

## **PICTURE OF HEALTH**

### **1. Purpose of the Paper**

This paper is for the information of the Board in respect of the review of A & E Services as requested by the Cabinet Secretary and work that is continuing in relation to Picture of Health.

### **2. Review of A & E Services**

#### **a) Clinical Group and Multi Professional Group**

Work has commenced with a core clinical group, led by the Medical Director to scope the potential scenarios which could be implemented in providing A & E Services across the three sites. The issues arising from this work were further assessed and debated at a workshop attended by a wide multi-professional group of employees of NHS Lanarkshire, NHS Ayrshire & Arran and the Ambulance Service. There were over 40 attendees at the workshop. Once the A & E scenarios have been developed further and agreed they will be assessed against the criteria which are as follows:

- **High Quality**  
Evidenced based to achieve good clinical outcomes  
Consistent with clinical best practice
- **Safe and Sound**  
Safe as measured by risk, quality and robustness
- **Sustainable**  
Able to be achieved and maintained through appropriate recruitment, retention and development
- **Patient- centred**  
The right balance between access and quality
- **Value for money**  
Deliverability within existing resources, affordability, opportunity cost to primary care and other developments
- **Consistent with national policy**  
Consistent with the principles of “Building Health Services Fit for the Future”, Kerr Report

It is intended that the requirements of each scenario will be analysed in terms of workforce and costs and the risks in implementation of each scenario will be identified. It is intended that no preferred choice will be identified when the submission is made to the Independent Scrutiny Panel. Clinical staff both in NHS Lanarkshire and NHS Ayrshire &

Arran have expressed their opinion that they would not wish to identify a preferred choice of scenario.

Engagement with the wider clinical community (see below) will develop each of the scenarios to ensure that at the time of submission to the Independent Scrutiny Panel each scenario will include a full description of how it is intended to provide services. Further assessment of the work relating to each of the scenarios will be undertaken at a meeting of the wider multi-professional group scheduled for 13 August 2007.

b) Project Group

A Project Group has been established to drive the process and ensure compliance with the timescale which will see the NHS Lanarkshire submission presented to the September Board meeting. The Group is chaired by the Director of Strategic Implementation, Performance and Planning and includes:

- Medical Director
- Director of Finance
- Nurse Director
- Chair of the Area Clinical Forum
- Employee Director
- Modernisation Director
- Head of Acute Services Programme

The Group will meet weekly to review progress against an identified Action Plan and will be responsible for ensuring the completion of work within the timeframe. It will report progress to the Corporate Management Team.

The Group will not only rely on internal support but link through individual members of the Group to other external organisations, including the Scottish Executive, NHS Ayrshire & Arran, Scottish Ambulance Service, NHS Forth Valley, NHS Greater Glasgow & Clyde and the Boards technical advisors, Currie & Brown Ltd.

The work of the Group will involve completing an analysis for the scenarios which will be developed and cover the following areas:

- Workforce
- Value for money
- Impact on other Picture of Health Investments
- Capital and logistic/implications
- Implications for Scottish Ambulance
- Cross boundary flow
- Full cost analysis

Fortnightly meetings have been established between NHS Lanarkshire, NHS Ayrshire & Arran and the Scottish Executive. Meetings are used to identify progress to date but also to share information and ideas and to ensure consistency of approach in respect of terminology, evidence based data and financial methodology.

It is intended that both Boards will utilise a Health Economist. Work to be undertaken by the economist will include a critique of the scenarios identified and the associated evidence for their function, conducting a primary analysis around the population data and work identifying further data and evidence sources.

c) Scottish Executive

At present the appointment of the Chair and member of the Independent Scrutiny Panel have not been clarified by the Scottish Executive. Further information is awaited.

The proposed process methodology and timeframe that both NHS Lanarkshire and NHS Ayrshire & Arran are following have been made explicit to the Scottish Executive. Confirmation from the Scottish Executive is awaited.

It has been emphasised that the detail of NHS Lanarkshire's submission must be judged against the timescale allowed for assembling and assessing the scenarios identified. It is intended to meet with the Scottish Executive including the NHS Chief Executive in the near future.

d) External Auditors

Informal discussions have been held with the Board's external auditors (PWC) regarding the review of A & E Services. They have reacted favourably to the information provided to them regarding the methodology adopted. The external auditors have been asked to work with us to provide project assurance, reviewing our work and key milestones and formally reporting to the Project Group on completion of the review. The report will also be made available to the Independent Scrutiny Panel.

e) Engagement and Communication

It is intended there will be wide engagement with staff and clinical speciality groups throughout the Review which will involve describing the possible scenarios and initiating discussion on the proposals. These engagement events will also help to refine the scenarios and will identify actions to be taken in implementing each of the scenarios. The meetings will include representation from Acute and Primary Care clinical staff, the professional advisory groups of the Board and Medical Staff Associations will also be engaged in discussions during

July and August. In total meetings will be held with over thirty professional and clinical groups.

The Board are reminded that the responsibility for public engagement will lie with the Independent Scrutiny Panel. It is intended to have an engagement event with the North and South Public Partnership fora.

f) Board Seminars

In order that Board members are fully conversant with the Review, as it progresses, and can contribute to the development of the submission, it is intended that two seminars will be held. These will be on:

- Friday 17<sup>th</sup> August, 2007 from 9.00 a.m. to 1.00 p.m.
- Monday 17<sup>th</sup> September, 2007 from 1.00 p.m. to 5.00 p.m

**3. Picture of Health – Work Continues**

As previously indicated the precise impact on individual projects will differ according to the spectrum of the possible A & E model which will be implemented at Monklands Hospital. However, it is emphasised that planning work continues across all projects previously identified as part of Picture of Health. The Board will be advised when any project has reached a stage where a financial or contractual commitment requires to be met and which may not proceed due to the timing of the A & E Services Review.

One significant change during the past month has been the establishment of some twenty-two speciality clinical groups which are co-chaired by a lead Primary Care Clinician and a lead Acute Care Clinician. The establishment of these groups will mean that planned service changes will be based upon a single Lanarkshire model of care which will not only provide the most effective service but also ensure an improved patient journey. The groups have been established involving a number of clinical and support staff and a clear work programme for each is being established.

**4. Recommendations**

It is recommended that the Board:

- a) Notes progress made to review the provision of A & E Services
- b) Supports the establishment of two seminars to inform the Board of progress in compiling the submission to the Cabinet Secretary.

**IAN A ROSS**  
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**Planning and Performance**

