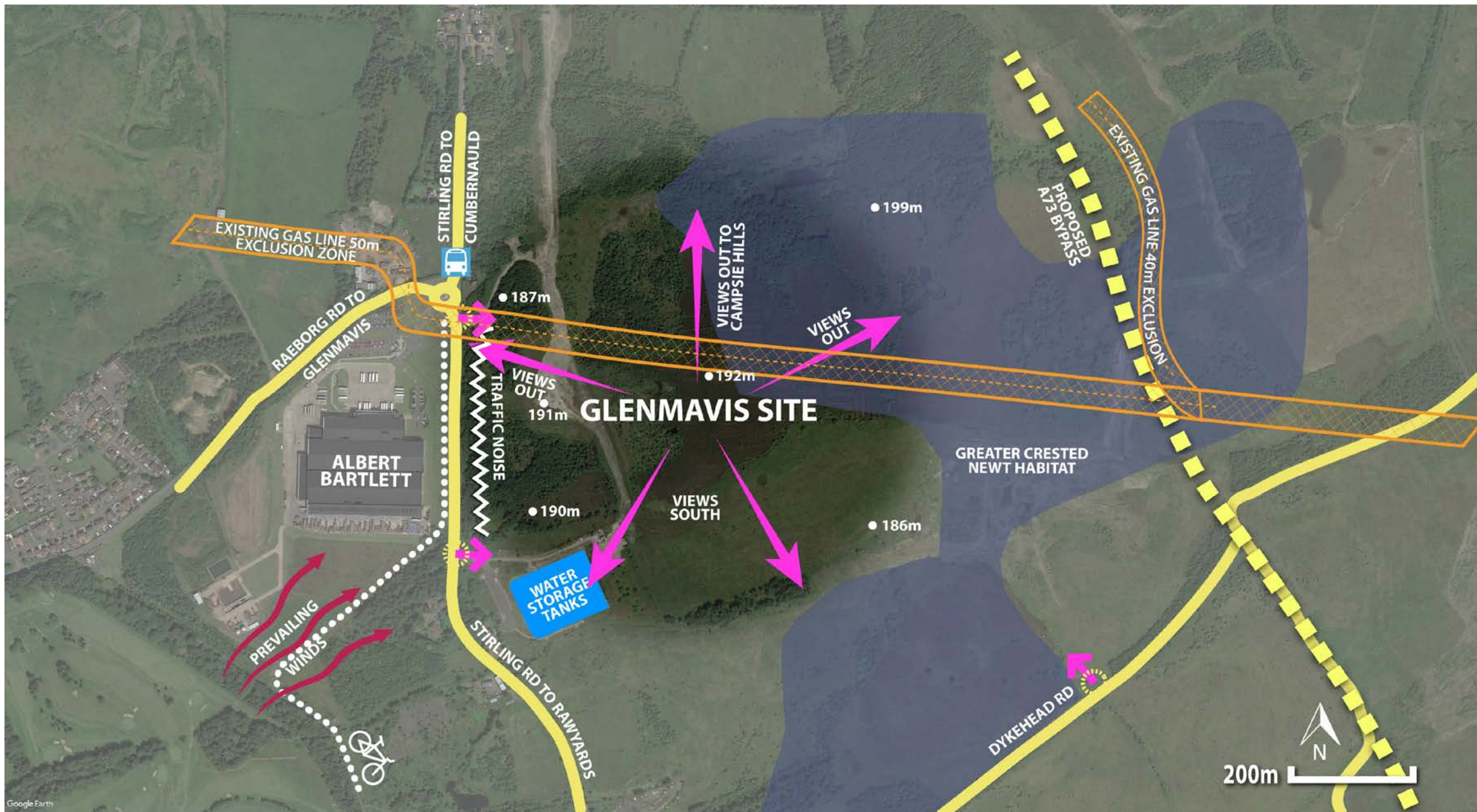


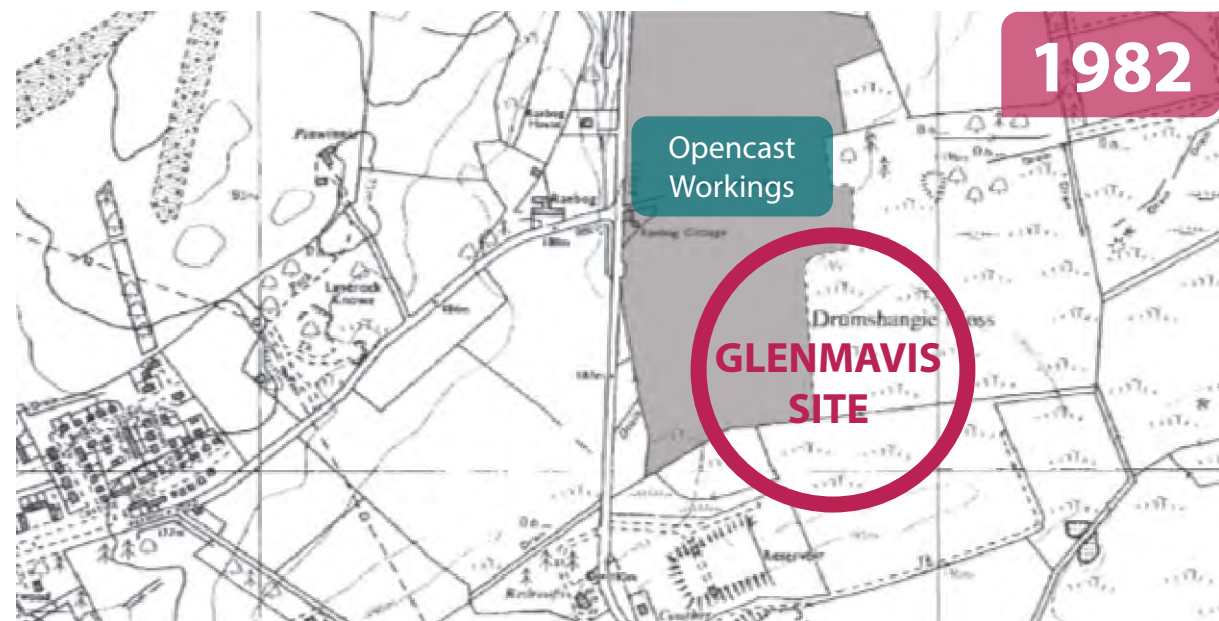
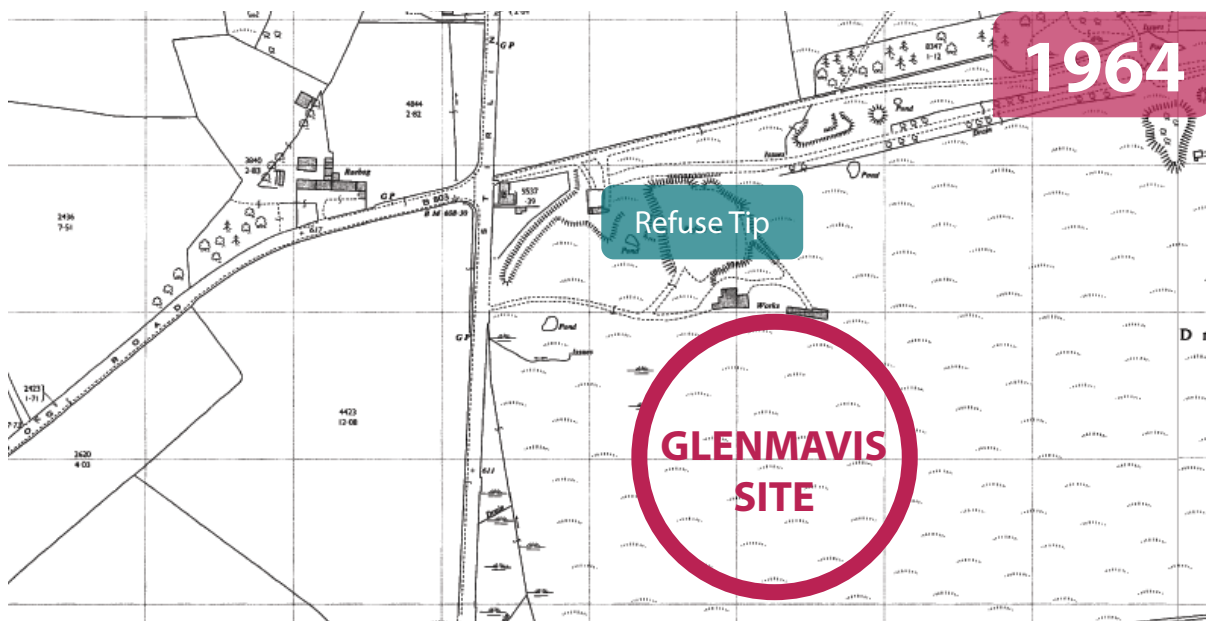
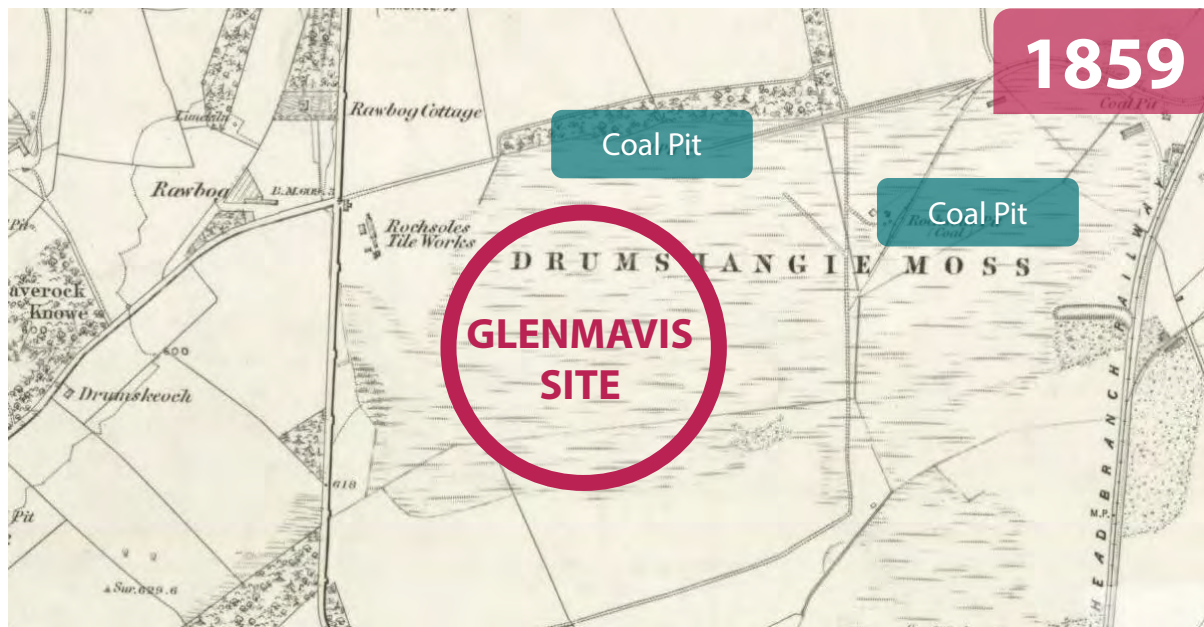


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# GLENMAVIS





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## ACCESS & TRAVEL

**NHS**  
Lanarkshire



## How do People Currently Travel to Monklands?

Method of Travel	Percentage
Car	85.12
Bus	4.98
Walk	3.72
Train	3.58
Taxi	1.82
Cycle	0.78
<b>Total</b>	<b>100.00</b>

	Monklands	Gartcosh	Glenmavis
Within 15 minutes	<b>82</b>	90	55
Within 20 minutes	<b>100</b>	100	97
Within 25 minutes	<b>100</b>	100	100

	<b>Monklands</b>	<b>Gartcosh</b>	<b>Glenmavis</b>
Within 25 minutes	<b>93</b>	89	78
Within 30 minutes	<b>97</b>	96	91
Within 35 minutes	<b>98</b>	98	97
Within 40 minutes	<b>99</b>	99	98

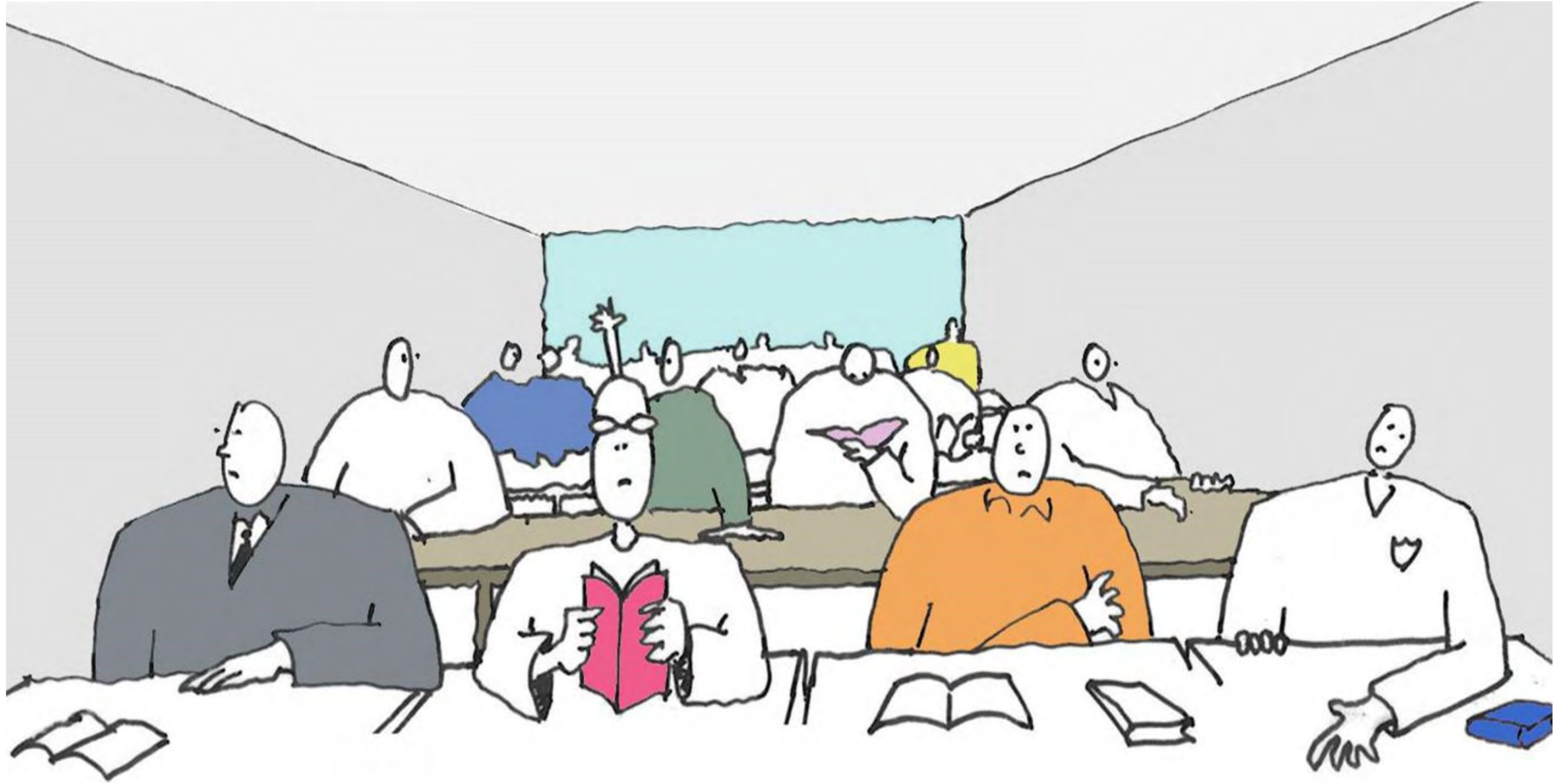
	<b>Monklands</b>	<b>Gartcosh</b>	<b>Glenmavis</b>
Wishaw Hospital	<b>30</b>	25	28
Hairmyres Hospital	<b>34</b>	29	39
Queen Elizabeth University Hospital	<b>42</b>	27	38
Glasgow Royal Infirmary	<b>25</b>	18	21
Forth Valley Royal Hospital	<b>29</b>	19	20



## PUBLIC TRANSPORT: BUS ROUTES

- Planning requirement on developer (NHSL)
- Section 75 – contribution towards transport
- Requirement to ensure that access to bus services is equivalent to existing Monklands

Service	Monklands	Gartcosh	Glenmavis
Queen St – Edinburgh	<b>Yes</b>	No	No
Queen St – Cumbernauld	No	<b>Yes</b>	No
Glasgow – Motherwell/Lanark	No	<b>Yes</b>	No



An aerial photograph of a residential neighborhood with a central text box. The text box has a dark red header and a light pink body. The background shows a dense residential area with streets, houses, and a large open area on the left.

## EXISTING SITE: ADVANTAGES

- Established existing Public Transport Links
- Rail in close proximity (not easily accessed on both sides by all abilities)
- Embedded in the local community
- 82% Monklands catchment area less than 15 minutes drive
- No disruption to existing travel arrangements for those who live locally



An aerial photograph of a residential development. The image shows a central green space with trees and a circular road layout. The surrounding area is densely packed with houses and streets. The overall scene is in grayscale, with a semi-transparent white box overlaid in the center containing text.

## EXISTING SITE: DISADVANTAGES

- Local road capacities serviced by A roads only
- Poor linkage to strategic road network
- Single road entry point

An aerial photograph of a residential area, likely Monklands, showing a grid of streets and buildings. A semi-transparent white box with a red header and pink body is overlaid on the image, containing text about the advantages of the GARTCOSH project.

## GARTCOSH: ADVANTAGES

- Good access to strategic motorway network
- New link road to local network (North Coatbridge)
- Two access/egress roads (Increased resilience)
- Close proximity to train station (2 train lines)
- 90% Monklands catchment area less than 15 minutes drive
- Significantly improved access time to surrounding hospitals (less than 30minutes)
- Proximity to 7 lochs community parkland

An aerial photograph of a residential area, likely Gartcosh, showing a dense network of roads and buildings. A river is visible on the left side of the image. The image is overlaid with a semi-transparent white box containing text.

## GARTCOSH: DISADVANTAGES

- Local road and junction capacities would require improvement
- Bothlin burn culvert
- Remaining steelworks substructure



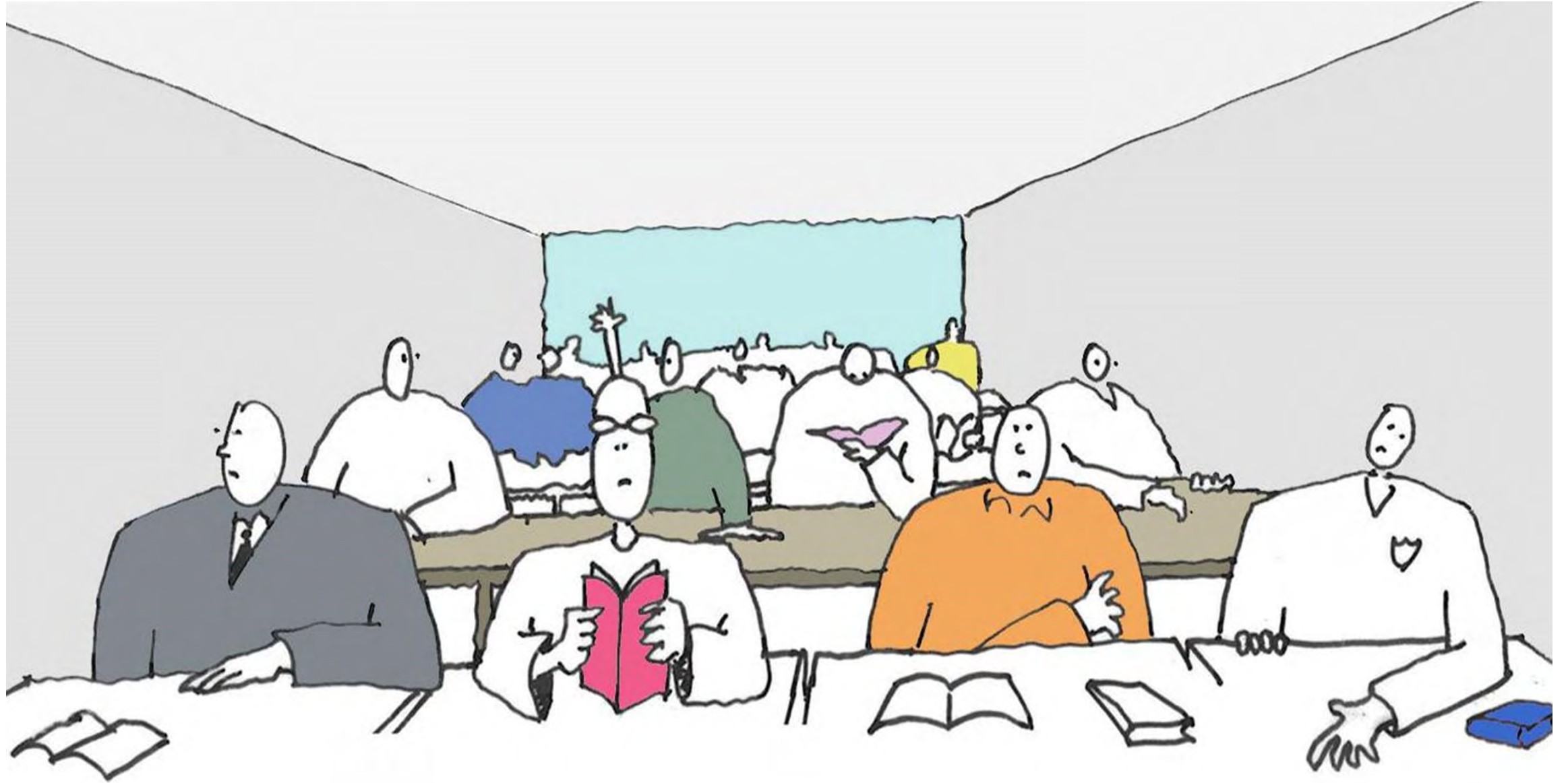
## GLENMAVIS: ADVANTAGES

- Potential size of available site – largest available
- Two access/egress roads (Increased resilience)
- 97% Monklands catchment area less than 20 minutes drive
- Limited improvement in access time to surrounding hospitals



## GLENMAVIS: DISADVANTAGES

- 55% Monklands catchment area less than 15 minutes drive
- Local road and junction capacities would require improvement
- High pressure gas main
- No rail links





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## BENEFITS CRITERIA

# APPROACH

1. Confirmation of Benefit Criteria
  - Definitions of Benefit Criteria agreed
2. Ranking of Benefit Criteria (with supporting justification)
  - Assess as a single group
3. Weighting of Benefit Criteria (with supporting justification)
  - Assess as a single group
4. Raw scores (0 to 10) for each options assigned against each Benefit Criteria
  - Participants score individually
5. Weights and scores multiplied to provide a total weighted score for each option
6. Options ranked in terms of total scores
7. Aggregated weighted scores from Da1 and Day2
8. Run sensitivity analysis



## Buying a Car – Factors Influencing Choice

Performance

Dealer Support

Accessories



Reliability

Environmental  
Impact

Safety

# GETTING IN AND OUT OF THE SITE BY ROAD

## DESCRIPTION

The extent to which the site location can be easily accessed by patients, staff and visitors by road

## KEY FEATURES

- Proximity to strategic road network
- Proximity to local road network
- Number of site access points

# JOURNEY TIMES

## DESCRIPTION

The extent to which the site location is placed in relation to the catchment population of patients and staff

## KEY FEATURES

- Within 20 minutes drive for 85% of primary catchment population (specific from Design Statement)
- Proximity to centres of population (improvements in journey times)
- Proximity to current staff complement

# PUBLIC TRANSPORT INFRASTRUCTURE

## DESCRIPTION

The extent to which the site location is supported by public transport

## KEY FEATURES

- Proximity to rail network
- Proximity to road network (bus routes and patient transport)

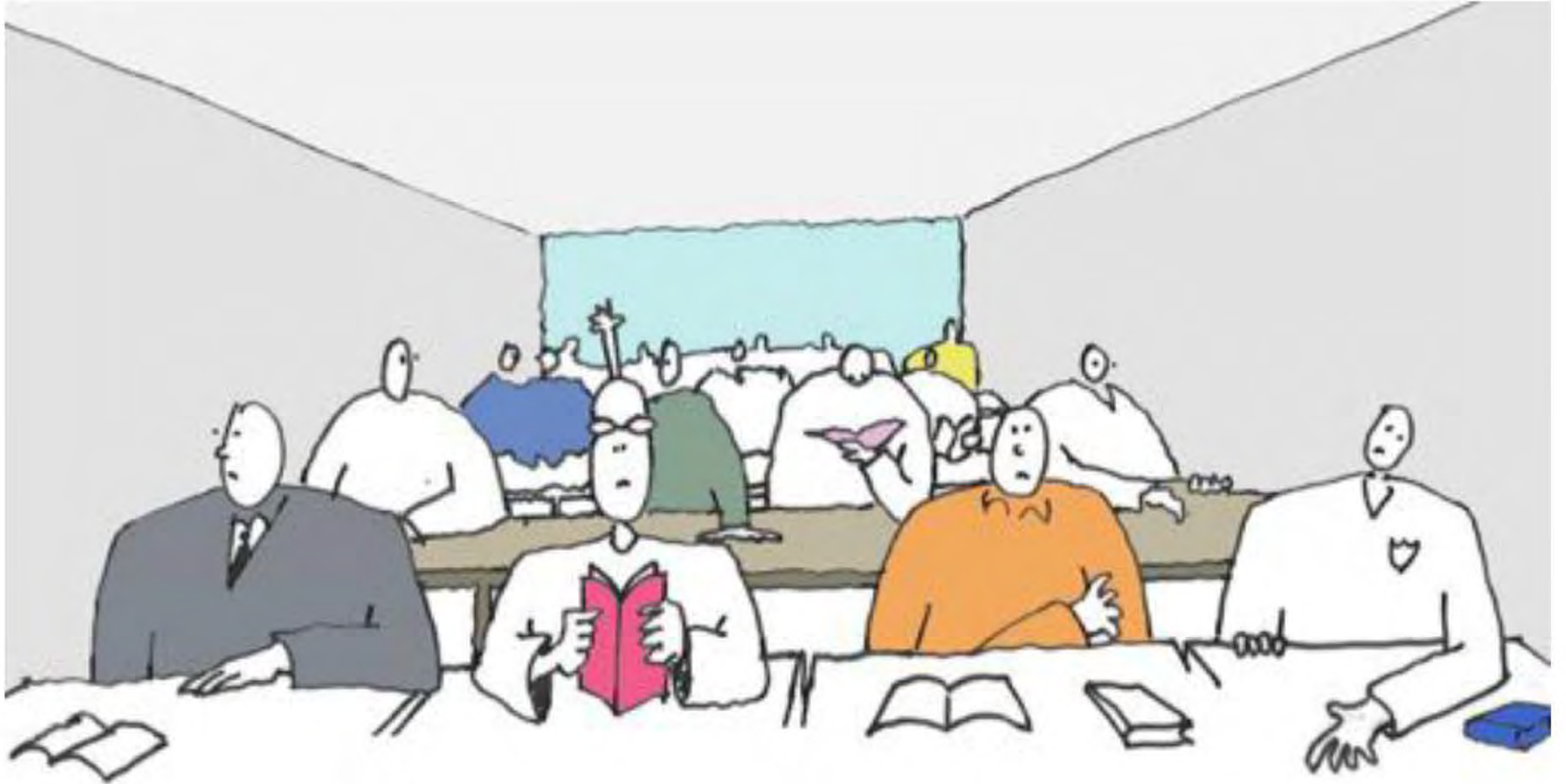
# ABILITY TO SUPPORT CENTRES OF EXCELLENCE AND REGIONAL SERVICES

## DESCRIPTION

The extent to which the site can support centres of excellence (identified within achieving excellence) and regional services

## KEY FEATURES

- Journey times to NHSL hospitals
- Journey times to Glasgow Royal, Queen Elizabeth/RHC and Forth Valley





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# RANKING & WEIGHTING

As a group, agree the ranking of the Benefit Criteria

Criterion		Rank	Comments
<b>B1</b>	<b>Getting In and Out of the Site by Road</b>		
<b>B2</b>	<b>Journey Times</b>		
<b>B3</b>	<b>Public Transport Infrastructure</b>		
<b>B4</b>	<b>Ability to Support Centres of Excellence and Regional Services</b>		



As a group, agree the relative importance of each using a paired comparisons method

Criterion		Rank	Comments
		1	
		2	
		3	
		4	

An aerial photograph of the University Hospital Monklands area, overlaid with a semi-transparent green filter. The image shows a dense residential area surrounding a central hospital complex. The text 'UNIVERSITY HOSPITAL MONKLANDS' is written in large, white, bold, sans-serif capital letters across the middle of the image. Below this text is a thin white horizontal line, followed by the word 'SCORING' in the same font style.

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# SCORING

## SCORING THE OPTIONS AGAINST THE CRITERIA

- Each group has an assigned facilitator who is there to assist you and answer any questions
- Prior to scoring you should review / discuss the criteria and options within your groups
- Objectivity needs to be demonstrated at all stages
- Scores reflect extent to which you assess the options as satisfying each of the criteria
- Where options cannot be differentiated equal scores should be applied against the relevant criteria
- Scoring to be undertaken individually using the scoring sheets provided (these are anonymised other than indicating the stakeholder group you represent)
- Once completed please hand your scoring sheet to the facilitator
- Scores will be applied to weights already determined
- Scores shared with participants after the break

The following scale is to be used in scoring each option against the Benefit Criteria:

Score	Evaluation
10	Could hardly be better
9	Excellently
8	Very Well
7	Well
6	Quite Well
5	Adequately
4	Somewhat Inadequately
3	Badly
2	Very Badly
1	Extremely Badly
0	Could hardly be worse

Agreement these scores carry **XX%** of the total combined score.

As a starter suggested minimum of 75%.

Option		Weighted Benefit Score
<b>A</b>	Do minimum	<b>132.6</b>
<b>B</b>	Refurbishment of current hospital	<b>232.7</b>
<b>C</b>	New build on current hospital site	<b>462.3</b>
<b>D</b>	New build on alternative site	<b>949.5</b>

Agreement these scores carry **XX%** of the total combined score.

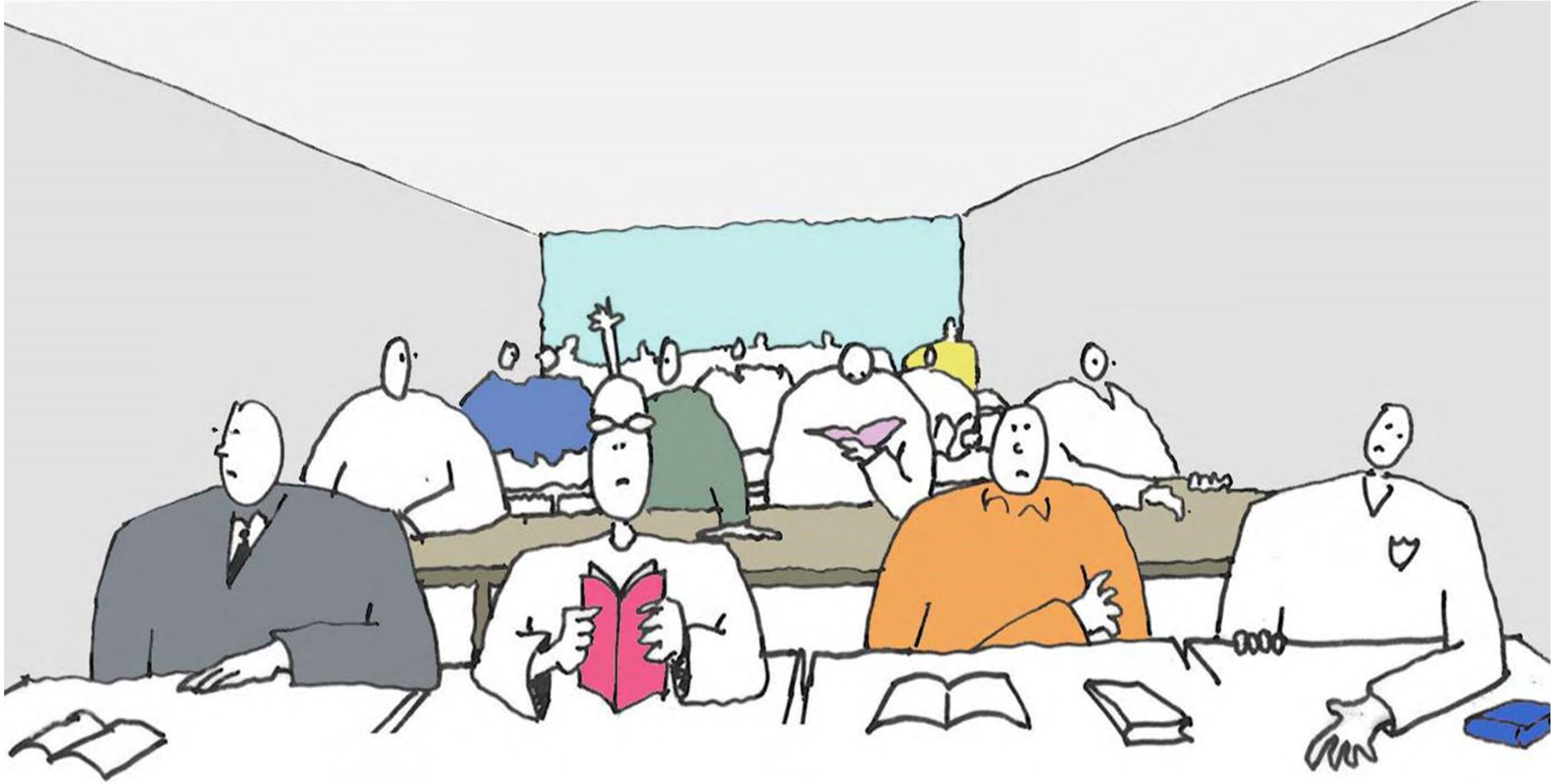
As a starter suggested minimum of 25%.

Option		Weighted Benefit Score
1	Existing Site	
2	Site 1	
3	Site 2	

Total combined score derived from:

**75%** x Day 1 score + **25%** x Day 2 score

Option		Weighted Score – Day 1 (XX%)	Weighted Score – Day 2 (XX%)	Combined Weighted Score
<b>A</b>	Do minimum	Option A score	Existing site score	
<b>B</b>	Refurbishment of current hospital	Option B score	Existing site score	
<b>C</b>	New build on current hospital site	Option C score	Existing site score	
<b>D1</b>	New build on alternative site – Site 1	Option D score	New site 1	
<b>D2</b>	New build on alternative site – Site 2	Option D score	New site 2	







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## NEXT STEPS



## NEXT STEPS: DAY 2

- A formal report will be prepared following Options Appraisal with preferred option
- Public Consultation during July – September, giving all stakeholders the opportunity to have their say on the appraisal process
- Recommendation to NHS Lanarkshire Board in the Autumn