BOARD EXECUTIVE TEAM REPORT

Aim

The aim of this report is to update the Board on areas of activity within the Board Executive Team Director’s portfolios.

1. Chief Executive

I have attended a range of visits and meetings at both a regional and national level on behalf of NHS Lanarkshire during the period 26 August 2015 to 28 October 2015, principal amongst which have been:

Meetings attended:
- 1.9.2015. and 6.10.2015. Attended Scottish Medicines Consortium (SMC) meetings in Glasgow of which I am a member.
- 23.9.2015. Attended Lanarkshire Local Medical Committee meeting.
- 27.10.2015. Attended NHS Lanarkshire Medical Leadership Forum with main speaker Helen Mackie, Chief of Medical Services, Hairmyres who talked about "The invisible hand” gloved in austerity. Review of Health economics distance learning course and relevance to medical leadership.

Undertook Chief Executive Service Reviews to discuss strategy delivery plans for the following services:
- 11.9.2015. Review of North East Unit CHP.


Undertook Chief Executive Performance Reviews:
- 18.8.2015. Acute Division
- 24.8.2015. South Lanarkshire Health & Social Care Partnership
- 31.8.2105. North Lanarkshire Health & Social Care Partnership

25.8.2015. Participant in Lanarkshire NHS Board Annual Review. A record number of people attended NHS Lanarkshire’s Annual Review. The audience of around 100 attendees included a large number of elected representatives along with patient and carer representatives and members of staff.
28.8.2015. Attended the West of Scotland Regional Planning Group meeting followed by participation in the Strategic Development Workshop which discussed key regional planning priorities in the West of Scotland.

7.9.2015. Shadowed for half day by Ben Pearson-Studdard and Mita Dhullipala, 4th Year Medical Leadership Students as part of the clinical leadership competency framework. This year is the first venture into Medical Leadership training that the undergraduate medical school has made, and has been supported by the Head of Undergraduate Medicine.

Visits to NHS Lanarkshire services with Chair, Lanarkshire NHS Board with tour of sites and facilities, to discuss locality profile and service delivery and met with staff/patients:
- 2.9.2014. Evening visits to Douglas Street Community Health Clinic and Airdrie Community Health Centre.
- 4.9.2015. Visit to Kello Hospital, Biggar and Biggar Health Centre.
- 29.9.2015. Visit to Northern Corridor; Muirhead Clinic and Kilsyth Victoria Cottage Hospital.


- 10.9.2015. As guest speaker, opened the September launch of NHS Lanarkshire’s Training Standards with presentation on thoughts on the role of learning, education and development in NHS Lanarkshire.

- 10.9.2015. As guest speaker, attended ‘Maggie’s First Birthday’ the event celebrating Maggie’s Centre successes during its first year and gave a talk on how having Maggie’s Lanarkshire on the grounds of Monklands hospital compliments what NHS Lanarkshire are doing and the importance to NHSL and patients.

- 15.9.2015. Participant at the Quality Improvement Innovation and Patient Safety First (QiiPS 1st) for Leaders Programme held in Glasgow.

- 16.9.2015. Keynote Speaker at the introduction day of NHS Lanarkshire Manager Development Programme held at Law House.

- The report of an Unannounced Inspection by Healthcare Improvement Scotland of Care for Older People at Hairmyres Hospital from 28th to 30th July 2015 will be published on Monday 26th October 2015. I will report verbally at the Board meeting on the key findings and recommendations, and the action planning to address the issues highlighted by the inspectors.

2. **Director for Nurses, Midwives and Allied Health Professionals**

**Director of Nursing & Midwifery**

**Primary Care**

**National Maternity, Mother and Baby Conference (Manchester, September 2015)**
A paper on NHS Lanarkshire’s Person Centred project for Maternity services was selected for presentation as a half hour seminar at the National Maternity, Mother and Baby Conference in Manchester on 22 September 2015. Three members of the project team attended along with over 340 midwives from the UK. The seminar was positively received.
Official feedback from the committee who organised the event is awaited. An update will be provided in future reports.

**Expanding Clinical Interventions Undertaken By District Nursing**
The North Locality District Nursing Team is undertaking a test of change in the delivery of Intravenous Therapies. This is focused on patient and has been successful to date. This approach has enabled the patient to be discharged from Hospital and cared for at home. The next stage of the process is to review the learning from this test with a view to developing a business case to enable the approach to be rolled across Localities.

**Mental Health and Learning Disabilities**
Mental Health and Learning Disability Services hosted the Scottish Learning Disabilities Nursing Network event, providing learning from Lanarkshire across the country.

The Mental Health Scottish Patient Safety Programme Team hosted a visit from the CEO and Lead Clinicians from Denmark, this was their second visit, as they had requested to return to spend time learning from the patient safety work in our Acute areas. This was a great success and we are looking forward to international collaboration with Danish colleagues for shared learning.

**Allied Health Professions**
Rachel McAllister, a Speech and Language Therapist member of staff, has been awarded the Court Medal for Session 2014-15. The award was made for her participation in the Working with Older People programme through the University of the West of Scotland. Court Medals are only awarded to those students who have excelled academically. Rachel has been invited to a prize-giving event with other Hamilton campus prize-winners on Thursday 29 October 2015 at 1500 hrs. Each year the University presents a Court Medal to the top performing student across all campuses for each programme.

Mrs Janice McClymont, Head of Occupational Therapy services was nominated on behalf of her staff and the Occupational Therapy profession within NHS Lanarkshire for the IHM Scotland’s Top Healthcare Manager 2015 award. The staff’s submission for Janice just missed out on being in the top three shortlist, coming 5th out of a total of 24 nominations considered by the judges.

The first AHP performance review took place on the morning of 27 August 2015, at Wishaw General Hospital. The review was carried out by the Chief Executive, Director of Planning and Performance and the Executive Director for Nurses Midwives and AHPs. As part review, the review team paid a visit to the AHP accommodation on the Wishaw General Hospital site and noted the AHP accommodation being given over to the creation of a Medical Day Bed Unit.

Mrs Janie Thomson, head of physiotherapy services, has secured a place on the Scottish government Delivering the Future leadership development programme. The programme has been designed to offer a unique and wide range of experiences using a blended learning approach grounded in a day to day context. The program also recognises the importance of strong and effective clinical leadership within NHS Scotland and aims to prepare participants for future roles at Board, regional and national level.
NMHAP Practice Development Centre

August

September – presentations at Nurse Education Today conference (Cambridge)

Conference presentations


Conference commissioned workshop

Poster presentations


King A & Elliot A (2015) poster titled ‘Chief nurses’ empower student nurses to have a voice’ was one of two posters highly commended at NET 2015 26th International Networking for Healthcare Education Conference 8-10 September 2015 Churchill College, University of Cambridge.

October
As a consequence of working collaboratively with the Tissue Viability team and improving the quality of the use of pressure relieving equipment, Karen McKay (Hill Rom Nurse advisor for Lanarkshire) has been shortlisted for an Excellence Award within Hill Rom. She was nominated by Carrie McCulloch, Senior Nurse for Tissue Viability within NHS Lanarkshire.
Infection Prevention and Control

Attendance at the National Infection Prevention & Control Conference
Members of the Infection Prevention and Control Team attended the Infection Prevention and Control Society annual conference in Liverpool between 28-30 September 2015. In particular the IPC Surveillance Nurses who found the following presentation very informative: “Meet the expert – Surveillance of surgical site infection”, by Dr Jennie Wilson which covered consequences of SSI, valid comparison of infection rates and what they were affected by and surveillance methods. Other presentations were “ICNET – HAI’s, the ancient and the modern” and Surveillance Methods by Professor Craig Williams and Anne Kerr from NHS GG&C and Collaborative working-One together by Dr Jenny Wilson.

Surgical Site Surveillance (SSI) – Caesarean sections
NHS Lanarkshire undertakes surgical site infection (SSI) surveillance of caesarean section procedures as per the elements of HDL (2006)38 and CEL 11 (2009). Post discharge surveillance is undertaken to day 10 post operation. In 2014 NHS Lanarkshire contributed 1525 caesarean section procedures to the national total of 16925 procedures. Of the 1525 procedures performed 19 SSIs were identified which met the national definitions used by Health Protection Scotland giving an SSI rate of 1.25% which is below the national rate of 1.41%.
3. Medical Director

11 August 2015 - attended a masterclass led by Dr Brent James, Director of Quality Improvement, Intermountain Healthcare, Utah, USA

14 August 2015 - undertook a walkround in Wishaw General Hospital with Mr Hakim BenYounes, Chief of Medical Services which included a discussion with doctors in training in the orthopaedic service

19 August 2015 – attended Healthcare Strategy engagement event, Kirklands Hospital

27 August 2015 - attended a development session with Emergency Care Department staff, Wishaw General Hospital

31 August 2015 – attended the medical department’s morning handover at ward 2/3 Hub at Hairmyres Hospital

1 September 2015 – attended Building a ‘once for Scotland’ approach to reviewing the quality of care stakeholder engagement event run by Healthcare Improvement Scotland

21 September 2015 – spoke at the Faculty of Medical Leadership and Management’s Scottish conference Learning Lessons, Leading Change held at the Royal College of Physicians and Surgeons Glasgow. Topic: Never let a serious crisis go to waste. Excellent attendance from NHS Lanarkshire medical managers.

24 and 29 September– discussed the role of the medical director and doctors as leaders with University of Glasgow medical students undertaking a 5 week attachment arranged by Dr Anne Chapman, Consultant in Infectious Diseases, Monklands Hospital and Dr Helen Mackie, Chief of Medical Services, Hairmyres Hospital. The students met with a range of staff over their time in NHSL including the Chief Executive.

1 October 2015 – hosted a visit from Healthcare Improvement Scotland to discuss the Board’s response to the National Framework for the Management of Adverse Events. The meeting was attended by a wide range of staff from across NHS Lanarkshire. Carol McGhee, Corporate Risk Manager, updated the HIS team on the Board’s progress and this was followed by an interactive session with staff highlighting areas of good practice and work still in progress.

6 October 2015 – met with consultants and the Chief Executive, St Andrew’s Hospice, Airdrie for an update

8 October 2015 – attended a meeting with Professor Alastair McLellan, Post-graduate Dean, West of Scotland Deanery, and a number of other colleagues to discuss the action plans developed in response to the recent deanery/GMC visits to Wishaw and Hairmyres Hospitals.

9 October 2015 – attended a session led by Dr Helen Bevan, Chief of Service Transformation, NHS Institute for Innovation and Improvement, NHS England on Creating the Conditions for Improvement

9 October 2015 – undertook the role of critical friend at a Building a Quality Improvement Infrastructure visit to NHS Forth Valley
13 October – welcomed delegates from across the UK who were attending the Difficult Airways Society Airway Revalidation Course organised by Dr Raj Padmanabhan, Consultant Anaesthetist and Catie Paton, Associate Director of Medical Education

20 October 2015 – will be attending the first meeting of the National Maternity and Neonatal Review Group

4. **Director of Strategic Planning and Performance**

- Work continues on the Healthcare Strategy with each of the 14 work streams reviewing existing service models against both local need and contemporary best practice evidence to assess how future health and social care can be provided in a safe, effective and efficient way taking full account of the specialist workforce and estates required to deliver the best outcomes. Stakeholder engagement, in accordance with national guidance, is in place with regular engagement with both the Scottish Health Council and colleagues in Edinburgh. The Chief Executive has reached agreement with the Academy of Royal Colleges on them providing an independent expert clinical review of any emerging proposals from NHSL Healthcare Strategy. This approach will provide an appropriate test that the service redesign plans are patient centred, safe and sustainable.

- Cleanliness Inspections continue across acute and primary care sites. National HEI and Environmental Cleanliness Standards are being used to assess compliance. Golden Hour training has been introduced through the Head of Infection Prevention and Control to enhance staff knowledge and to improve practice in all clinical settings.

- Work continues on the Integrated Corporate performance Framework with around 30 of the 95 KPI's now embedded in the dashboard reports. This programme will be completed by end of December 2015.

- A programme of performance reviews across acute and Health and Social Care Partnerships have been completed in the last quarter. These reviews have presented an opportunity to identify areas of strong performance and to map out where performance improvement action is required to meet or exceed national requirements. A similar programme of performance reviews has also been completed for all of those services commissioned by the Lanarkshire Alcohol and Drug Partnership. The findings from these review visits assists in the preparation of the annual report to Scottish Government and in ensuring that the ring fenced funding for alcohol and drug services is being used to meet local needs and national performance targets.

- Primary Care Investment Projects – All three of the new primary and community care facilities have now opened with the Houldsworth Centre, Wishaw opening for Health Services on 17th August and Council Services on 31st August. Demolition work on the old Wishaw Health Centre is progressing to enable the two-storey car park providing 190 spaces to be completed by March 2016.

- The Monklands Theatres and ITU Project continues to progress as planned. The Beatson Satellite Unit is also on target to receive its first patients before the end of 2015.

- A range of Regional and National works continue through both the National Planning Forum and West of Scotland Regional Planning Group. These groups are currently reviewing a range of services that can best be delivered through strategic partnerships with either neighbouring Boards or on a national basis. This work includes Trauma and Orthopaedics; Urology; Robotic Minimally Invasive Radical Prostatectomy; Specialist CAMHS; Forensic Medium Secure Mental Illness Services; and Immediate Breast Reconstruction

- Health Facilities Scotland have completed a review of the Lanarkshire Property and Asset Management Strategy with feedback being very positive.

- The delivery plan linked to the recently approved e-Health Strategy is progressing as planned.
5. **Director of Human Resources**

_Staff Survey 2015_ – NHS Lanarkshire recently concluded arrangements for completion of the Staff Survey 2015. The Survey ran for the period 10th August to 21st September 2015.

35% of staff completed the Survey (compared to the NHS Scotland average of 38%). Results of the Survey are currently being analysed by Capita Surveys (under national arrangements). It is anticipated that results will be published in late November / early December 2015.

_eESS / HE Shared Services_ – The Director of Human resources is co-ordinating production and presentation of a position statement on implementation of eESS (the national electronic JHR information system) for consideration at the November 2015 Chief Executives Private Meeting.

Full successful implementation of eESS is an essential feature in progressing the current three HR Shared Services workstreams of Recruitment, Medical Trainees and Employee Services.

There remains a number of challenging functionality issues with implementation of eESS.

_NHS Scotland Medical Workforce_ – The Director of Human Resources recently participated in the production and presentation of two papers on the NHS Scotland Medical Workforce to the Chief Executives meetings in September and October 2015.

The papers and presentations were produced and delivered jointly with NHSS Medical Directors and sought to establish clarity on the range of challenges faced by the NHS in Scotland in the education, training, recruitment and retention of a sustainable medical workforce for the future.

The Director of Human Resources has been asked to lead and support on delivery against a number of action plans associated with the work, including:

- Single Employer Status for Junior Medical Staff in training.
- Streamlining of International Medical Recruitment (in conjunction with Scottish Government).
- Development of Clinical Fellow roles to compliment / supplement the current Medical Training structures.

6. **Director of Finance**

NHS Lanarkshire continues to work with NHS National shared services in a number of areas. Having invited National Procurement to conduct an intensive review of opportunities for procurement savings, we are now receiving project resource to supplement our local staffing’s efforts in taking resulting action plans forward in a shorter timescale. Radiology, cardiology supplies and the use of multifunctional devices (printing, copying etc) will be the area of initial focus. NSS will also provide project support to the complex issue of replacing the washer disinfectors for scopes which are expected to be a significant item in next year’s capital plan. Separate to this NHS Lanarkshire’s contract for the decontamination of theatre and podiatry instruments had reached the maximum term of extension and following an OJEU procurement process the existing supplier will be awarded a 10 year contract with potential breaks at 5 and 7 years. NSS are at the early stages of working out what options there are in future for shared sterile services and had provided NHS Lanarkshire with indicative figures for what future joint units might cost to allow the Board to make a fully informed decision on optimal contract term. The 10 year contract both avoids the very substantial price increase associated with the shorter contract and allows for enhanced technology in tracking instruments.
7. **Director of Public Health and Health Policy**

Since the last Board meeting I have attended a number of meetings relevant to regional and national work:

27 August – Roy Sturrock, Deputy Head of SG Health Resilience Unit.

3 September – chaired the Scottish Public Health Network (ScotPHN) Executive

9 September – Delivering Together: Shaping the Future of Primary Care stakeholder event.

16 September – West of Scotland Regional Resilience Partnership.

16 September – UWS, MSc in Global Primary Care planning meeting.

17 September – Public Benefit and Privacy Panel for Health and Social Care (PBPP) meeting. The PBPP provides a governance structure for NHSScotland as a centre of excellence for privacy, confidentiality and information governance expertise.

18 September – spoke at the Scottish Public Health Registrars training meeting at Kirklands.

24 September – Joint Lanarkshire pre-exercise briefing for Exercise Silver Swan, the Scottish pandemic influenza exercise.

7 October – West of Scotland Exercise Silver Swan workshop.

27 October – Directors of Public Health meeting with Dr Catherine Calderwood, Chief Medical Officer.

**Positive Issues and Key Risks**

In October Pauline Cafferkey was admitted to the Royal Free Hospital from a Glasgow hospital with late complications of Ebola infection. NHS Greater Glasgow and Clyde had the bulk of work as a consequence of this, but there were implications in Lanarkshire for public health, the infectious diseases unit at Monklands, the infection prevention and control team, and communications. This resulted in a significant increased workload for staff, to which they responded in an excellent manner.

I had my first “CMT First Friday” at Monklands Hospital with a briefing on 23 September followed by a visit to the Monklands emergency department on Friday 2 October.

On 1 October I met with Linda Johnston, Strategic Advisor at North Lanarkshire Council, to discuss the British Transplant Games 2017 being hosted by NLC.

A response was made on 2 October to the Health and Sport Committee from NHS Lanarkshire on the Transplantation (Authorisation of Removal of Organs etc.) (Scotland) Bill. Views were sought from the Organ Donation Committee and our view is that the Bill, if enacted, will increase the number of organs available for donation.

Finally, I have recorded a video for the DPH Annual Report which will be used on the NHS Lanarkshire website and social media in the next few months to highlight particular aspects of the report.

8. **Director of Acute Services**
Hairmyres Hospital

Dr Andrew Palumbo and Erica Reid presented their work on Eliminating Overcrowding in the Emergency Department at a national event on 30th September 2015.

The Scottish Healthcare Awards 2015 is the most prestigious and recognised awards ceremony for healthcare professionals within Scotland run by the Daily Record, in partnership with NHS Scotland and the Scottish Government. Surinder Singh, porter with ISS at Hairmyres has made it in to the top three for the Scottish Health Care Awards for the 'Unsung Hero of the year' award. The award ceremony is on Wed 4 Nov.

- Dr Dermot Sutherland, Acute Physician and Dr Rowan Wallave, Consultant Geriatrician commenced work in August
- Two Junior doctors (Claire McNulty and Aine McGovern) have taken up the new roles as ‘Chief residents’ as part of the action plan following the Deanery visit.
- A new site Morbidity and Mortality Group has been established, chaired by Dr Stewart Campbell, Consultant Gastroenterologist.

Wishaw General

At Wishaw General Hospital we are committed to understanding and improving the lives of patients who have Dementia. Working closely with Alzheimer Scotland we delivered sessions on the site open to all groups of staff and set a goal of having 500 Dementia Friends. We exceed our goal on the 14th October 2015 and are very proud and delighted to have 508 Dementia friends these include, Nursing and Medical staff, AHP’s, Domestics, Porters and Admin Staff. The training session was very interactive and many staff have commented on how it has changed their practice, where next..............maybe 1000!

This year staff from Wishaw General Hospital are finalists in 4 categories for The Scottish Healthcare Awards 2015:

- Jackie Tudhope (CSW) – CSW Award
- Gillian Corbett (Chief Nurse) – Leading and Managing Quality
- Sinead Kelly, (Charge Nurse in ED) for Quality Champion of the year
- Respiratory Team – Team Award

Monklands Hospital

Margaret Kelly was nominated for the IHM Scotland Top Healthcare Manager award and achieved runner up from a total of 24 nominations in the Scottish Healthcare Awards 2015

Dr Geraldine Brennan, Endocrinologist joined us in September at Monklands.

Claire Richardson’s poster on Lab reorganisation won 1st prize at a recent Scottish Healthcare Science event – link as follows: https://www.ibms.org/go/media/news,973
9. Chief Officer, North Lanarkshire Health & Social Care Partnership

This month we have held a series of locality events for each of North Lanarkshire’s six localities. At the events, invited health and social care staff, partners and stakeholders are being updated on integration’s progress in their area. They are also being asked their views about the future and in the selection of the priorities to be pursued in local areas. Crucially, those who attended the initial events will reconvene in a month to offer further feedback they have gleaned from colleagues, service users, carers, patients and members of the broader community. Anyone, whether they are a member of the public, staff member, carer or stakeholder, can also offer their views on what matters most to them as we integrate by emailing integration@lanarkshire.scot.nhs.uk.

With the focus now on strategic planning, services, budgets and who is delivering or leading on the services, the JIB met with members of the Strategic Leadership Team (SLT). The SLT continues to meet monthly, bringing together leaders from across health and social care. The third sector is also represented on the SLT. The JIB was given an insight into all the functions and services being planned and operationally managed by the members of the SLT. A ‘Who’s Who’ of the Strategic Leadership Team has also been made available.

A new £2m integrated day care service has been opened for older people in Cumbernauld. The building, on the site of the former Antonine care home in Seafar, will provide care and health services for people aged over 65 with complex needs. The unit offers a range of social care and health services for older people with complex needs and vital respite for carers. People can come on a short term or regular basis, depending on their individual needs, and can enjoy meals and snacks prepared by staff in the modern on-site kitchen facilities. Services include therapeutic support such as medication reviews, physiotherapy, exercise groups, speech and language support and memory clinics. People can also enjoy social activities including games, arts and crafts and use of a landscaped garden area for mental stimulation and recreation.

Disabled people in North Lanarkshire can now get easier access to more places thanks to a new website for local venues. DisabledGo has been launched giving vital access information so people with mobility issues, disabilities and impairments can fully enjoy local places including shops, pubs, restaurants, council buildings, cinemas, leisure centres, theatres, railway stations and hotels.

I recently visited the new Houldsworth Centre in Wishaw, meeting staff and members of the public and saw firsthand what a fantastic facility this is; it was encouraging to see staff working in innovative and creative ways and genuinely motivated to work collaboratively for the benefit of patients.

10. Chief Officer – South Lanarkshire Health and Social Care Partnership

As previously reported, locality events were held in each of Clydesdale, Hamilton, East Kilbride and Cambuslang/Rutherglen during July. All were well attended, with a cross-section of staff from both agencies; GPs; independent, voluntary and public sector representatives; and carers, with feedback being very positive. A key component of each of the events has been detailed locality profiles, combining Council, Health and third sector data to map information to data zone level. Dates are now being finalised for November and December to continue Partnership involvement in the development of the South Commissioning Plan. The agenda for the day will also include presentations and discussion on the Healthcare Strategy for Lanarkshire.
Interim Out of Hours arrangements were introduced on 1st July 2015, and continue to operate well, with significant improvements in response times for Home Visits and the Primary Care Emergency Centres.

Work with the Admission and Discharge Planning Group to maximise safe and timely discharge from hospital continues to develop.

Work on leading the Older People’s element of the Healthcare Strategy has remained active in preparation for a seminar November. The Group has been very supportive of the approach, and there is a focus on bringing forward specific recommendations for December.

Recommendation

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

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<th>Policy/strategy implications will be addressed in the management of any actions resulting from these events, activities and issues.</th>
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<td><strong>Consultation</strong></td>
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<td><strong>Consultation with Professional Committees</strong></td>
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<td><strong>Risk Assessment</strong></td>
<td>Risk assessment will be addressed in the management of any actions resulting from these events, activities and issues.</td>
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| 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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Author(s)

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<td>Heather Knox</td>
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