



Deputy Director of Hospital Services Recruitment Pack

Application Closing Date: Tuesday 10 June 2025

NHS Lanarkshire
University Hospital
Hairmyres
Eaglesham Road
East Kilbride
G75 8RG



Pack Contents

To assist you with your application for one of the posts of Deputy Director of Hospital Services for NHS Lanarkshire, this pack will provide useful information about the post, about NHS Lanarkshire and about Lanarkshire more generally.

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Message from our Director of Hospital Services

We have an exciting opportunity for a Deputy Director of Hospital Services at University Hospital Hairmyres.

You will be accountable for the entire operational and strategic management of your service area, the Deputy Site role and Lanarkshire wide remit, including responsibility for its performance, resources and activity. In addition, you will be responsible for providing managerial input to the Division's strategic structure and for developing future clinical strategy via the Division's Clinical Groupings. You will also be expected to work on a range of service specific and NHSL wide issues and deputise for the Site Director as necessary.

You will direct and lead across a range of disciplines and hold a joint responsibility for setting, monitoring and controlling the directorate budget.

Applications are welcomed from suitably qualified candidates with a passion for delivering high quality clinical services and non-clinical support functions that meet the immediate and future needs of the patient population in Lanarkshire. For informal enquiries, please contact myself at Margaret.Meek@lanarkshire.scot.nhs.uk to arrange a discussion.

If you haven't already done so, you will also want to check out NHS Lanarkshire's website at <https://www.nhslanarkshire.scot.nhs.uk/>.

Margaret Meek
Director of Hospital Services
NHS Lanarkshire

Post Outline

Band 8C £83,837 to £89,866 per annum

NHS Lanarkshire is the third largest NHS Board in Scotland, providing health services across Lanarkshire to a population of 652,000 with a baseline recurring revenue allocation of c.£1.8bn and currently employing c15,400 staff. We work closely in partnership with two local Councils (North and South Lanarkshire) and Integration Joint Boards to deliver improved health and social care for our local communities.

As Deputy Director of Hospital Services, you will be accountable for the entire operational and strategic management of your service area, the Deputy Site role and Lanarkshire wide remit, including responsibility for its performance, resources and activity. In addition, you will be responsible for providing managerial input to the Division's strategic structure and for developing future clinical strategy via the Division's Clinical Groupings. You will also be expected to work on a range of service specific and NHSL wide issues and deputise for the Site Director as necessary.

You will be responsible for the delivery of high quality care for patients and agreed financial targets and budgets, including corporate recovery schemes, recurring savings programmes and efficiency measures.

You will direct and lead across a range of disciplines and hold a joint responsibility for setting, monitoring and controlling the directorate budget. You will be responsible for driving forward the Service Improvement agenda as set out by NHS Lanarkshire's strategic directives, which includes the specific aims Lanarkshire's LDP, 18 Week RTT and HEAT Targets/standards.

You must be educated to postgraduate or masters degree level or have equivalent experience, preferably with an MBA or MSc management qualification. You must have demonstrable senior managerial experience with recent evidence of effectively implementing organisational changes and evidence of effective resource management.

In addition, you will also participate in an on-call rota.

To apply for this opportunity, please visit the [NHS Scotland Recruitment Portal](#).

Closing date for receipt of completed applications: Tuesday 10 June 2025

1. JOB DESCRIPTION

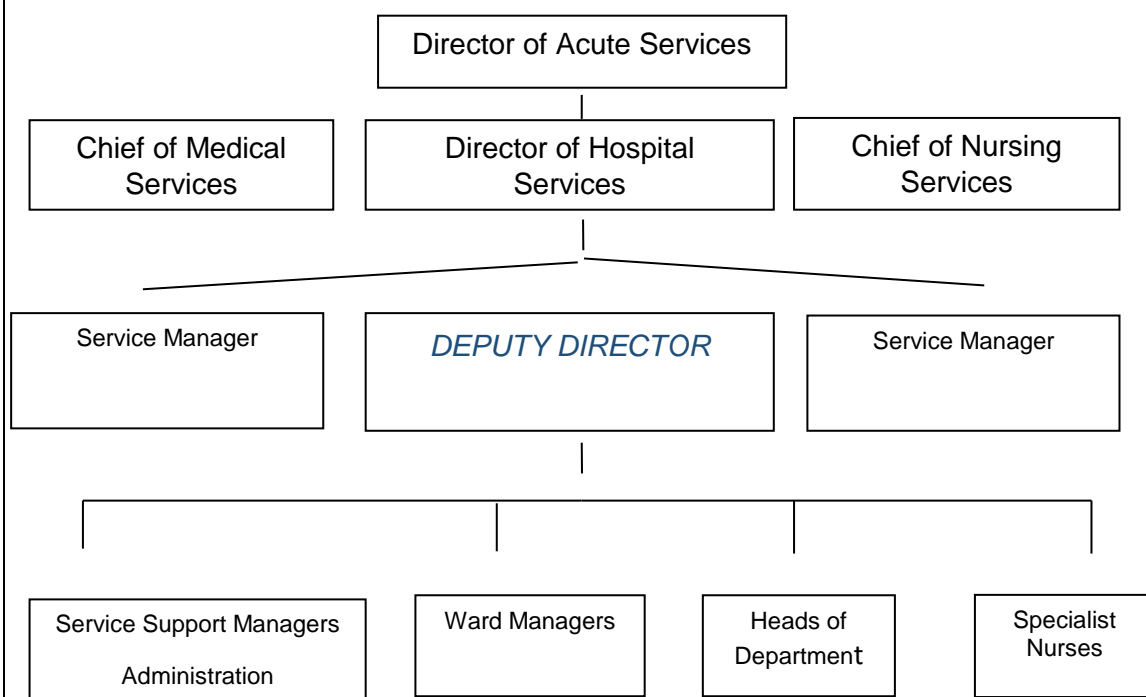
Job Title: Deputy Director of Hospital Services
CAJE ID: NHSL17/002
No of Job Holders: 3

2. JOB PURPOSE

The Acute Division's role is to deliver high quality clinical services and non-clinical support functions that meet the immediate and future needs of the patient population in Lanarkshire.

Through the Director of Hospital Services, the Deputy Director is accountable for the entire operational and strategic management of their Service Area, Deputy Site role and Lanarkshire wide remit, including responsibility for its performance, resources and activity. In addition, the Deputy Director is responsible for providing managerial input to the Division's strategic structure and for developing future clinical strategy via the Division's Clinical Groupings. Furthermore, in addition to Directorate business the Deputy Director, directed by the Director of Hospital Services, is expected to work on a range of Service specific and NHSL wide issues. The Deputy Director will be expected to deputise for the Site Director as necessary.

3. ORGANISATIONAL POSITION



4. SCOPE AND RANGE

- Through the line management structure the Deputy Director will direct and lead between approx 310 w.t.e. staff members across a range of professions and disciplines, including administration, technical, nursing, scientific, para-medical and allied health professions.
- The Deputy Director directly line manages Heads of Department/Ward Managers (up to 20), Service Support Managers, Administration Co-ordinators and Clerical Officers within the Directorate, taking responsibility for service performance, service quality, recruitment, appraisal, continuing professional development and all aspects of staff governance.
- The Deputy Director supports the Director of Hospital Services and is expected to carry out major Directorate wide and NHS Lanarkshire tasks, as required.
- In conjunction with the Chief of Medical Services, the Deputy Director is responsible for setting, monitoring and controlling the Directorate budget - £21million.
- The Deputy Director is proportionately responsible for the following: circa 198,000 outpatient visits, c 64,000 inpatient stays and 27,000 day-cases.

5. MAIN DUTIES/RESPONSIBILITIES

- To deliver high quality care for patients.
- To deliver agreed financial targets and budgets, including corporate recovery schemes, recurring savings programmes and efficiency measures.
- To deliver inpatient, day case, outpatient and specific waiting time guarantees as set out by Scottish Government Health Department.
- To deliver agreed activity targets for all services and functions within Directorate, including waiting lists.
- To contribute to the delivery of patient safety targets.
- To lead, manage and direct all non-medical staff within the Directorate, reviewing performance of individual areas to ensure that effective and efficient patient services are provided, taking corrective action as required.
- To lead and deliver on all aspects of staff governance within the Directorate including e-ksf, partnership working, PDP implementation/review and development of Continuing Professional Development
- To work closely with senior medical colleagues in order to secure commitment to Service objectives, influencing behaviours and actions in order to effect service change and service redesign.
- To support and implement the workings of the Consultant contract, the New Deal for Junior Doctors, Modernising Medical Careers, Agenda for Change and other national changes whilst ensuring that patient services are upheld in accord with objectives and strategy.

- To co-ordinate and lead Directorate arrangements for health and safety, risk management, fire and security, ensuring that policies are implemented, reviewed and updated as necessary.
- To co-ordinate and lead capacity planning for their service area across NHSL sites ensuring robust communication and decision making processes are in place with clinical colleagues.
- To liaise with the Associate Medical Director (ASM) to ensure the resource and service implications of any planned strategic change for their Lanarkshire wide remit are worked through and communicated to all key stakeholders including nursing and senior medical staff.
- To participate in On-Call rota assuming overall managerial control for all activity and business occurring outside normal working hours, including weekends and public holidays. Specifically, this includes effective cross-site bed management, site staffing decisions and management of any emergency situations, including major incidents.
- To fully participate as a member of the Divisional Management Team providing supporting information, advice and direction to senior colleagues. Participating in decision-making and influencing strategy development. Deputising for the Site Director as appropriate.
- To develop and prepare, along with the Clinical leaders, comprehensive and innovative operational business plans along with business cases for service developments and capital projects.
- To define, develop and sustain an operational work and meetings programme to ensure that the Divisional activity is fully integrated, co-ordinated and aligned to its objectives.
- To fully ensure that the Division adheres to all relevant NHS Lanarkshire and NHS Scotland policies.
- To drive forward the Service Improvement agenda as set out by NHS Lanarkshire strategic directives. This includes the specific aims Lanarkshire's LDP, 18 Week RTT and HEAT Targets/standards.
- To lead and motivate staff and stakeholders gaining commitment to progress to ensure the timely and effective delivery of service changes.
- To regularly undertake surveys and audits relating to service efficiency and patient care – taking corrective action wherever necessary.

6. EQUIPMENT & MACHINERY

The Deputy Director position carries overall managerial responsibility for safe operation and maintenance of equipment used with the Divisional area of service.

The Deputy Director is directly accountable through the health and safety management system, INPHASE /Control Book system and HAZ/SAN notice system.

Personal computer to produce typed documents, access and share information, access Intra- and Internet, receive and send emails, produce spreadsheets, and to set up and operate databases as required.

Printers and photocopier to produce and reproduce hard copy documents and multi-copies as required.

Overhead and multi-media projectors to deliver high quality presentations to meetings, workshops, seminars and other such events.

Telephone, Fax and Dictaphones for purpose of general communications.

Care to ensure most efficient use of time undertaking business of the organisation.

7. SYSTEMS

The Deputy Director uses IT equipment on an extensive basis to secure relevant knowledge/understanding and present data/information in a meaningful way – e.g. Microsoft Word, Excel and PowerPoint along with a working knowledge of the Patient Management System.

The Deputy Director is directly responsible for the management of the use of records in the clinical setting – particularly in regard to confidentiality, accessibility for clinical care purposes and overall integrity. This also applies to personnel records and sensitive financial information.

Interrogating local and national databases and other sources of information, such as ISD and Information Services, in order to identify, analyse and update transferable information thus ensuring informed decision making.

Working with academic and education systems to ensure application and transfer of research, knowledge and expertise to the organisation in support of modernisation, change and innovation.

To be conversant with multiple systems within the organisation including:

- * Clinical Risk Management
- * Human Resource Systems and Processes
- * Workforce Monitoring
- * Procurement Mechanisms
- * Financial Systems and Policy
- * Equality and Diversity

8. DECISIONS & JUDGEMENTS

The Deputy Director is accountable for personal decisions and ultimately those of all reports in the Divisional service area. In essence, only general health and NHS organisational policies guide the Deputy Director, who determines how these are interpreted and acted upon. Furthermore, the Deputy Director is required to interpret overall health service policy and strategy in order to establish goals and standards.

The post holder will deputise for the Site Director when required.

The post holder will develop policies and procedures for the department.

To plan and secure capacity requirements of the service across Lanarkshire.

The post-holder is accountable for personal decisions on a day to day basis in terms of resolving issues this will involve taking important decisions that can have significant implications.

The post holder is expected to work autonomously within a framework of annually agreed objectives and targets. The post holder will be expected to act on their own initiative and work creatively to achieve the aims of the service within the division and organisation.

The post holder will manage outpatient and inpatient and day case waiting times. In particular, the post holder is expected to work with senior medical staff and influence their actions to achieve the targets through tact, negotiation and consensus agreement and re-directing patients to ensure national targets are met.

The Acute Operating Division's formal review framework is used to gauge performance. Personal objectives will be agreed with the Director of Hospital Services and be subject to formal annual review.

Furthermore, Divisional and subsequently Deputy Director performance is monitored at quarterly formal review meetings chaired by the Chief Executive.

9. COMMUNICATIONS & RELATIONSHIPS

Internal: The Deputy Director, as the Senior Manager in their Service area, is the focus for all operational and service related management issues. Interacting with all staff, the Deputy Director provides advice, information, motivation and support on a wide range of issues and therefore, must communicate effectively, both verbally and in writing. In particular, the Deputy Director is expected to work with senior medical staff and influence their actions through tact, negotiation and consensus agreement. The Deputy Director needs to communicate regularly and officially with the Director of Hospital Services and the rest of the Divisional Management Team producing high quality, well-structured/researched reports and business cases as required. The ability and confidence to speak publicly using excellent presentational skills is expected. Importantly, the Deputy Director must communicate highly sensitive and contentious information to groups of staff and individuals, often in highly charged and emotional circumstances, typically involving policy changes that impact on service delivery or employment. The deputy role has a key matrix management role in co-ordinating capacity planning and also service implementations of strategic planning decisions for their specialty in conjunction with the AMD.

External: The Deputy Director is expected to represent the Division when appropriate. The Deputy Director must maintain good working relationships and communications with the following: primary care, managed clinical networks, local authorities, private healthcare providers, external consultants, voluntary organisations, purchasing teams, health councils, partnership forums, staff organisations and the many other public sector health bodies including the Scottish Government Health Department. The ability to communicate well and effectively take part in meetings is prerequisite. The Deputy Director is required to investigate patient complaints and write/compile responses. This regularly involves 'face to face' meetings with patients and relatives. These meetings can be very emotional and often involve grieving relatives. This requires the Deputy Director to be empathic, reassuring and understanding wherever possible, in what can be very trying circumstances.

10. DEMANDS OF THE JOB (physical, mental, emotional)

Physical - The varied nature of the post demands multi-site working, therefore a driving licence is essential. The post also involves occasional travel within Scotland and U.K. Extensive PC use is also a feature.

Mental – The Deputy Director is frequently required to quickly provide information and decisions on varied and unrelated issues in an environment with many conflicting priorities, agendas and deadlines. The post involves frequent interruptions to make decisions and give clarification on issues. The Deputy Director requires the mental capacity to deal with many competing demands for time whilst addressing complex problems that require action and resolution.

Emotional – Delivering acute patient services and leading service change places great emotional pressure on Deputy Directors. Managing emotive issues such as organisational change/closure of services, termination of contract due to ill health, grievances and disputes, bullying and harassment, discipline, patient/relatives' complaints and the management of individual performance carry considerable responsibility and emotional strain. Accordingly, the Deputy Director has to balance these issues with the needs of patient services and take difficult decisions that often place strain on working relationships.

11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Striking the balance between the development and implementation of long-term strategic plans and the short-term operational management needs of the Acute Division is the greatest challenge within the post. The Deputy Director needs to balance these competing priorities and deliver different objectives within prescribed timescales to acceptable standards. The workload is significant and the post holder must be able to work on many issues simultaneously, taking decisions under considerable pressure. The multi-site nature of the post requires the Deputy Director to remotely manage a diverse range of staff and services at various sites.

12. KNOWLEDGE, TRAINING AND/OR EXPERIENCE REQUIRED TO DO THE JOB

- Educated to postgraduate/masters degree level or equivalent experience, preferably with an MBA or MSc management qualification.
- Demonstrable senior managerial experience with recent evidence of effectively implementing organisational changes and evidence of effective resource management.
- Proven track record of staff management, leadership and motivation through cohesive and effective team working.
- The Deputy Director must be able to create an atmosphere of trust and co-operation during a period of rapid and complex change.
- The ability to plan, organise, direct and control a diverse range of staff is essential, together with an in depth knowledge of costing, personnel, risk, information and quality systems.
- Extensive knowledge of the NHS in Scotland and its organisations, its policies and its strategic goals.

Conditions of Service

POST	Deputy Director of Hospital Services
BASE	University Hospital Hairmyres, Eaglesham Road, East Kilbride, G75 8RG

Grade and Remuneration

Band 8C. Ranging from £83,837 to £89,866 per annum.

Entry point of the salary scale will take account of previous experience.

Your salary will be paid into your bank account on the last Wednesday of each calendar month.

Hours of Work

The post is full-time. For pay purposes the working week will be deemed to be 37 hours. You will also be required to participate on an on-call rota.

Annual Leave and Public Holidays

The annual leave entitlement including Public Holidays on appointment will be 35 days; upon completion of 5 years NHS service 37 days; and after 10 years NHS service 41 days. The leave year is from 1st April to 31st March.

Motor Vehicle Provision

There may be provision for a leased car.

Sick Pay

Entitlement to Statutory Sick Pay and Occupational Sick Pay will be in accordance with the UK Staff Council and as set down in the Agenda for Change NHS Terms and Conditions of Service.

No Smoking Policy

NHS Lanarkshire operates a strict No Smoking Policy and it is the case that staff are not permitted to smoke on the premises or during working hours. It is a condition of employment that you comply with these requirements.

Conditions of Service

Conditions of service are those laid down and amended from time to time by the arrangements set out in the Agenda for Change NHS Terms and Conditions Service Handbook.

Superannuation

On 1st April 2015 a new NHS Pension scheme (NHS 2015) was introduced. If you are joining the NHS Pension Scheme for the first time you will be in the 2015 scheme and your normal pension age (NPA) will be equal to your state pension age (SPA). If you have re-joined the scheme after a break of five years or more, you will be a member of the NHS 2015 scheme. All new employees commencing employment will automatically become a member of the pension scheme. Further information on the scheme, protection and/or members guides are available at www.sppa.gov.uk. Alternatively contact an advisor of The Scottish Public Pensions Agency (SPPA) tel: 01896 893000.

Disabled Applicants

NHS Lanarkshire encourages applications for posts from people with disabilities. NHS Lanarkshire has been approved by the Employment Services Department as an Equal Opportunities Employer with a positive policy towards employment of disabled people. NHS Lanarkshire guarantees to interview all applicants with disabilities who meet the minimum criteria for the post.

You will note on our application form we ask for relevant information with regard to your disability. This is simply to ensure we can assist if you are called for interview and have every opportunity to present your application in full. We may call you to discuss your needs in more detail if you are selected for interview.

Immigration Act 2016

The Immigration Act 2016 requires employment checks to ensure that all employees are legally employed in the United Kingdom. Candidates will be asked to provide relevant original documents prior to an offer of employment being made. Any offer of employment will only be made when the organisation is satisfied that the candidate is the rightful holder of the documents and is legally eligible for employment within the United Kingdom.

Travel Expenses Incurred when attending for Interview

Reasonable travel expenses incurred when attending for interview will be reimbursed. The travel expenses for the successful candidate will be paid when they take up post and will be included in their first monthly salary. Please note, however, reimbursement of expenses shall **not** be made to individuals who refuse an offer of employment on grounds which, in the opinion of NHS Lanarkshire, are inadequate.

Relocation Expenses

Relocation expenses will be payable to the successful candidate in accordance with the Board's Policy. This is available on request from the Human Resources Directorate. Candidates who require to relocate to take up post should discuss this with the Director of Human Resources.

Medical Examination

Any offer of employment is subject to satisfactory Occupational Health clearance. Should you be invited to interview you will be asked to complete a Pre-Employment Health Questionnaire which you should bring to interview. The Occupational Health Service will make an assessment on your fitness to carry out the post based on the information contained within the questionnaire. In certain circumstances, further information may be required before clearance can be given and Occupational Health may contact you by telephone to request that you attend for an appointment. Clearance must be obtained before any new employee commences employment with NHS Lanarkshire. Clearance may be subject to you attending for a post-employment appointment and it is vital that you attend this appointment if required to do so.

Disclosure Scotland Criminal Record Check (Police Act 1997 Part V) and Protection of Vulnerable Groups Scotland Act 2001

All employees who apply for posts which are exempt from the Rehabilitation of Offenders Act 1974 and who have access to patients in the course of their employment will be required to consent to a Disclosure Scotland Criminal Records Check or join the Protection of Vulnerable Groups Scheme. Any offer of employment is conditional upon a satisfactory check or confirmation of scheme membership being received and a commencement date for employment will only be agreed following this confirmation.

Selection Process

The Job Description and Person Specification is designed to inform potential applicants on the essential experience and personal attributes which are sought in the appointment of the Deputy Director of Hospital Services.

Assessment against the competencies for the post, along with the essential experience and personal attributes will feature throughout the recruitment and selection process for the appointment. From 1st June 2018, NHS Scotland introduced a Values Based Approach to the recruitment of all appointments at Chief Executive, Executive Director, Director and the other next level immediate direct line reports to the Chief Executive. Further information can be found through the following link: <https://leadingtochange.scot/>

In practice this means that shortlisted candidates for this role will participate in:

- Psychometric Assessment
- Team Fit Exercise
- Competency based interview

Timescales are as follows:

- Closing date for applications is Tuesday 10 June 2025.
- Shortlisted candidates will be notified and invited to participate in a psychometric assessment and competency behavioural based interview.
- Shortlisted candidates will also be invited to attend a team fit exercise on Thursday 19 June 2025 and a values competency based interview on Thursday 26 June 2025.

The recruitment process will be supported by Eden Scott.

Lanarkshire - The Place

NHS Lanarkshire is the third largest health system in Scotland with around 15,400 staff and a baseline recurring budget of £1.7bn, serving a community of circa 652,000 people, through:

- Three acute hospitals – University Hospital Hairmyres, University Hospital Monklands and University Hospital Wishaw
- Around 94 GP Practices
- Spans two local authority areas – North Lanarkshire Council and South Lanarkshire Council with two Integration Joint Boards, North Lanarkshire IJB and South Lanarkshire IJB.

NHS Lanarkshire and North and South Lanarkshire Councils formed the North and South Lanarkshire University Health and Social Care Partnerships to develop a wide range of community facing health improvement, health and social care services with locality-based planning and delivery.

The Partnerships include a range of community health and social care services, community hospitals (mainly for long term conditions and continuing care for older people), as well as a wide range of services for patients with mental health problems and learning disabilities. Services also include GP Practices providing many primary and community care services throughout Lanarkshire.

<https://hscnl.org.uk/>

<https://www.slhscp.org.uk/>

Our Vision

To enable healthier, longer lives by delivering compassionate, innovative, sustainable and high-quality health and care services that empower people and reduce inequalities.

Workforce - We will work with our staff and trade union colleagues to ensure that NHS Lanarkshire is a great place to work, with a positive and inclusive culture; that our staff are treated fairly with dignity and respect; and that our teams have opportunities to grow and develop.

Access & Services - We will work with our communities to ensure that NHS Lanarkshire enables them to readily access effective, timely and responsive support and services; that our patients are treated fairly with dignity and respect; and that local people have increasing agency over their health.

Innovation & Quality - We will design and drive the transformation of our and services, prioritising safety, quality improvement and innovation so as to deliver effective and affordable care for the benefit of our communities.

Finance & Delivery - We will ensure that we deliver best value for our patients through the effective use of budgets and operating within the funding available to us; and that our governance mechanisms provide robust assurance that we are prioritising our resources effectively and responsibly to secure the most health benefit for our communities.

Our Corporate Objectives 2024/25

The Board's Corporate Objectives for 2024/25 have been approved.

Please see link below:

<https://www.nhslanarkshire.scot.nhs.uk/download/corporate-objectives/>

Link to the Annual Delivery Plan:

<https://www.nhslanarkshire.scot.nhs.uk/download/2024-may-29-board-papers/>

Our Values

Everyone Matters: 2020 workforce vision published in June 2013 sets out the vision for the workforce and the values that are shared across NHS Scotland.

- care and compassion
- dignity and respect
- openness, honesty and responsibility
- quality and teamwork

The Health and Social Care: national workforce strategy published in March 2022 sets out the vision for the health and social care workforce. It supports the tripartite ambition of recovery, growth and transformation of the workforce and the actions to achieve the vision and ambition.

Link to the Health and Social Care: National Workforce Strategy

<https://www.gov.scot/publications/national-workforce-strategy-health-social-care/pages/2/>

Our Context

The Board

Lanarkshire NHS Board (the Board) is a strategic body, accountable to the Scottish Government Health and Social Care Directorate and to Scottish Ministers for the functions and performance of NHS Lanarkshire. The Board consists of the Chair, Non-Executive Directors (who are publicly appointed by the Scottish Ministers), Stakeholder Non- Executive Directors including the Employee Director, Area Clinical Forum Chair, representatives of North and South Lanarkshire Councils and Executive Directors.

The NHS Board's role is to improve the health and wellbeing of the people of Lanarkshire through robust, accountable and corporate governance systems. The Board's role is to set strategic aims, hold the executives to account for the delivery of those aims, determine the level of risk the Board is willing to accept, influence the organisation's culture and engage with stakeholders on the stewardship of public money and the priorities of the Board.

Composition of the Board: Non-Executive Directors

- Chair
- 14 Non-Executive Lay Members (including 1 Whistleblowing Champion)
- Chair - Area Clinical Forum
- Chair - Area Partnership Forum
- 2 Local Authority Elected Members - 1 from North Lanarkshire Council and 1 from South Lanarkshire Council

Executive Directors:

- Chief Executive
- Director of Public Health and Health Policy
- Executive Director of Finance
- Executive Medical Director
- Executive Director of Nursing, Midwifery and Allied Health Professions

NHS Lanarkshire also has three Deputy Chief Executives with a portfolio of responsibilities in addition to their substantive roles. These are:

Deputy Chief Executive – Finance, Performance and Risk. Currently held by the Director of Finance.

Deputy Chief Executive – Strategy, Transformation and Reform. Currently held by the Director of Planning, Property and Performance.

Deputy Chief Executive – Corporate, Governance and Culture. Currently held by the Director of Human Resources.

Our Health Together: Living our best lives in Lanarkshire

Our new healthcare strategy, 'Our Health Together – Living Our Best Lives in Lanarkshire' is a route map that starts us on a journey to deliver positive change. We will work with our staff, communities and partners to explore together how we can reform to deliver sustainable, affordable services that provide person-centred high-quality care. We have already started this process, and our communities and staff were involved in a far reaching engagement process during 2023 where we sought to understand what matters to people who use our services, or staff and the wider community. A lot has changed since we published our previous strategy, 'Achieving Excellence,' in 2017. The pandemic and cost of living crisis` impact has been greatest on our most vulnerable groups. To deliver a better patient experience, we must transform our models of care, improve performance and ensure we make best use of resources to achieve best value. This includes taking action to promote good health. We have identified 4 priority areas of focus – Urgent and Emergency Care, Planned Care (including outpatients and surgery), Mental Health and Primary Care (which includes general practice). The exciting development to replace the University Hospital Monklands provides opportunities to explore ideas for innovation and service redesign. Adopting new approaches for health care provision across our whole system will deliver a better experience for our patients and service users.

<https://www.nhslanarkshire.scot.nhs.uk/our-health-together/>

Monklands Replacement Project

The Monklands Replacement Project (MRP) is NHS Lanarkshire's exciting and positive vision for University Hospital Monklands and the local and wider community it serves, proposing a major investment in Lanarkshire's hospital estate by rebuilding the hospital on a new site. NHS Lanarkshire has now purchased the 161.5-acre site for the state-of-the-art facility at Wester Moffat, Airdrie.

The existing Monklands Hospital is now more than forty years old and will struggle to adapt to the rapidly changing needs of the future healthcare environment and its associated infrastructure. This project will deliver a new acute hospital in circa 2031 to meet these challenges.

The new, state-of-the-art University Hospital Monklands will support the required clinical model to meet the objectives set out in NHS Lanarkshire's healthcare strategy, Our Health Together which has the ambition to: shift care away from inpatient treatment to day case, day treatment, outpatient and community care; develop pan-Lanarkshire hospital centres of excellence; and support the healthcare needs of the wider West of Scotland.

The key investment objectives for the MRP that were set out in the Initial Agreement and remain central to the project are to:

- Improve person-centred services
- Improve the safety of patient care
- Improve clinical effectiveness and enhancing patient experience and clinical outcomes
- Improve the quality of the physical environment
- Provide flexible and adaptable facilities across the healthcare system

The new hospital will have over 470 beds within a new acute hospital extending over approximately 100,000m². The clinical requirements are based on a requirement for 100% single rooms and include a range of departments necessary for a major acute hospital such as theatres, emergency department, endoscopy, infectious diseases, critical care, outpatients, renal, radiotherapy, and imaging. At a cost in the 100's of millions of pounds, the new Monklands hospital will be the largest infrastructure project in Scotland when under construction. As part of this, NHS Lanarkshire are required to work with a number of external Parties to provide assurance, including the newly formed NHS Scotland Assure. The Outline Business Case was approved by Scottish Government in July 2023 and we are now progressing to submit the Full Business Case in 2025.

Net Zero Carbon Pathfinder Project

The Energy Efficient Scotland Route map requires public sector buildings to be zero carbon by 2050 and the Scottish Government has also called a Climate Emergency, committing to become a net zero carbon economy by 2045. The Net Zero Carbon Public Sector Buildings (NZCPSB) standard (“the Standard”) is a new voluntary standard which has been developed by Scottish Government to support the Public Sector in setting ambitious targets to achieve net zero outcomes for new buildings and major refurbishments.

The Standard supports a challenging, credible path to net zero carbon materials and energy supplies for all non-domestic buildings. By 2045, projects that adopt the Standard will achieve zero embodied carbon during construction and subsequently the whole life of projects, including operational energy. The Monklands Replacement Project has been selected as a pathfinder project for the new standard which has resulted in the requirement for an all-electric hospital. This demands innovative solutions and a substantial energy centre to accommodate all of the required technology.

Scotland’s First Digital Hospital

The construction of a new Monklands Hospital has also created the opportunity and ambition for the new Monklands University Hospital to be Scotland’s first digital hospital, directly benefitting its local community of patients, staff and visitors. Technology will be used to allow patients to access care advice and to navigate their way through the hospital easily and intuitively. The new hospital will ensure safer, better patient care and value for staff and for patients through the use of digital technology and real time information to support an efficient and effective patient journey. The hospital will have new digital systems to support patients and their clinical teams.

For further information please visit to <https://www.monklands.org/>.

Health Inequalities

The Board is committed to addressing health inequalities throughout Lanarkshire and, working with our Community Planning Partners, there will be a renewed focus on improving the exacerbated socioeconomic and health inequality challenges faced by Lanarkshire since the pandemic.

The Board has adopted a ‘place-based approach’ to regenerate what will be the vacant Monklands Hospital site, and the work we are taking forward with Strathclyde University and Professor Sir Harry Burns will form part of our wider triple lens strategic approach to tackling health inequalities in Lanarkshire.

Schools

The majority of Glasgow's independent schools are located just outside the city centre.

<https://www.mytopschools.co.uk/private-schools-glasgow/>

St Aloysius' College <https://www.staloysius.org/>

Hutchisons Grammar School <https://www.hutchesons.org/>

Hamilton College <https://www.hamiltoncollege.co.uk/>

To find more information about living and working in Scotland please visit:

www.visitlanarkshire.com

www.visitscotland.com/destinations-maps/glasgow-clyde-valley/

www.southlanarkshire.gov.uk

www.northlanarkshire.gov.uk

<https://www.scotland.org/>

<https://www.talentscotland.com/>

<https://moverdb.com/moving-to-glasgow/>

University Strategic Partnerships

NHS Lanarkshire has entered into strategic partnerships with Glasgow Caledonian University in 2017 (and renewed in 2023). The University of the West of Scotland in 2018; and Strathclyde University in 2019. This resulted in the Board gaining university status for all three universities and both health and social care partnerships.

Useful Websites

NHS Lanarkshire - <https://www.nhslanarkshire.scot.nhs.uk/>

Scotland's Health on the Web (SHOW) - www.show.scot.nhs.uk

North Lanarkshire Council Website - www.northlanarkshire.gov.uk

South Lanarkshire Council Website - www.southlanarkshire.gov.uk

NHS Lanarkshire Finance -

<https://www.nhslanarkshire.scot.nhs.uk/download/annual-report-and-accounts-for-year-ending-march-2024/>

Link to Monklands Replacement Project - <https://www.monklands.org/>

Link to our Healthcare Strategy - <https://www.nhslanarkshire.scot.nhs.uk/our-health-together/>

Living in Lanarkshire

Within the UK, Lanarkshire is situated in the heart of Scotland's central belt, the area offers an ideal combination of tranquil parks and market towns, with something for everyone.

Centrally located between Glasgow (c. 20 minutes) and Edinburgh (c. 40 minutes) you can easily commute or, should you wish to relocate, you can choose either a substantial Lanarkshire town or a more relaxed rural location and still have the attractions of two major cities on your doorstep. The county offers accessible links to major cities with easy access to major motorway/rail routes and international airports allowing you to travel across Scotland, the UK and beyond. There are many attractions within Lanarkshire, including:

- New Lanark World Heritage Site,
- Antonine Wall World Heritage Site,
- The Falls of Clyde,
- Summerlee - The Museum of Scottish Industrial Life,
- The National Museum of Rural Life,
- Strathclyde Country Park,
- Scottish Wildlife Reserves on the shores of the River Clyde,
- Various museums, galleries, castles, heritage centres,
- Numerous country parks.

To find more information about living and working in Scotland please visit:

www.visitlanarkshire.com

www.visitscotland.com/destinations-maps/glasgow-clyde-valley/

www.southlanarkshire.gov.uk

www.northlanarkshire.gov.uk

<https://www.scotland.org/>

<https://www.talentscotland.com/>

<https://moverdb.com/moving-to-glasgow/>