



**THE REVIEW OF MONKLANDS A&E SERVICES
AND ITS IMPACT ON 'A PICTURE OF HEALTH'**

CABINET SECRETARY'S DECISION

1. In a letter to the Board Chair on 6th June 2007, the Cabinet Secretary for Health and Wellbeing announced her decision to reverse the previous Administration's decision regarding Accident and Emergency services at Monklands Hospital.
2. Ms Sturgeon said she expected NHS Lanarkshire to look again at its original plans as a matter of urgency and to produce revised proposals that would enable A&E services to continue at Monklands, Wishaw and Hairmyres Hospitals. She also announced her intention to set up an independent panel to scrutinise the revised proposals and to report in time to enable her to announce a decision by the turn of this year.
3. The Cabinet Secretary said that the revised proposals should be sound, safe, sustainable, evidence-based, patient-centred, that they should take account of views of local people and that they should offer value for money.
4. In her letter, Ms Sturgeon made clear that there was much to be commended in the Board's original 'A Picture of Health' proposals. She acknowledged that the review work which she has asked to be undertaken will have some consequences for these planned developments, although she expects the Board to minimise any consequential delay while ensuring affordability.
5. In closing, Ms Sturgeon assured the Chair that she did not underestimate the level of challenge faced by the Board in taking this work forward, and confirmed that the Board would have the full commitment and support of the Government in addressing these considerable challenges in partnership.

PROCESS OF REVIEW

6. Although final details of the process, through which options will be developed, are still to be finalised in discussion with the Scottish Executive, the Cabinet Secretary has emphasised the need for the Board to develop options as quickly as possible. She has also made clear that the independent scrutiny process, which will follow the preparation of options by the Board, will include taking account of the views of all stakeholders including local people. The following process and timetable have

therefore been designed on the understanding that public consultation will be conducted by or through the independent scrutiny panel, rather than by the Board.

INDEPENDENT SCRUTINY PANEL

7. An announcement about the appointment of an independent scrutiny panel by the Scottish Executive is still awaited, along with details of membership and terms of reference.
8. Once known, the Board will seek to establish contact, initially to ensure the common definition of review criteria and thereafter to ensure a full explanation and understanding of the various scenarios and the complex raft of risks and consequences attaching to them.

NHS LANARKSHIRE'S REVIEW PROCESS

9. Given the tight timescale, the Board's internal review process is already underway, with numerous stages mapped through to the point in time when options are presented for consideration by the Board in September, followed by submission to the independent scrutiny panel thereafter.
10. A multi-professional group of key clinicians and senior corporate managers is currently scoping out possible clinical and service models across a spectrum of options. During July and August, these will be shared through a wider engagement of all clinical specialty, technical and managerial groups across NHS Lanarkshire for exploration, evidence gathering, risk assessment and further development. Additional meetings of the Area Partnership forum and the Area Clinical forum will be convened where appropriate, to ensure the widest participation in defining and refining the options, before any proposals are brought to the Board for formal consideration.
11. We have also agreed a process to ensure that we work very closely with colleagues in NHS Ayrshire and Arran and in the Scottish Executive. Meetings with colleagues in other Boards, particularly Greater Glasgow and Clyde, Lothian and the Scottish Ambulance service will also take place.
12. NHS Lanarkshire's analyses of alternative scenarios on the spectrum of A&E services for Monklands will be as robust and thorough as it is possible to be, recognising the limitations of the timescale set by the Cabinet Secretary. We will also draw on external expertise where necessary to assist with the analysis, particularly in respect of the clinical risks as well as the financial, logistical and economic considerations, before any final analyses are presented to the Board.
13. Arrangements will also need to be made, probably for August or early September to brief a range of other stakeholders on the emergent thinking. These will include the wider staff, the public partnership fora, MSPs and Local Councillors.

IMPACT ON 'A PICTURE OF HEALTH'

14. This Review will have an impact on the rest of the developments planned to deliver 'A Picture of Health', because:-
 - a) a change in the profile of A&E service in the hospitals will affect the business case for some schemes;
 - b) the eventual decision could have significant financial consequences which would adversely affect the affordability of the Board's programme of schemes;
 - c) redirection of management and other resources to undertake this review will lead to a slowdown in the planning of other schemes
15. The precise impact on individual projects will differ according to where on the spectrum of possible A&E models the Cabinet Secretary finally indicates her decision. However, an initial assessment has been made, with a view to minimising uncertainty where possible, without jeopardising the financial stability of the Board.
16. Another factor which affects the affordability of the Board's capital development programme, but which is not a direct consequence of the Monklands A&E Service review, is the level of annual uplift in the Board's financial allocation. Since the 'A Picture of Health' programme was approved by the then Deputy Minister in August 2006, anticipated levels of uplift have been scaled back, pending the outcome of the UK Governments Comprehensive Spending Review and the Scottish Governments local response, which is not expected to be known until much later in 2007.
17. Taking all of that into account, it is recommended that the planning and/or construction of the following schemes continues, unaffected where possible by the Monklands A&E service review, recognising their advanced stage of planning, or the imperative of other strategic requirements, or because they will deliver efficiency improvements. The total capital value of these schemes is approximately £53m and their continued progress in many cases will still be subject to detailed business case approval:-
 - Bellshill Resource Centre
 - Caird House Hamilton, Complex Care
 - Carluke Health Centre
 - Coathill Hospital, Complex Care
 - Greenhills Health Centre and Dental
 - Larkhall Institute
 - Kirklands Learning Disability Assessment Centre
 - Corporate Headquarters
 - Coatbridge Primary Care and Dental Centre
 - South Lanarkshire Community Dentistry
18. Planning for all the remaining developments will also continue where possible up until the completion of formal business cases. This may involve a delay due to changes in the content of schemes as a result of the Monklands A&E service review. They will not, however, be able to proceed beyond the point of contractual or financial commitment until their clinical sustainability and affordability can be confirmed. This can only happen once a decision on the Monklands A&E service model is known, including the specific opportunity cost impact on the Board's

financial plan, along with the national spending review on future NHS budgets. The total capital value of these schemes is in the order of £323m:-

Airdrie Resource Centre
East Kilbride Civic Development
Monklands Acute Mental Health Unit
Acute redevelopment, Hairmyres, Monklands and Wishaw
Cancer Centre
Cumbernauld Community Casualty Unit
Lanark Community Casualty Unit
Clydesdale Community Hospital
Kilsyth Health Centre
Hamilton Resource Centre
Wishaw Health Centre
Hairmyres Acute Mental Health Unit

RECOMMENDATIONS

19. It is recommended that, in consideration of this matter, the Board
- a) notes the Cabinet Secretary's decision;
 - b) endorses the process now in train to review the Monklands A&E services;
 - c) approves the initial assessment of the impact of uncertainty on the 'Picture of Health' development programme; and
 - d) calls for progress reports at future meetings of the Board

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