Lanarkshire NHS Board

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 28 May 2015 to 25 August 2015, principal amongst which have been:


2.6.2015. and 7.7.2015. Attended Scottish Medicines Consortium (SMC) meetings in Glasgow of which I am a member.

3.6.2015. Visit to Kilbryde Hospice to view new facility and discuss the way forward for the best possible palliative care services in Lanarkshire. Meeting with Gordon McHugh, Chief Executive Lady Susan Haughey, Director and Dennis Gallagher, Director of Kilbryde Hospice.


16.6.2015. Attended official opening of the new Garden area at Glencairn Ward in Coathill Hospital. This garden project was funded through NHSL endowments. The garden was completed by Clydesdale Community Initiatives with participation from patients within forensic and rehabilitation services and will enable and improve the wellbeing of patients for many years to come.

17.6.2015. Attended the Medical Leadership Forum in Wishaw General Hospital with main speaker Professor Mahmood Adil, Medical Director, Public Health and Intelligence, NHS National Services Scotland, who talked about health intelligence and the role of doctors in leading this.


26.6.2015. Attended MSN for Neurosurgery Board meeting of which I am Chair.

2.7.2015. Visit to the Integrated Equipment, Adaptation and Disability Information Services, Motherwell; a joint venture between North Lanarkshire Council and NHS Lanarkshire that provides equipment and adaptations across Lanarkshire. Tour also of the New Houldsworth Centre, Wishaw building.

14.7.2015. Undertook a Patient Safety Leadership Walkround, Hairmyres Corony Care Unit.
17.8.2015. Undertook a Patient Safety Leadership Walkround, Monklands Geriatric Occupational Rehabilitation Unit.

Undertook Chief Executive Performance Reviews to discuss strategy delivery plans for the following services:

- 11.8.2015. Mental Health Services at Netherton House Wishaw and Buchanan Centre Coatbridge.
- 14.8.2015. Child and Adolescent Mental Health Services (CAMHS) and Paediatrics at Wishaw General Hospital.

2. Director for Nurses, Midwives and Allied Health Professionals

NMHAP Practice Development Centre

May:
Karen Hainey (Resuscitation & Skills Practitioner) presented in collaboration with colleagues from University of West of Scotland at the Scottish Clinical Skills Managed Education Network Conference: Title: An evaluation of an innovative medical teaching technique for centre venous access device care and maintenance.

June:
Dr Kathleen Duffy (Senior Nurse Practice Education) Keynote paper presented at 'Enhancing the culture of learning in a challenging environment' Centre for Nursing Education Mentor Conference, 9th June 2015, Beaumont Hospital, Dublin. Title: 'Failing students - should you give the benefit of the doubt: why we don't fail students'.

July:
Marina Shannon (Role development Practitioner) presented at Health Services Research Network Symposium (Nottingham) Co Authors of poster: C McGuire, J Rankin, L Matthews, M Cerinus Title: ‘The best-fit candidates’: Improving quality of the NHS workforce through Values and Competency Based recruitment methods.

Clare McGuire (Leading Better Care Programme Manager) as part of the NHS Lanarkshire /UWS collaboratve programme presented at the World Nursing Congress (Singapore) Title: Supporting nursing leadership by the implementation of an increased supervisory role.

Margot Russell (Director NMAHP PDC) as co-author, with others as part of UWS / NHSL Leading Better Care collaboration has had an article accepted for publication by the Journal of Nursing Management. Title: Facilitators and barriers to the increased supervisory role of Senior Charge Nurses: a qualitative study Mathews L, McGuire C, Rankin J, Russell M.

NMC Revalidation Workshop

A workshop was held in NHS Lanarkshire for senior nursing, midwifery, human resource, organisational development and partnership colleagues on 24 July 2015. The group heard from Donna O'Boyle, Professional Regulatory Adviser at Scottish Government, and Gillian Costello, Associate Director of Nursing at the Scottish pilot host Board, NHS Tayside. The
afternoon was helpful in further informing our local preparation for NMC Revalidation in advance of the NMC Council decision which is due in October, at which it is anticipated that they will announce a go live date of April 2016.

**Allied Health Professions**

The Lanarkshire Speech and Language therapy Augmentative and Alternative Communication (AAC) Partnership Poster was the winner of the Poster Category of Quality Improvement: Infrastructure at the annual NHS Scotland event on 24 June 2015.

The award was presented by Paul Gray, Director General of Health and Social Care and Chief Executive of NHS Scotland and the award was accepted by Mrs Pauline Downie, Speech and Language, Head of Service, on behalf of the Lanarkshire AAC Partnership.

Following on from their success at the 2015 NHS Scotland Event, colleagues in The Everyone Matters 2020 Vision team for the poster content to feature within the case studies section of the Everyone Matters website. The service completed awareness raising events as part of the Now Hear Me campaign with the first event taking place in Wishaw General on 19 June 2015, with the event being well attended by members of the public and staff.

In addition, a further 2 awareness raising events were held in Haimyres and Monklands Hospital during July 2015.

**Queen Birthday Honours List**

Mrs Eileen Lochhead, who recently retired as the Occupational Therapy Care Group Lead, for Paediatrics, within NHS Lanarkshire was recently awarded a British Empire Medal (BEM) in the Queen Birthday Honours List for services to Paediatric Occupational Therapy in NHS Lanarkshire.

Eileen was instrumental in reducing the waiting times for the service from 18 months to their current position of no patient waiting over 12 weeks.

**Looked After Children’s Nurses**

March 2015, Maureen Allan & Ellen McDonald NHSL Looked After Children’s nurses won the prestigious award NHS Education for Scotland (NES) Best Start Leadership programme.

The NES programme facilitated Maureen and Ellen to develop additional and more enhanced skills through implementing a local Quality Improvement Project ‘My Health, My Voice’ with a specific aim to develop specialist interactive tools to capture the Looked After Children’s Voice when undertaking an assessment. The project was underpinned by improvement methodology. The evidence to date suggests that these interactive tools are proving to be invaluable in the facilitation of the child’s engagement and participation in a more meaningful way in their CEL 16 Health Needs Assessment. The interactive tools based on the SHANARRI indicators have helped identify the looked after child’s unmet health and wellbeing needs, underpinned by Getting It Right For Every Child (GIRFEC) principles.
Maternity

A successful away Day to explore future delivery of Maternity Services in Lanarkshire took place on 17 June 2015. This event was attended by a wide range of staff across a number of disciplines who contribute to maternity care. Following on from this event a steering group has been established to develop a prioritised improvement plan and a number of tests of change are currently underway. A follow-up event is being organised for November 2015.

Post natal debriefing project which is being tested under the person centred care collaborative in Lanarkshire has been accepted for presentation at the national maternity, midwifery and baby forum for the quality care and compassion theme. This is one of only 12 projects selected and the only one from Scotland. It is also intended to submit this work to the RCM awards this year.

Health Visiting

UNICEF Baby Friendly re-accreditation was achieved in community across North and South Lanarkshire in May 2015. The feedback was exceptional with exemplary care being cited by women and the accreditation team.

3. Medical Director

1-2 June 2015
Sheffield Microsystems Expo

Frances Dodd, Divisional Nurse Director (Acute), Dr Hakim BenYounes, Chief of Medicine (Wishaw) and Jane Murkin, Acting Head of Clinical Governance and Risk Management attended the Sheffield Microsystems Coaching Academy Expo event and heard from the founders of Clinical Microsystems theory; Paul Batalden, Eugene Nelson and Margie Godfrey. The purpose of this visit was to broaden our organisational understanding of the Microsystems approach with influential colleagues in order to harness support should this model evaluate well and we opt to spread this approach in Lanarkshire.

9-10 June 2015
Quality Improvement, Innovation and Patient Safety First Leadership Programme

The fourth module of the above programme was held which included a day on Humanising Healthcare.

16 June 2015
Building Capacity and Capability for Patient Safety and Quality Improvement

A one day learning event was held on 16 June 2015 with 109 staff in attendance.

17 June 2015
Patient Quality and Safety Fellows Graduation – Cohort 7

Three of our consultants Drs Stephanie Dundas, Gordon Cowan (both Monklands) and Damien Reid (Hairmyres) graduated from the Scottish Quality and Safety Fellowship programme. Their projects were in the following areas: improving safety and discharge
planning using structured ward and board rounds, implementing a surgical sign-out process in operating theatres and improving specialist medication compliance for patients in a busy receiving unit.

17 June 2015
Medical Leadership Forum

Professor Mahmood Adil, Medical Director, Public Health and Intelligence, NHS National Services Scotland, spoke about and led an interesting discussion on health intelligence and the role of doctors in leading this.

18 June 2015
Reducing Harm Collaborative Learning Session 4

The fourth Learning session of the Reducing Harm collaborative took place on 18 June 2015 with 231 staff in attendance and was opened by Calum Campbell (Chief Exec) reinforcing the Board’s commitment to patient safety as the number one priority. The day had a combination of both plenary and facilitated breakout sessions focused on:

- Reducing Harm – Avoidable Harm & Improving patient safety.
- Sharing progress Since LS 3– sharing the learning as well as both patient & staff stories.
- Reducing Harm from Medicines.
- Testing & accelerating improvement.
- Refresh on aims, measures and changes for reducing harm from each specific harm area.
- Hearing progress from Teams since LS 3 – sharing the learning – showcasing the best improvement work to date and emphasising testing changes and key learning.
- Revisiting the Model for improvement and achieving reliability.
- Understanding testing with a real focus and accelerating testing and moving people to increase number and frequency of tests and sharing and capturing the learning.
- Reviewing their data and measures for improvement – what are teams learning? Reinforcing the importance of continuous measurement.
- A multidisciplinary team approach to the improvement work – not reliant on one or two individuals.
- Team planning next steps and setting PDSA.

23 – 24 June 2015
NHS Scotland Event

Pauline Downie, Professional Lead, Speech and Language Therapy, and her team including colleagues from North and South Lanarkshire Councils and HOPE for Autism won the best poster under Improving Quality: Infrastructure for the Lanarkshire Augmentative and Alternative Communication Partnership.

26 June 2015
An Organisational Approach to Human Factors Group

Shelley Jeffcoate, Human Factors Lead, explained her pioneering role within NHS Lothian.
9 July 2015

Visit to neonatal unit, Wishaw General with Dr Sam Ibhane-sebhor, Clinical Director, to see the HeRO system which has recently been installed to facilitate early detection of sepsis in vulnerable newborns. While there we also discussed the changing accommodation requirements of the unit.

17 July 2015

Visit to Simulation Centre with Catie Paton, Clinical Skills Consultant, to observe training using manikins and to discuss opportunities to expand provision of training.

17 July 2015

A positive meeting was held with Professor Vincent McKay, Dean of Health and Life Sciences, Glasgow Caledonian University and colleagues to explore opportunities for partnership. A list of priorities for joint-working is currently being developed.

31 July 2015

Professor Lewis Ritchie visited the Board to seek opinions to inform the national review of out of hours primary care services which he is chairing.

5 August 2015

National Clinical Strategy development

Six representatives from NHS Lanarkshire attended a lively session led by Dr Angus Cameron at Stirling University to inform the development of the national clinical strategy.

4. Director of Strategic Planning and Performance

Capital Development Programme – Primary Care Investment Projects

The second of the three Primary Care Investment Projects at East Kilbride was successfully opened for business on 26th May. Work has begun on the new multi-storey car park which is scheduled for completion by December 18th 2015. The third and final project which will be delivered through South West Hubco will be the new facility at Wishaw which will accommodate a wide range of NHS services as well as housing and library services from North Lanarkshire Council. The new centre was handed over on 7th August as scheduled with the service migration programme due for completion by 7th September. Once the services have transferred from the existing health centre work will begin on the new car park with an expected completion date of 4th March 2016. All projects have, to date, been delivered on time, to standard and within budget.

The new £20m Theatres and ITU project at Monklands Hospital is underway. This new development which will deliver 10 ITU beds and 7 operating theatres will be completed in June 2018. The project is very complex as we are required to maintain 7 working theatres throughout the construction period. This has necessitated detailed plans for 12 different stages of the project.
Work continues on the delivery of the new Pathology Lab (£1.8m) and the Lanarkshire Beatson (£22m) which is on schedule to treat its first patients in December 2015.

Following the closure of the Victoria Infirmary Emergency Department on 15th May NHS Lanarkshire implemented agreed enhanced capacity plans on the Hairmyres site. Patient activity has been continuously monitored since the service changes were enacted by GG&C. The increased activity levels with attendant costs for treating Glasgow residents has been shared with planning and finance colleagues at GG&C. Work continues to finalise the resource transfer sums linked to this increased activity. There has been strong and effective partnership working between NHS Lanarkshire, NHS GG&C and Scottish Ambulance Service throughout this process. The focus has been on ensuring that we have continued to deliver timely, safe, effective and patient centred care.

Cleanliness Inspections – The prevention of Healthcare Acquired Infections remains very high on the NHS Lanarkshire agenda. Compliance with Infection Prevention and Control and Environmental Cleanliness standards are a key aspect of preventing and managing infection. To support the delivery of the highest standards of service the regular Senior Management Site Inspection continue with further visits to the three Acute Hospital sites having been completed over the last 2 months. The findings from these visits are used to improve performance and enhance staff knowledge and practice. Non-Executive Directors are now involved in the visit programme. Visits have included Hairmyres; Wishaw General; Monklands Hospital and Parksprings.

Soft FM Septennial Reviews – following an extensive programme of work, which has been taken forward in partnership between NHS Lanarkshire and the PFI Contractors, the Board and Scottish Government have approved the renegotiated settlement offers which will deliver a number of service enhancements as well as generating almost £6m of savings over the next 7 year period. Work is progressing on implementing the agreements and progressing the work on amending the “right to match” clause in the Hairmyres contract. It is expected that the revised agreements will be concluded in the coming weeks.

Clinical Accommodation at Wishaw – Agreement has been reached through the CMT and Capital Investment Group that the plans to effect changes to accommodation to enable the needs of the Medical Day Bed Unit; the introduction of the Ambulatory Care Service and the move of acute admission assessment beds for Old Age Psychiatry (OAP) from Coathill and Airbles Road to ward 2 at Wishaw should proceed. These plans will offer improvements in clinical services and in the case of the OAP service release resource for further investment in to safe, effective community based alternatives. Colin Lauder will now lead a process with input from service leads to implement the changes.

Alcohol and Drug Partnership – as Chair of the Lanarkshire ADP I have been working with colleagues at the Alcohol and Drug Policy Unit at Scottish Government to develop a refreshed architecture for national planning, delivery and performance management of ADP services. I will continue to Chair the National Planning, Delivery and Performance Review group. The Minister for Public Health, Mrs. Maureen Watt visited Lanarkshire ADP on 3rd June to review how the ADP has undertaken local needs assessment and used this information to develop a refreshed service strategy with attendant delivery and resource plans. The Minister was very impressed with the Lanarkshire approach and raised her support for this type of joint working within the Scottish parliament.
Healthcare Strategy – agreement has been reached by the Board CEO and the Chief Officers for North and South H&SCP’s on the approach which will be taken to agree the NHSL Healthcare Strategy and the Joint Strategic Commissioning Plans for the respective new partnerships. The Healthcare Strategy Group is co-chaired by the above persons below this there is a range of topic specific service planning groups. The aim is to have a draft Healthcare Strategy by December 2015 which will be used to engage colleagues at Scottish Government on the proposed service changes that will be required to deliver safe, effective, person-centred and sustainable models of care.

A meeting was held between the WoS Chief Executives (or their representatives) and Paul Gray to discuss the implications of implementing the National Trauma model which the previous Cabinet Secretary had committed to. We were able to describe the requirements for change for Orthopaedic Services within NHSL including the HIS recommendation and the workforce challenges and how these would fit with or without the introduction of the national trauma model. Further discussion will be required at Regional and National level on how the trauma centre model will be progressed.

A number of key meetings took place during the reporting period including with Audit Scotland on Health and Social Care Integration; HIS on multi-agency inspection of Older People’s Services; National Review of Primary Care Out of Hours; OPAH Inspection at Hairmyres and an International Visit from the Deputy Minister for Health from Qatar. The latter delegation were keen to consider how Primary Care Services operated in Scotland and how these were likely to change as apart of the overall integration agenda.

5. **Director of Human Resources**

*Implementation of iMatter:* Good progress continues to be made in the roll out of use of iMatter across NHS Lanarkshire.

iMatter is a staff experience measurement tool designed for use across the NHS in Scotland. A programme plan for the full introduction of iMatter to the whole of NHS Lanarkshire by 2017 has been agreed with Scottish Government.

Phase 1 of the programme has been implemented according to plan covering the Corporate Management Team, the HR/OD/Salus Directorate, Public Health Directorate and the Strategic Planning, Performance, PSSD and IM&T Directorate. Action Plans have been developed for implementation across all the above Directorates in response to the results of their first iMatter surveys.

Phase 2 of the programme covers the Finance Directorate, Medical Directorate and NMAHPs Directorate. iMatter reports have recently been received by the Phase 2 teams and they are now developing their Action Plans.

Preparations for the roll out of Phase 3 within Acute are currently being actioned. Implementation within Acute has been split into three phases with the first one being all acute staff on the Monklands site.

*Staff Survey 2015:* The Scottish Government have established arrangements to conduct the NHS Scotland Staff Survey 2015. The survey will be open for staff completion in the period 10th August – 21st September 2015. Administration of the
Survey 2015 will again be conducted by Capita Survey and Research.

A Communication Plan has been implemented to encourage staff to participate in the Survey 2015 and managers and staff representatives will work diligently to highlight the importance of staff completion.

The Survey 2015 can be completed on-line (direct invitation through email), on paper (copies being provided widely across NHS Lanarkshire) and by telephone (relevant number being publicised widely).

Once the results of the Staff Survey 2015 are published nationally an NHS Lanarkshire Staff Survey 2015 Action Plan will be developed, shared with CMT and the Staff Governance Committee and then implemented.

**eESS Implementation**: NHS Lanarkshire has recently concluded work as a pilot NHS Board supporting implementation and testing of eESS (the new Electronic Workforce Information System for NHS Scotland).

The pilot ran from 1st October 2014 – 30th June 2015 and was designed to complete real time, end to end testing of all aspects of the system. NHS Lanarkshire was joined by NHS Lothian and NHS NSS in completing the pilot phase.

The pilot was designed to test:

- Validation of data transactions
- Development of Standard Operating Procedures
- Development of necessary Training Materials
- Data Capture and continuous update
- Fit for Purpose of the iRecruitment System

Feedback from the pilot Boards has recently been considered by the Programme Board and is currently the subject of discussion and engagement with HRDs across NHS Scotland and with the Scottish Government.

The feedback from the pilot combines positive and less than positive experiences in the design and application of eESS both from NHS and user perspectives. The Director of Human Resources will continue to update the CMT, Staff Governance Committee and Board as this important matter progresses.

6. **Director of Finance**

During July the Board’s external auditors issued their annual report covering the Board’s performance during 2014/15 and a best value review of risk management arrangements. This will be presented to the September Audit Committee. National Procurement, at the Board’s invitation have been conducting a widespread review of opportunities for cost savings from procurement. They will issue a detailed report in August and work with the Board to implement an action plan. Work continues to develop the financial infrastructure to support the new IJB’s.
7. **Director of Public Health and Health Policy**

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

- **28 May and 30 June** – PC OOH Services Review Group.
- **10 June** – Health Economic Network for Scotland Workshop: Identifying, appraising and applying health economic evidence for public health.
- **11 June** – Police Scotland Workshop on Raising Awareness on Prevent (WRAP) to key individuals in NHSL. Prevent is the part of the Scottish and UK Government’s guidance to stop individuals being influenced by extremist groups.
- **7 July** – Health Technology Assessment Elective and Emergency Specialist Care (HTA EESC) Panel in London of which I have been a member since last year.
- **13 July** – Scottish Public Health Network (ScotPHN) Advisory Group meeting which I have been invited to chair.
- **15 July** – meeting with Prof Mahmood Adil, Medical Director, Public Health and Intelligence, NHS National Services Scotland.
- **22 July** – visit to Dungavel regarding public health.
- **4 August** – National Patient, Public & Professional Reference Group (NPPPRG) on which I represent the Directors of Public Health. The NPPPRG provides advice to the National Specialist Services Committee (NSSC) on national specialist services, networks and risk share schemes.

**Positive Issues and Key Risks**

**Publications:**


A response was made by NHSL on 5 August to the Health (Tobacco, Nicotine etc and Care)(Scotland) Bill supporting the provisions in the Bill in relation to Nicotine Vapour Products (NVPs) and the proposal to ban smoking in hospital grounds.
Issues around boundary changes in Cam Glen continue to affect some aspects of screening programmes and release of funding for additional work from NHS Greater Glasgow and Clyde is being followed up in the Boundary Changes Steering Group.

8. **Director of Acute Services**

**Hairmyres Hospital** – the Hairmyres Ophthalmology team received an excellent nomination for the Medical Directorate Awards at the Scottish Medical Education Conference.

**Monklands Hospital** – David Watson, Senior Nurse, Emergency Department has been accepted to have a Poster Presentation of his research at Society Acute Medicine Conference in Manchester in September 2015.

**Wishaw Hospital** – Wishaw has successfully hosted a group of school pupils applying for undergraduate courses in Medicine supporting them with work experience and interview preparation co-ordinated by Juliette Murray.

9. **Chief Officer, North Lanarkshire Health & Social Care Partnership**

3 June – North Lanarkshire Leadership programme – Held the second session of the north Lanarkshire leadership programme with senior colleagues from NHS Lanarkshire and North Lanarkshire Council

11 June – Strategic Planning Group – Held first strategic planning group. It considered

- Vision for North Lanarkshire;
- The needs assessment for North Lanarkshire;
- The outcomes and performance framework.

June/August – Chief Accountable Officers – continue to meet as a network to discuss integration issues and share good practice and ideas.

27 June – The Parliamentary Order to establish the North Lanarkshire Joint Integration Board came into force making it a legal entity from this date forward.

07 July 2015 – First Joint Integration Board since formal establishment held. The agenda included the following items;

- Update on integration Scheme;
- Appointment of the Chief Officer;
- Standing Orders;
- Proposed Committee arrangements;
- Proposed interim business arrangements;
- Clinical and Care governance framework;
- Complaints;
- Delegated performance targets;
- Finance update;
- Presentation on the future of nursing.

22 July – ISD Local Intelligence Support Team (LIST) officer; Scott Buchanan; started with the North Partnership on a 0.5WTE to support data analysis of national held health
and social care information for North Lanarkshire. To date he has largely progressed work around high volume / resource users of services.

05 August 2015 – Hosted a series of meetings with Audit Scotland who are reviewing progress to established integrated health and social care arrangements. They advised that the report is due out in December though we will get early sight of the draft where it references North Lanarkshire.

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

Locality events 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. These events will further influence the development of locality plans as part of the wider Joint Commissioning Planning process for the Partnership. 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.

Interim OOH arrangements were introduced on 1 July 2015 and operating well. Similarly participated in the visit of Sir Lewis Ritchie to NHS Lanarkshire as part of his national review of OOH services.

Visited Rutherglen and Cambuslang localities and had very helpful and informative discussions with frontline staff.

Continued to develop further work as part of the Admission and Discharge planning group to maximize safe and early discharge from hospital - thereby reducing the number of delayed discharges.

Met with representatives of Health Scotland to consider the input they could provide to the overall Joint Commissioning process, with a particular view to addressing inequalities across the South Lanarkshire Partnership area as a component part of the Joint Commissioning and Community Planning processes. This will be developed further in the coming months.

Continued to lead the Older People’s element of the Healthcare Strategy.

Recommendation

The Board is asked to note the report.

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