

Lanarkshire NHS Board










Annual Report

and Accounts
2010-11



IMPROVING THE QUALITY OF CARE



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Continuing to improve health



Ken Corsar: Chairman

WELCOME to the Lanarkshire NHS Board's Annual Report for 2010/11.

I am pleased to report on the progress made and successes achieved in this 12 month period.

During 2010/11 we concentrated on improving the quality and safety of the care provided and, at the same time, focused on improving efficiency.

Throughout this report there are features demonstrating our commitment to quality and safety such as the solid performance achieved on key quality indicators such as healthcare associated infections (HAIs). We continued our progress in reducing the risk of HAIs and met the Scottish Government HEAT targets to reduce rates of staphylococcus aureus bacteraemia (SABs) and clostridium difficile infection (CDI).

In addition, all key national waiting time guarantees were delivered in 2010/11.

A range of quality improvement programmes are in place including Lean, Scottish Patient Safety Programme, Better Together and Patient Experience.

While the national Patient Experience survey was positive in many ways within NHS Lanarkshire, it provided key information on necessary improvements which we have committed to undertake.

I am pleased to report that our financial targets were met and we continued to operate within a balanced financial position

in 2010/11.

To continue improving healthcare provision in Lanarkshire several new facilities were opened.

These included new mental health facilities at Beckford Lodge and Glencairn Unit; Kylepark, the Learning Disabilities Assessment and Treatment Centre at Kirklands; and community healthcare facilities at the Buchanan Centre, Coatbridge Health and Dental Centre and Carluke Community Health Centre.

The key to improving the health outcomes for the people of Lanarkshire has been, and will continue to be, through the dedication, professionalism and hard work of our staff and volunteers who play a vital role in supporting NHS Lanarkshire.

Throughout the year I have met with a wide range of staff and have consistently been impressed by their commitment, diligence and enthusiasm.

Together with our partners and public, including North and South Lanarkshire Councils and the Public Partnership Forums, I look forward to continuing our efforts in improving the health of Lanarkshire's population.

Ken Corsar
Chairman NHS Lanarkshire

"The key to improving the health outcomes for the people of Lanarkshire has been, and will continue to be, through the dedication, professionalism and hard work of our staff and volunteers."

Additional successes for NHS Lanarkshire in 2010-11 included:

- Delivered all waiting time targets for outpatients, inpatients, day cases and diagnostics
- Delivered both 31 and 62 day cancer waiting time targets
- Between April 2010-March 2011 achieved:
 - 29 per cent fall in cases of CDI recorded in patients aged 65 and over
 - 61 per cent fall in meticillin resistant staphylococcus aureus bacteraemia (MRSA) cases

Annual Review praise for staff and Board

Minister for Public Health thanks staff

MICHAEL Matheson MSP, the Minister for Public Health held NHS Lanarkshire's Annual Review for 2010-11 on 30 August 2011.

Prior to the review of the health board's performance, Mr Matheson met with the Area Clinical Forum and the Area Partnership Forum.

He also met with patients and visited NHS Lanarkshire's new mental health facilities at Beckford Lodge in Hamilton.

Following the annual review the Minister for Public Health wrote to NHS Lanarkshire chairman Ken Corsar and highlighted a number of areas that demonstrated good practice.

Mr Matheson said: "NHS Lanarkshire met the main key waiting time and other access targets in 2010/11 including meeting the nine-week inpatient and day case target some three months ahead of schedule.

"The Board has also performed very well against both the 31-day and 62-day cancer targets.

"I am grateful to all local staff for their efforts in securing this impressive performance against the key access targets."

Mr Matheson also highlighted the progress made on heart disease and stroke.

He said: "I want to put on record my appreciation of NHS Lanarkshire's excellent performance against the national targets for reducing premature mortality from heart disease and stroke.

"Since 1998, Lanarkshire has seen a 56 per cent drop in premature deaths from heart disease and a 63 per cent drop in premature deaths from stroke."

The Minister for Public Health was also impressed with NHS Lanarkshire's work

in reducing the risk of infections.

He said: "In the priority area of infection control, I commend the Board on the achievement of both the CDI (clostridium difficile infection) and SAB (staphylococcus aureus bacteraemia) HEAT targets for the period ending March 2011.

"Between April 2010 and March 2011, when compared with the previous year, there was a 29 per cent fall in the cases of CDI recorded in patients aged 65 and over and a fall of 16 per cent in patients aged 15 to 64; a fall of 16 per cent in SAB cases; and a fall of 61 per cent in MRSA (meticillin resistant staphylococcus aureus) bacteraemia cases.

"These are excellent results and represent some of the best performance in Scotland."

Having toured the new mental health facilities and met with staff at Beckford Lodge, Mr Matheson recognised the good work being undertaken in Lanarkshire within mental health services.

He said: "The Board is continuing to develop ways of rebalancing care away from hospitals to community based services, including some very successful partnership work with local authorities, and is looking at ways of modernising mental health services through a redesign of acute inpatient services."

Mr Matheson concluded by praising NHS Lanarkshire for its achievements. He said: "It is clear that the Board is making significant progress in taking forward a challenging agenda on a number of fronts including improving access, maintaining tight financial control and driving forward the quality agenda."

"I want to put on record my appreciation of NHS Lanarkshire's excellent performance against the national targets for reducing premature mortality from heart disease and stroke."

Action Points from Annual Review

During the Annual Review a number of action points for NHS Lanarkshire to focus on were highlighted, including:

- Keep the Health Directorates informed of progress:
 - with the local implementation of the Quality Strategy and Change Fund
 - with the local patient experience work, including food, fluid and nutrition
 - with the breastfeeding target
 - towards achieving all access targets, in particular the four-hour A&E standard
 - in implementing the local efficiency savings programme.
- Review, update and maintain robust arrangements for controlling Healthcare Associated Infection.
- Establish plans to enable monthly reports for tracking the Child and Adolescent Mental Health access target.
- Review community services for under-18s with serious mental health problems to identify any gaps in provision and make plans for addressing these gaps.
- Continue to achieve financial in-year and recurring financial balance.



NEW MENTAL HEALTH FACILITIES: Prior to the Annual Review Michael Matheson, pictured right, visited the new Beckford Lodge facility in Hamilton. Also pictured are, from left, ward manager Margaret Creelman, Iain Mackenzie, service manager, forensic and low secure care services and Derek Feeley, Director-General Health and Chief Executive of NHS in Scotland.

Health improvement in Lanarkshire

Dr Kohli highlights key health issues

INCREASING life expectancy, fewer deaths from coronary heart disease and a birth rate above the Scottish average are just some of the highlights from Lanarkshire's latest public health report.

Public Health 2010-11 – The Annual Report of the Director of Public Health (DPH Annual Report), by Dr Harpreet Kohli looks at the health of Lanarkshire's population.

The report also examines health trends and the work being done to improve health.

Harpreet said: "I hope the report will be of interest to the people of Lanarkshire as it not only shows areas where health is improving but also where action is needed.

"While the NHS plays a crucial role in improving health, preventing and treating disease, and protecting health, local authorities and others are also important in protecting and improving the health of the public.

"Nor should we forget the role that everyone can play in improving their own health by making lifestyle changes.

"This includes eating healthily, not smoking, reducing alcohol consumption and taking sufficient exercise to ensure people's health continues to improve in Lanarkshire."

Harpreet highlighted some of the key findings of this year's report, including the ageing of the population.

He said: "Life expectancy continues to

increase in Lanarkshire, standing at 74.4 years for males and 79.2 years for females, but is still, on average, one year less than the rest of Scotland.

"People in South Lanarkshire live longer than those in North Lanarkshire; men in the south live 1.1 years longer on average than those in the north and women live 1.4 years longer.

"Population projections for Lanarkshire indicate that there will be 28,600 more people aged 75 and over by 2030, an increase of 72 per cent – which will have a significant impact on NHS Lanarkshire services and those provided by the local authorities.

"While there are fewer births than in 2009, the birth rate remains three per cent above the Scottish rate."

The report also looks at the biggest causes of death in Lanarkshire.

Harpreet said: "More than half of all deaths, 52 per cent, in 2010 were due to the so-called 'big killer' diseases of cancer, coronary heart disease and stroke.

"Encouragingly, over the past 10 years, this proportion has decreased by almost 10 per cent (from 61 per cent in 2001), mostly as the result of a decrease in deaths from coronary heart disease."

The report also highlights the projected increase in cancer due to our ageing population but also to the improved treatment of, and survival from, cancer.



Dr Harpreet Kohli:
Director of Public Health

Get your copy

The DPH Annual Report provides more information and analysis on all these topics and others.

Copies of the full report are available online at the Public Health website:

www.nhslanarkshire.org.uk/Services/PublicHealth/Pages/PublicHealth.aspx

Or by writing to:

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Kirklands
Fallside Road
Bothwell
G71 8BB



HEALTHY LIFESTYLES:
Lanarkshire made history in 2011
as the first Scottish host of the
International Children's Games.



NEW FACILITIES IMPROVING HEALTH

NEW FACILITIES

NEW FACILITIES

Capital Investment

A HOST of new state-of-the-art facilities were opened during 2010/11 as NHS Lanarkshire continued its £90 million capital investment programme.

The new buildings will ensure we can continue to provide the latest and highest standard of care.

NHS Lanarkshire chairman Ken Corsar said: "We have embarked on a huge capital investment programme in primary care and mental health services across Lanarkshire.

"Once complete it will amount to more than £90 million underlining our commitment to primary and community care services which we see as a clear priority.

"These new facilities will help us to provide accessible and modern

services which our patients need, and ensure patients can access services close to their own homes."

New facilities opened in 2010/11 included:

- The £18 million Buchanan Centre, housing council and health services in a purpose-built facility, opened in May 2010;
- In June 2010 the Coatbridge Health and Dental Centre, in which NHS Lanarkshire invested £13.7m, was opened;
- Glencairn, a new Complex Needs Unit at Coathill Hospital, opened in July 2010 costing £4.9m;
- The £7.3m Learning Disabilities Assessment and Treatment Centre on the Kirklands site was fully operational from August 2010;
- Carluke Community Health



Official Opening: Alan Lawrie, South Lanarkshire CHP director; Marilyn Aitken, general manager South East Unit; Nicola Sturgeon and Ken Corsar.

Centre opened its doors in August 2010, at a cost of £13.6m

- Beckford Lodge, a £8.14m facility for adults with mental health needs, opened in January 2011.

NHS Lanarkshire's programme of building continues with the Airdrie Community Health Centre due to be completed in the summer of 2012 at a cost of £26.9m.

New health facility opens in Carluke

THE new £14 million Carluke Community Health Centre was officially opened by the Cabinet Secretary for Health and Wellbeing, Nicola Sturgeon MSP in January 2011.

Built over three levels, the new state-of-the-art centre provides a wide range of general practitioner led services such as diabetes, electrocardiogram (ECG) and chronic disease management clinics as well as clinics covering coronary heart disease, asthma, stroke and blood pressure.

Nicola Sturgeon said: "I am delighted to officially open the new Carluke Community Health Centre – this facility will provide excellent services to the local



Carluke Community Health Clinic

community.

"Throughout Scotland, we want to see accessible, modern facilities that deliver the services that patients need and provide good working conditions for our dedicated primary care teams.

"Even in the challenging times we now face, investment in primary care to ensure patients can access services as close to home as possible remains a priority."

The development of the brand new, fit-for-purpose premises in the town's Chapel Street replaced the old health centre in Market Place.

New era in mental healthcare

A NEW era in mental healthcare in Lanarkshire began during 2010-11.

Following the new £8.14m Beckford Lodge and refurbishment of Caird House, the £4.89m Glencairn facility at Coathill Hospital was officially opened in March 2011.

Together these developments mark a major step forward in the modernisation of mental health services in Lanarkshire.

While the new era continued to gather pace, the old era came to an end with the closure of Hartwoodhill Hospital in February.

Director of North Lanarkshire Community Health Partnership Colin Sloey said: "We now know

that community care for many patients is the best model of treatment as it allows them to be independent and lead as normal a life as possible.

"There will always be those who require inpatient care at some point in their recovery process, but the facilities now encourage and support independence and are a massive improvement on the previous era.

"The opening of Glencairn, Beckford Lodge and the refurbishment of Caird House are a huge step forward for mental health services in Lanarkshire.

"It marks the final move away from the institutions of the past and will allow us to provide the very best care to people with mental health needs in high quality accommodation that supports their recovery and rehabilitation."



Beckford Lodge

The Glencairn facility, for adults with complex mental health needs, was officially opened at Coathill Hospital in March.

It provides high-quality, modern accommodation – including 12 single-bedded rooms with en-suite bathrooms.

Beckford Lodge and Caird House jointly provide a total of 37 inpatient beds for people with mental health needs in Caird Street, Hamilton.

Partnership Working

THE new £18 million Buchanan Centre - a state-of-the-art community facility - opened in Coatbridge in May 2010.

Housing health and council services within the purpose-built, four-storey building, the centre was the result of a unique partnership between North Lanarkshire Council, NHS Lanarkshire and their design and build partners Dawn Construction.

The ground floor accommodates the council's First Stop Shop, library and area/registration office, including a new ceremonies suite.

Over the other three floors are two general dental practices, a dental training centre, two GP



Colin Sloey and John Anning, chair of North Lanarkshire CHP

surgeries and a community health service.

Colin Sloey, director of North Lanarkshire Community Health Partnership (CHP), said: "The Buchanan Centre is a tremendous addition to Coatbridge town centre allowing people to access a wide range of health and council services in one convenient location.

"Not only will it be the first dental education centre of its

kind in the area with the facilities to provide specialist dental care to local people, the centre will also provide excellent facilities for two of our GP practices and for a number of specialist mental health teams.

"This represents a significant investment by NHS Lanarkshire in local health care and is a tangible example of our commitment to partnership working."

BIG BUMP DVD



FILMMAKERS: Wishaw General's Stephanie Ferguson and Maureen McSherry

NHS Lanarkshire became the first Scottish health board to provide all pregnant women with a free DVD demonstrating ways to improve their own and their baby's health.

Presented by Sarah Heaney and Suzie McGuire, The Big Bump stars local mums, babies and maternity staff and provides information on healthy eating, exercise, breastfeeding, vitamin supplements, oral health and much more.

Maureen McSherry, NHS Lanarkshire's consultant midwife, had the idea for the film – which was launched at a premiere in Wishaw General in April 2010.

She said: "Not all women seek information about their health from literature. In producing a DVD which will be given to all women at their first professional contact, we aim to provide an alternative, user-friendly resource that enhances the information given by midwives to women.

"The Big Bump uses the experiences of real local women who are pregnant and following their babies' births.

"A video diary shows a couple from Biggar coping with their new twins, a Hamilton woman is taken to a supermarket to buy ingredients for a cheap and healthy meal she and her family then enjoy in their own home, and a

pregnant woman from Cumbernauld helps demonstrate easy exercises you can do during pregnancy."

NHS Lanarkshire invested in The Big Bump as part of the initiative to improve the nutrition and health of pregnant mums and children under the age of five.

Sarah Heaney and experienced Wishaw General midwife Stephanie Ferguson lead viewers through the health messages in a light-hearted and entertaining way.

Nutritionist Jane Tobias and fitness expert Stella Bartram, from STV's The Hour programme provide useful tips to local mums.

And getting the public's view on the street is the job of Clyde 1 DJ Suzie McGuire who discusses the myths and facts of oral health with people in East Kilbride. Maureen added: "The DVD's main purpose is to bring alive the subject matter to engage individuals and encourage them to adopt the health practices which will improve the health and wellbeing of themselves and their baby.

"Although the Big Bump will be handed to all pregnant women at their first antenatal meeting with NHS Lanarkshire, it is particularly targeting women who do not currently engage in antenatal education."

QUALITY STRATEGY

A QUALITY Hub was developed by NHS Lanarkshire in 2010-11 to oversee the implementation of the national Quality Strategy across Lanarkshire.

The Healthcare Quality Strategy for NHSScotland was launched in May 2010.

It aims to put quality right at the heart of NHSScotland and recognises that patients' experience of the NHS is about more than speedy treatment - it is the quality of care they get that matters most.

The aim of the Quality Strategy is to deliver the highest quality healthcare services to people in Scotland and through this to ensure that NHSScotland is recognised by the people of Scotland as amongst the best in the world.

In Lanarkshire, the Quality Hub reviews existing quality initiatives and brings together key stakeholders to oversee the implementation of the Quality Strategy.

Dr Alison Graham, NHS Lanarkshire's medical director, who leads the Hub said: "We are now reviewing and prioritising how we deliver quality in Lanarkshire.

"Through the Quality Hub we are building on the excellent progress made through initiatives such as Releasing Time to Care, Lean, Long Term Conditions and Mental Health Collaborative, Managed Clinical Networks and the Scottish Patient Safety Programme."

Anne Armstrong, chair of NHS Lanarkshire's Area Clinical Forum, said: "The Quality Strategy's focus is on improving quality for patients.

"This reinforces that the work we all do affects patients' experiences and that every patient encounter is an opportunity to improve health."

Cancer service changes

TWO important changes were made to cancer services in Lanarkshire in 2010/11 which will lead to an improved quality of service and clinical outcomes for patients.

The first improvement, completed in January 2011, saw NHS Lanarkshire's clinical haematology inpatient services concentrated within a 20-bed unit in ward 16 at Monklands Hospital.

This is an increase of four beds from the previous provision across Lanarkshire.

In addition, lung cancer oncology clinic services have also been concentrated at Monklands within the David Matthews Centre.

Rosemary Lyness, NHS Lanarkshire's director of acute services, said: "By improving and modernising our cancer services we will ensure our patients continue to benefit from the highest level of care.

"Patients will benefit from improved access to dedicated haematology beds, specialist doctors, nurses and other healthcare staff."

Outpatient and day patient services will still be provided at all three of NHS Lanarkshire's acute hospitals.



MODERNISING CANCER SERVICES: Lung cancer oncology clinic services concentrated at David Matthews Centre

Mr Hakim BenYounes, consultant surgeon and clinical lead for cancer services, said: "Concentrating haematology inpatient services at Monklands will allow us to concentrate our specialist doctors, nurses and other healthcare staff on one site to provide high-quality, co-ordinated care and improve the availability of specialist beds for haematology patients.

"This new arrangement for lung cancer oncology clinic services will result in an improved quality of service and clinical outcomes for patients by ensuring a consultant oncologist is available to see new patients, referred from the respiratory service, and contribute

to multidisciplinary discussions 52 weeks of the year."

Patients with lung cancer, seen and diagnosed by one of the three site respiratory teams, will be seen by an oncologist and referred to Monklands.

Hakim said: "All radiotherapy treatment will continue to be delivered at the Beatson Oncology Centre in Glasgow and the majority of chemotherapy, unless highly complex, will continue to be delivered on the three Lanarkshire hospital sites.

"If a lung cancer patient becomes unwell and requires admission to hospital they will be admitted to their nearest hospital."

All key waiting time guarantees met by NHS Lanarkshire

ALL key waiting time guarantees were delivered by NHS Lanarkshire in 2010/11.

At the end of March 2011, there were no outpatients waiting over 12 weeks, no patients waiting for an inpatient/day case procedure for more than nine weeks and no patients waiting more than four weeks for any of the eight key diagnostic tests.

In addition, NHS Lanarkshire

maintained delivery of cancer guarantees for 31 and 62 days.

For people being offered an appointment for the treatment of drug or alcohol misuse, 100 per cent waited no longer than four weeks for an appointment following referral or for treatment once they had been assessed.

This is against the target of 90 per cent by December 2010.

Performance against the four

hour target in accident and emergency has varied between 99 per cent and 91 per cent, against a target of 98 per cent.

NHS Lanarkshire invited the NHS Quality and Efficiency Support Team (QuEST) to support us to improve performance in this area. The Lanarkshire NHS Board has also approved investment in additional staffing in this area.

Feedback helps us improve care

Listening to our patients is key to improve

TO provide the best level of healthcare to our local communities it is important we listen to what they tell us.

Our staff receive many messages of thanks and letters of support for the care they have provided.

Not only do we pay attention to these comments to see where we are doing well, but they also act as a big boost to staff morale.

However, we must listen to our patients, their families and their friends when the level of care they received did not meet their expectations.

Shona Welton, NHS Lanarkshire's head of patient affairs, said:

"All forms of feedback we receive are crucial to our aim of improving the care we provide to our patients.

"People are at the centre of everything we do so it's vital for us to listen to their views and take action where appropriate to ensure we are providing the best level of care we can."

NHS Lanarkshire's Annual Complaints Report for 2010/11 sets out in detail the Board's performance in the management of formal and informal complaints across the community health partnerships (CHPs) and the acute services division.

Complaints received relating to CHPs fell from 138 in 2009/10 to 112 in 2010/11.

In acute services formal complaints rose from 534 to 577.

Shona said: "We looked at the types of complaints being received relating to the acute services and identified a small number of specialties receiving an increase in formal complaints.

"We then undertook focused reviews to address any underlying trends or issues."

Reflecting historical and national experience, the main issues raised in formal complaints continued to be clinical treatment and staff attitude, behaviour and communication.

Shona said: "In order to address issues of poor staff attitude, and to support the awareness raising carried out at induction and customer care training, equality and diversity training was delivered to 560 staff during the year.

"This provided participants with knowledge and skills to meet the varying needs of our patients.

"In addition, the principles of good customer care and interpersonal skills have been incorporated into Skill Builder programmes

now being offered to staff."

NHS Lanarkshire's excellent record in responding to formal complaints within the 20 working days target continued, with the acute services division achieving 99 per cent and the CHPs 88 per cent.

During 2010/11 the Ombudsman published three reports about acute services and two reports about GP practices.

Better Together

SURVEY results from the Better Together questionnaire were published in August 2010.

While overall NHS Lanarkshire was rated positively, there were some areas where we could be doing better.

In food and nutrition, only 52 per cent of Lanarkshire patients were happy with the food received during their stay in hospital.

A Task and Finish Group was established to improve patients' experience of food and drink in hospitals and action plan developed.

For more details on the work view the Food, Fluid and Nutrition Report in the board papers section on our website.

"People are at the centre of everything we do."

Links:

Visit the August 2011 Board Papers section on our website at www.nhslanarkshire.org.uk for:

- [The Annual Complaints Report 2010-11 - Acute](#)
- [The Annual Complaints Report 2010-11 - CHPs](#)
- [Food, Fluid and Nutrition Report](#)

For the full survey results from the Better Together questionnaire visit: www.bettertogetherscotland.com

For information on making a suggestion or complaint go to "More Ways to Contact Us" on NHS Lanarkshire's website and click the "Your Feedback" link.

LISTENING: By listening to our patients we can ensure we are providing the best level of care possible.



Hitting all our targets

Good financial performance in 2010/11

LAURA Ace revealed that NHS Lanarkshire met all three of its financial targets and continued to operate within a balanced financial position in 2010-11.

The health board's director of finance said: "We can be pleased with our financial performance in 2010/11, especially within the current global economic climate.

"In addition to achieving our revenue, capital and efficiency targets, we continued to operate within a balanced financial position. This included achieving a £17.1m savings programme.

"By maintaining NHS Lanarkshire's financial health, the Board can continue to improve patient services, including the opening of new facilities."

In 2010/11 new facilities which opened included the Coatbridge Health and Dental Service, Carluke Community Health Centre and Caird House, Beckford Lodge in Hamilton.

Laura said: "All of these capital projects will assist NHS Lanarkshire to deliver services locally and will assist in addressing the health improvement challenges within localities.

"We have also continued to invest in existing facilities, including £5m in 2010/11 to improve the infrastructure of Monklands Hospital."

By actively managing NHS Lanarkshire's financial position,



Laura Ace: Director of Finance

delivering savings across acute and primary care services and corporate departments, the health board has been able to cover any unexpected cost pressures – including higher than expected prescription costs.

"We can be pleased with our financial performance in 2010/11."

Thanks to the good financial performance NHS Lanarkshire has also been

able to supplement its capital programme to allow it to invest in new medical equipment and support dental practitioners to improve their facilities.

However, the ongoing difficult global economic climate will mean there will be continuing challenges for Laura and her team.

Laura said: "Economic conditions will inevitably mean budgets will be tight in future years.

"Ongoing strong financial management and generating additional savings will allow service and workforce changes to help us meet the challenges

expected in 2011/12.

"Our strong financial performance to date means the Board has £7.6m planned savings held over from previous years and this will be used to support future financial plans, with £5.6m being used for the 2011/12 plan and the remainder being used in 2012/13.

"However, there is still much to do to remain within our budget in the coming years.

"During 2010/11 the Board also identified plans for a further £17.5m of savings for 2011/12 and we will continue to identify additional savings.

"By taking these steps and planning our budget for the years ahead we can ensure our patients continue to receive a first class health service."

Annual Accounts

For a copy of NHS Lanarkshire's Annual Accounts for 2010-11 go to - www.nhslanarkshire.org.uk/publications

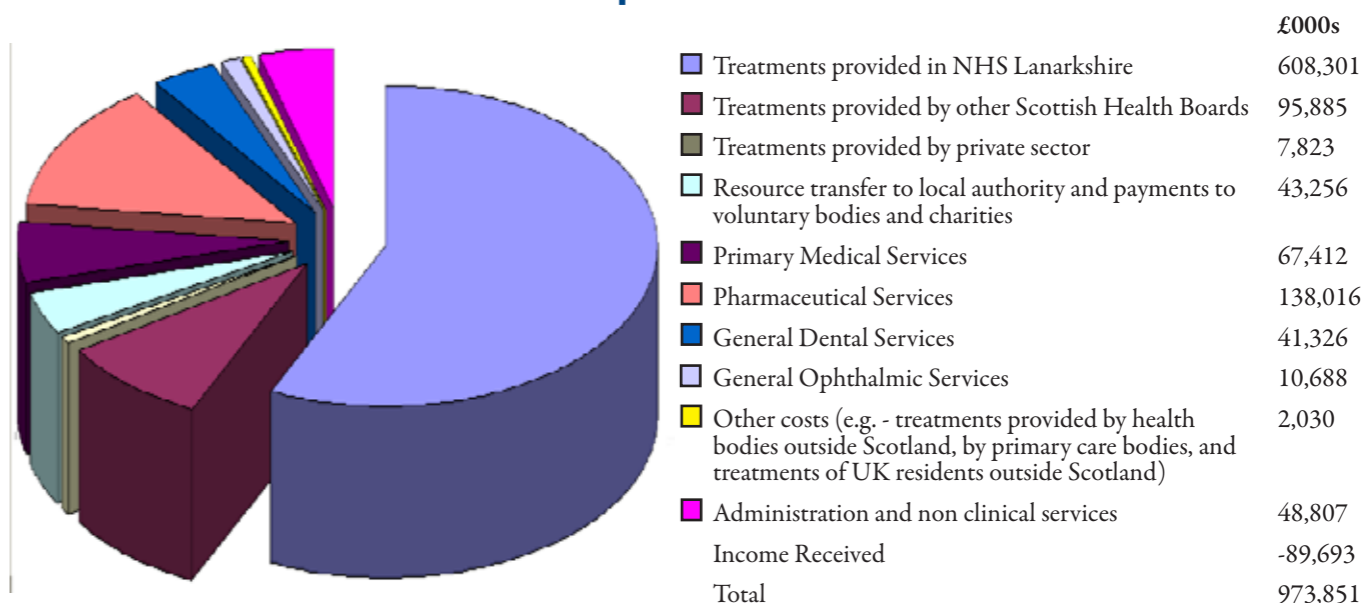
Operating Cost Statement For the year ended 31 March 2011

2009/10 £'000		2010/11 £'000	2010/11 £'000
732,158	Clinical Services Costs		
44,304	Hospital and Community	757,295	
687,854	Less: Hospital and Community Income	46,271	711,024
254,126	Family Health	257,442	
9,640	Less: Family Health Income	8,847	248,595
244,486			
932,340	Total Clinical Services Costs		959,619
14,265	Administration Costs	13,894	
0	Less: Administration Income	0	13,894
14,265			
29,761	Other Non Clinical Services	34,913	
35,137	Less: Other Operating Income	34,575	338
(5,376)			
941,229	Net Operating Costs		973,851

SUMMARY OF REVENUE RESOURCE OUTTURN

	£'000
Net Operating Costs	973,851
Total Non Core Expenditure	77,700
FHS Non Discretionary Allocation	(63,755)
Total Core Expenditure	(£832,396)
Core Revenue Limit	840,017
Saving/(Excess) Against Core revenue Resource Limit	7,621

Lanarkshire NHS Board expenditure





FURTHER information and an electronic version of this Annual Report and Accounts can be found on the NHS Lanarkshire website at:

www.nhslanarkshire.org.uk

If you require extra copies of the report or would like this document on audiotape, in Braille, in large print or in Arabic, Hindi, Chinese, Bengali, Punjabi, Gaelic, Urdu or Polish please

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