Welcome

Welcome to the November edition of Glasgow City Health and Social Care Partnership’s Newsletter. In this issue we talk about Single Point of Access for District Nursing, the Dementia Bus visiting Glasgow and also provide an update on our Participation and Engagement Strategy following our recent public consultation.
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Chief Officer’s Message

Welcome to the November edition of the Partnership’s newsletter.

In my introduction to the previous newsletter I described how I had spent time over the summer months carrying out a series of frontline visits, and that the work I saw during these visits was a great example of what can be done with a committed workforce and a passion for supporting patients and service users to achieve their personal outcomes. I am very keen to showcase as much of the good work that goes on around the city as possible so, as promised, in this edition you can read more about some of the projects and teams that I visited and get a sense for why I was so impressed by and proud of what I saw.

We’re also taking the opportunity in this edition to launch the first in a series of articles / stories which are designed to focus on equalities groups and the impact that integration has on them. We’ve started off a series of stories which will be running over the next few editions with a look back at October’s Black Awareness month. In each edition we’ll focus on different equality or minority groups, highlighting how the Partnership can support their specific needs and, over time, the positive impact that integrated working has on addressing these specific needs. I hope you’ll find these stories informative, interesting and enlightening.

One of the most fulfilling and rewarding aspects of my role as the Chief Officer is being able to take a step back from the day to day challenges we all face to take time to acknowledge the fine work going on all across our city. Since the previous edition of the newsletter the Partnership has had its annual Facing the Future Together awards. These awards are given to individuals and teams nominated by their colleagues, and shine a very deserving light on those who have gone the extra mile in carrying out their duties or participated in a project or programme which has had a positive impact on the vulnerable citizens the Partnership serves.

Myself, Councillor Archie Graham (Chair of the Glasgow City Integration Joint Board) and Trisha McAuley (Vice Chair) announced the winners at a ceremony at the Emirates Arena in late September. There were five category winners in all and one overall award winner, which now goes forward to be considered for the Chairman’s Awards later this month. You can read about the awards categories and winners later in the newsletter but I’d like to extend warm congratulations to all our winners and indeed all those who were nominated and highly commended, and wish very best of luck to our overall winner at the Chairman’s Awards. I hope that reading about the teams and individuals whose excellent work has been recognised by their colleagues and the judging panel will inspire all Partnership staff to continue to deliver the best possible service to our vulnerable citizens. I also urge you to consider nominating colleagues for next year’s awards. Traditionally health and social care staff do not consider the work they do to be “going the extra mile” and are often reluctant to engage with awards ceremonies.

However, as I’ve said before, our staff do go above and beyond the call of duty every day in the course of their work and I’d like to encourage you all to take more time to acknowledge and showcase your efforts.
Facing the Future Together Awards - the Winners

Glasgow City Health and Social Care Partnership’s Facing the Future Together Awards Ceremony took place on Tuesday 20th September. The Awards recognise and thank individual staff and teams within the Partnership for ‘going the extra mile’ in their work within a number of categories, especially in situations when they or their service have been under additional pressure or when they have implemented an improvement idea that has yielded significant benefit.

The ceremony was hosted by the Partnership’s Chief Officer David Williams. Integration Joint Board Chair, Councillor Archie Graham, and Vice-Chair Trisha McAuley then presented the awards to staff recognised within the following categories.

**Category One: Our patients, service users and carers**
Supporting the people who we work with and going the extra mile to meet their social care and / or health needs.

*Winner: Asylum Health Bridging Team*

The team offers initial health assessments to all newly arrived asylum seekers and their families.

The team has demonstrated a flexible attitude under challenging and rapidly changing situations over the past two years.

*Carol Rhodes and Felicity Hughes*
Asylum Health Bridging Team

*Highly Commended: Linda Clark, Foster Carer for Families for Children*

The Commendation recognises Linda’s outstanding work in looking after children and young people who need intensive support.

*Linda Clark, Foster Carer*

**Category Two: Our people**
Supporting a positive workforce where staff feel listened to and valued or going the extra mile to support the people who we work with to meet their needs and improve our services, with an emphasis on joint, collaborative working.

*Winner: ROMANET Project*

ROMANET, based in the South Locality, is a local partnership group established to identify the needs of and improve access to services for the local Roma population in Govanhill.

*Farhat Khan and Nuzhat Mirza*
ROMANET Project
Category Three: Our leaders

Leading and managing with vision and imagination, with a drive to do things differently to provide a better service and improve outcomes for our patients, service users, carers and other stakeholders, with an emphasis on joint, collaborative working.

Winner: Frank Gibbons, Healthcare Manager, HMP Barlinnie

Frank demonstrated an ability to work successfully with a number of groups whilst ensuring safe practice within very formal legal structures. Frank has led a team of staff in an effective way to provide high standards. The recent inspections by Her Majesty’s Chief Inspector of Prisons and Health Care Improvement Scotland resulted in a very positive report.

Category Four: Our resources

Improving the way in which we as a Partnership do things with our resources so that we are better at what we do to meet people’s needs (e.g. staff, buildings, equipment and information).

Winner: Keep Moving, Bowel Care Programme from the North East Locality Community Nurses

Staff designed a patient information leaflet which has contributed to better patient self-management and a reduction in call-outs for blocked catheters as a result of constipation.

Highly commended: South Locality Community Occupational Therapy Team based in Castlemilk Social Work Office

The team have made improvements in work practices which have ensured that waiting lists are dealt with more efficiently.
**Category Five: Our culture**

Contributing to developing a partnership culture where there is more listening, more reflection and better working in our own teams and with other teams.

**Winner: Housing Options for Older People Project**

This pioneering project offers personalised housing advice for any older person in hospital or intermediate care. Through this approach, increasing numbers of older people have been able to remain in their existing home or improve their housing situation.

Denise Murdoch, Bridget Curran & David Shiel
Housing Options for Older People Project

David Williams announced the Overall Winner for the Partnership Awards as the **Housing Options for Older People Project**. He said: “Huge congratulations to all winners, and nominees. I see first-hand the brilliant work you do and the difference it makes to our service users, their families and carers. It is right that we acknowledge your excellent service and today’s event is a great way to do this.”

Councillor Archie Graham thanked everyone for attending. He said: “The quality of nominations received is testimony to the quality of the contribution you make. They tell a story of outstanding achievement, great leadership and a real dedication to securing the best outcome for service users. Thank you very much for everything you do and the extra mile you go to provide the best possible service to those who need us most.”

The Partnership’s winners for each category and the overall winner will be invited to attend NHS Greater Glasgow and Clyde’s Celebrating Success and the Chairman’s Awards event in November 2016.

From Left to Right: David Williams, Marie McCulloch, Iain MacRitchie, Linda Clark, Denise Murdoch, Bridget Curran, Philip Carter, David Shiel, Linda Kyle, Carol Rhodes, Farhat Khan, Felicity Hughes, Nuzhat Mirza, Trisha McAuley and Councillor Archie Graham
David’s Summer Visits - More Information

During the summer months, David Williams, Chief Officer, Glasgow City Health and Social Care Partnership was out and about visiting some of our offices and projects. David wanted to see first hand the positive difference that our staff and services are making. Overall, he visited 23 different locations, the following is a summary of a few of the visits.

6 July: David visited the new Maryhill Health and Care Centre which was in the final stages of construction. As the Centre had not opened to the public, David did not meet any service users but managed to meet some staff who were getting the Centre ready. The building will support the work to develop General Practice ‘clusters’ providing an opportunity for GPs and associated Primary Care Services to work more closely, sharing good practice.

7 July: David visited the City Mission to learn more about The City Ambition Network (CAN) and about the innovative approach used by the team. CAN is a partnership between five organisations (Simon Community Scotland, NHS Greater Glasgow and Clyde, Glasgow City Mission, Glasgow City Council and Marie Trust). They identify vulnerable adults who have fallen through the service gaps and become part of the hidden homeless population. The Network supports these adults to meet their complex needs and works with them to make any future accommodation opportunities work and allow them to maintain a tenancy. The success of the team is down to partnership working, bringing together the expertise of each organisation involved.

11 July: The Community Support Project welcomed David and gave him a tour and explained a bit more about their service. The service offers flexible Home Based Support over seven days / evenings to people over the age of 65 years within North East Glasgow, who have a formal diagnosis of dementia. They also have a Good Night Team which operates 7 evenings per week from 7.00pm until 10.00pm including Public Holidays. The service develop individual care plans for each service user which promote activities of daily living aimed at maximising independence, enhancing functioning, adapting existing skills and developing new ones, thus enabling people to remain within their own home for as long as possible. The Project also works collaboratively with carers and other involved agencies to enhance service users’ wellbeing. As well as social support the team also provides personal care where needed and can be used as a response to an immediate need while longer term plans are being worked out.

14 July: David visited the SPHERE Bladder and Bowel Service and attended a roundtable discussion, in Elderpark Clinic, alongside Rona Agnew (Service Manager) and Annemarie Johnston (Continence Nurse Specialist). The SPHERE Bladder and Bowel Service provides support to people across the city with bladder and / or bowel problems. They promote continence by empowering individuals to self-manage their symptoms by teaching behavioural and lifestyle changes which promote bladder and bowel health. The team includes specialist nurses and physiotherapists who can advise and support individuals on improving their bladder and / or bowel problems or prevent any deterioration by facilitating and providing rehabilitative treatments. At the roundtable discussion, Rona and Annemarie detailed some
of the joint working and integration already happening between health and social work in relation to continence care. David recognised the valuable work provided by the service and congratulated the team on the improved service outcomes and transformational change achieved by the redesign of the service.

26th July: David, accompanied by Michael Kellet (then Director of Healthcare Strategy, Scottish Government) visited the Tomorrows Women Project. Jim McBride (Service Manager) and Anne Gallacher (Team Leader) showed them around the Project and explained that the project has a unique multidisciplinary team approach particularly relevant in light of the newly formed Health and Social Care Partnership. The team consists of social work staff, mental health staff, psychology, housing and prison staff seconded to the team. The team have worked with over 300 women using a trauma model and have evidenced a clear pattern of positive outcomes with significantly reduced reoffending, reduced court appearances, reduced prison time, reduced Accident and Emergency attendance, reduced drug and alcohol use, improved physical and mental wellbeing, improved access to accommodation, re-engaging with families and access to learning and employment.

The projects above are just a small example of some of the fantastic work carried out by Partnership staff who are committed to improving the lives and health of our service users and patients.

A New Website for Sexual Health Information: www.sandyford.org

The importance of providing reliable and accessible information to people who require sexual health services is at the centre of the re-launched Sandyford website.

In addition to providing important and up-to-date details on sexual health matters such as free condoms, the Steve Retson Project and the Brownlee HIV Centre, the site also has capacity to feature more interactive and video based content than was previously the case.

Although not launched for long, the website has already been shortlisted in both the NHS Greater Glasogw and Clyde Chairman’s Award (Public Health Directorate category) and The Herald Scottish Digital Business Awards 2016.

So if you need sexual health information, make www.sandyford.org the first place you look!
Palliative and End of Life Care - Self-Assessment


The Senior Management Team from Glasgow City Health and Social Care Partnership agreed to carry out a self-assessment of Glasgow’s position in relation to the recommendations set out in the document.

To support this work, Paul Adams, Head of Older People and Primary Care (North West) and the Partnership’s Lead for Palliative Care established a working group in August to steer the design and evaluation of the self-assessment process. This work has attracted interest and support from the Scottish Government and close links have been formed with Healthcare Improvement Scotland and NHS Education Scotland which will be involved in Glasgow’s evaluation and subsequent action plan.

The self-assessment process will include a questionnaire as well as internal scrutiny of a variety of the Partnership’s policy and strategy documents to assess the extent to which the city currently delivers on the aims, objectives and outcomes articulated in the Strategic Framework.

This exercise will enable Glasgow to identify areas for development and allow greater clarity on pathways of care for people with palliative and end of life care needs.

Paul Adams said: “The questionnaire was received with enthusiasm by health and social care staff and our partner organisations. The information derived from this will help shape a shared understanding of what we mean by palliative and end of life care and inform how we might improve care to Glasgow residents.”

The self-assessment process will continue until December with the output and recommendations expected to be available early 2017 and a programme of work included as part of the Partnership’s priorities thereafter.

Alex Mackenzie, Chief Officer, Operations, has advised: “this is an important piece of work that demonstrates the Partnership’s commitment to continuous improvement.”

Anticipatory Care - A call for action

“What is important to you?” That is a question we should be asking of the people who use our services and it is the starting point for creating an Anticipatory Care Plan.

Anticipatory Care Planning is an opportunity for people to plan ahead for any change in their health and social care needs. It aims to put the needs and preferences of people who use services at the centre of decisions about their care and to record and communicate this information effectively.
The Anticipatory Care Plan is held by the individual and an extract of the information can be added to the GP Key Information Summary. Nearly 900 staff in Glasgow City Health and Social Care Partnership have now attended awareness sessions on Anticipatory Care Planning and have started to help people to make their plans.

In October, we held an action session and invited service managers, team leaders and staff to hear about the evaluation of the Anticipatory Care Plan project and to give their commitment to embedding anticipatory care into practice.

Paul Adams, Head of Older People and Primary Care Services (North West Locality), told the audience about the national developments which would help the Partnership implement Anticipatory Care Planning including a national campaign and the development of a national Anticipatory Care Plan.

Jean Blackwood, Service Manager, Older People and Primary Care Services (North West Locality), described the high level of positive feedback received from staff on the usefulness of the awareness sessions. Staff and patients provided feedback on the benefits of Anticipatory Care Planning which included: helping them to discuss their wishes with family; taking steps to arrange power of attorney and putting in place measures to avoid hospital admission.

Diane Kennedy of Evaluation Support Scotland worked alongside Anticipatory Care Plan Project Lead Elizabeth Ferguson and the project team to develop an evaluation of the project which had a focus on the role of the third sector. Diane presented her findings at the action session and her conclusion was that there needs to be a flexible pathway that enables people to complete their own Anticipatory Care Plan if they can or do it with help from health, social work or community organisations.

From the attendees there was both enthusiasm for Anticipatory Care Planning and commitment to take action to promote and embed it in practice.

Paul Adams noted in his closing remarks that there are still challenges to be overcome around sharing information across systems and how we accurately measure anticipatory care activity and impact in the Partnership. The Partnership has a clear intention to ensure that as many people as possible benefit from having an Anticipatory Care Plan in place.

**For more information:**
Members of the public who wish more information should either speak to any of their care providers if they are currently in receipt of services via health or social work or contact their local office and ask for an information leaflet.

health staff: http://www.staffnet.ggc.scot.nhs.uk/Partnerships/CHPs/GC/Pages/AnticipatoryCare.aspx

social work staff: http://connect.glasgow.gov.uk/acp
Power of Attorney – Have you had the conversation?

During what passed for summer this year, the Partnership was involved in promoting the theme of the latest Power of Attorney (PoA) campaign: ‘Why are you gambling on your future?’

Together with a number of other Health and Social Care Partnerships and NHS Boards, Glasgow City has continued to work on highlighting the importance of having someone appointed to look after your welfare and financial affairs in the event that you become unable to make decisions for yourself due to illness or accident.

Recognising that the time to appoint a PoA is when you are well and able to make your own decisions, the campaign highlighted the advantages of having arrangements in place.

The successful summer campaign reached in excess of one million people through TV adverts with more than 8,500 people visiting the dedicated website. The social media videos which aimed to dispel myths about PoA, produced in partnership with the Office of the Public Guardian, were also very popular with more than 200,000 views recorded on Facebook.

To find out why we are encouraging service users to put their PoA in place, and why you should not gamble with your own future, visit the Power of Attorney website today!

Participation and Engagement - update

Consultation on the Integration Joint Board’s Participation and Engagement Strategy ended in September 2016. The Strategy outlines the principles and approach that we will take to engage with individuals, groups and communities in service planning and service development.

Our consultation had more than 60 responses, including from a number of community networks, representative groups and colleagues in the third sector. The majority of responses were supportive of the principles and approach outlined in the Strategy, and gave feedback about their own experiences and opinions on how engagement should be carried out, along with suggestions on how the Strategy could be further enhanced.

The Integration Joint Board reviewed a paper summarising the consultation activity on 31 October 2016, which you can read here. After discussion, the Integration Joint Board approved the Strategy and agreed that an action plan to implement the Strategy should be developed. You can read the final version of the Participation and Engagement Strategy at www.glasgow.gov.uk/index.aspx?articleid=19690.

Officers from the Partnership are engaging with representatives from a range of community organisations to develop the action plan, further information on which will follow in a future edition of this newsletter.
Black History Month

Since 2001, October has been Black History Month and is connected to the Coalition for Racial Equality and Right’s mission to protect, enhance and promote the rights of minority ethnic communities across all areas of life; and to empower minority ethnic communities in Scotland to strengthen their social, economic and political capital, especially those at greatest risk of disadvantage.

People often ask us why there is Black History Month when we don’t have a White History Month. White history is everywhere, in our libraries, in our schools and in our everyday sight. Until Scotland’s ‘hidden’ history is widely known, we use this month to acknowledge the contributions that African, Caribbean and Asian people in this country have made to Scotland.

The history of African, Caribbean and Asian people and their contributions to Scottish history is often forgotten or relegated to a ‘bit part’, but Black History Month provides an opportunity to promote an inclusive history of Scotland. For example, Scotland’s economy thrived on the enslavement of human beings. In the early 1800s, Scot’s owned nearly 30% of the estates in Jamaica and almost one third of the slaves. We walk amongst streets that are named after families whose income was generated through plantation and slave ownership and many of the buildings in Glasgow were built using the proceeds from this business, for example, the Gallery of Modern Art. Despite many men and women from the Colonies fighting for Britain in the First World War, unions attempted to put a ‘colour’ bar on jobs causing a race riot during the industrial unrest on the Clydeside in 1919.

Black History Month tries to bring this history to an audience that is generally unaware of Scotland’s connections with all of this.

Understanding Scotland’s role in slavery and racism helps us to better understand the current situation that many racial minorities face today as despite 50 years of race equality legislation, Black/Minority Ethnic people in Scotland still face serious disadvantages including higher rates of poverty, lower rates of employment and a range of health inequalities.

Therefore, an acknowledgement that racism exists in Scotland and a better understanding of Scotland’s past is needed if we are to build a truly anti-racist future for us all.

Black History Month 2016 provides us with the opportunity to learn and we are sure with over 50 events there was something for everyone. For more information go to www.crer.org.uk
Single Point of Access for District Nursing

Within Glasgow City the introduction of a ‘Single Point of Access’ call centre for District Nursing Services is underway. The call centre, based in Plean Street, will eventually process all calls and referrals (including electronic referrals) for the District Nursing Service across the city.

The decision to introduce the Single Point of Access came after engagement with the District Nursing Services found that the main non-patient tasks that District Nurses dealt with was answering phone calls and processing referrals. Once we had taken this decision, we also agreed to introduce electronic referrals (known as SCI Gateway) for District Nursing Services at the same time. The new system, designed to reflect the needs of a modern, more responsive service, will:

- improve communication with patients
- simplify access for referrers
- improve the quality of referrals and
- nurses will have more time for patient related tasks.

In April 2016, we started introducing the Single Point of Access on a team by team basis with the first phase taking place in North West Glasgow then North East and we are now rolling it out across South Glasgow. We hope that by the end of the year, the Single Point of Access will be fully operational. It is planned that telephone access to the District Nursing Service will be via one telephone number however until implementation is complete, current numbers will be redirected.

All GP practices were or will be offered the chance to attend a lunchtime information session in advance of implementation in their area. District Nursing staff have already attended training and information sessions and ongoing support is provided via the Senior Nurses, Team Leaders and Practice Development Nurses.

Initially Single Point of Access will be a daytime service running Monday to Friday between 8:30am and 4:30pm, however within the North West Locality there has also been a pilot for weekend cover.

Anne Mitchell, Head of Older People and Physical Disabilities (South Locality), said: “The introduction of the Single Point of Access has proved to be a success on a number of fronts. Our patients have been extremely positively about the service, our nurses have more time to see their patients and our systems and processes around processing referrals are much more robust.”

Evaluation of the project has begun with support from a Public Health Researcher and it is expected to be completed by the end of March 2017.
Optometry as First Port of Call

Nikki McElvanney, Lead Optometrist in the North West of the City, has been talking to us about “eye health”.

Nikki has been working as an optometrist for a number of years now, and has seen many changes. In recent years funding has been provided by the Scottish Government for optometry practices to increase the range of services and tests they offer to help people to maintain their eye health. Early detection of eye problems makes it easier to address them, and many eye problems can be symptomless.

For some time now, optometry has been seen as the first port of call for someone who has eye problems. Nikki said: “We would encourage patients to visit an optometry practice if they have a concern about their eyes – most optometry practices keep emergency appointments available and we have a wide range of equipment that we can use for diagnostic purposes.”

Nikki also advised that optometrists are able to refer patients to ophthalmology (hospital based eye specialists) or to other health professionals in the community, if needs be, and an increasing number of optometrists are able to prescribe medication(s) for the eye.

Finally, she was able to provide reassurance for those who do not see an optometrist regularly: “It doesn’t matter if you do not think of a particular optometry practice as ‘your’ practice – if you think you have an eye problem, or would like an eye health check, you can go to any High Street optometrist and arrange to be seen.”

In Scotland, eye examinations are free for UK residents, and the guidelines are yearly check-ups for people under 16 or over 60, and every two years for people aged 16 to 60.

Dementia Bus Visits Glasgow

Dementia is the biggest health and social care challenge faced by society today. There are more than 90,000 people living with dementia in Scotland and around 3,200 are under the age of 65. By the year 2020, there will be more than 1 million people living with dementia in the UK. Alzheimer Scotland is passionate that nobody should face dementia alone.

To celebrate World Alzheimer’s Day (21 September), the Alzheimer Scotland Information and Awareness vehicle (also known as the “Memory Bus”) visited six locations across Glasgow to provide information and advice about the condition. Sarah Burgess, Head of Operations, Alzheimer Scotland, said it is important to provide reassurance that people with dementia can still lead a fulfilling life after being diagnosed.
She said: “It is extremely important to Alzheimer Scotland that we raise awareness of dementia throughout Scotland. Our aim is to make sure that no-one has to face this illness alone, and providing the Memory Bus makes it easier for individuals to access support and information.

“We have used the Memory Bus service in the past and have found it to be very successful. People told us that they were comforted by the information they received and they found it very helpful. Many people thanked us for offering a place to receive support and said that left the bus feeling much more positive after talking to us.”

Jill Carson, Service Manager (North West Locality), Glasgow City Health and Social Care Partnership said: “We are very keen to encourage supportive communities where there is understanding about dementia and a desire to contribute to a good quality of life for people with dementia and their families and carers. The Memory Bus is an excellent resource and it will contribute to the aims and aspirations outlined in Glasgow City’s Dementia Strategy, which we published earlier this year following extensive consultation with local people.”

If you want to talk about dementia call Alzheimer Scotland’s free 24 hour Dementia Helpline on 0808 808 3000 or visit the website at www.alzscot.org

You can view the Glasgow City Health and Social Care Partnership’s Dementia Strategy at https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35385&p=0

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**Great Scottish Run - Staff Raise Money for Luwero**

Social Work employees Hilary Macleod, Russell Young and Connie Bell completed the recent Great Scottish Run to raise just under £400 for work taking place in Luwero, Uganda.

Hilary was motivated to compete in the run so she could assist the work of a friend’s daughter’s school who were travelling to assist local Luwero children with a variety of activities and tasks that included farming, teaching, PE activities and games. They also visited local orphanages to provide help with the children and young people living there.

Hilary commented that: “My friend’s daughter has told me how difficult life can be for young people in Luwero so the chance for Connie, Russell and myself to take part in the run seemed like a great way to help them. It was great that we could raise such a wonderful total and it was achieved in no small part through the generosity of our colleagues.”

Money raised from the run will also help buy important mosquito nets, medicine and water filters for locals.
What Integration means to me
by Raymond Traynor, Local Area Co-ordination Manager

Partnership working is fundamental to providing a quality service to adults with a learning disability across Glasgow and young people in transition. Statistically we are aware that historically the health needs of this service user group and life expectancy are well below the nation as a whole.

In our role as the Local Area Co-ordination team, we are in a privileged position which affords us the opportunity to work closely with individuals using a very person-centred approach. This allows us to focus on both the health and social requirements of each person we work with, ensuring their assessed needs are met along with their wishes and aspirations.

Our Local Area Co-ordination mission statement is:
“People with a learning disability should have the same opportunity to live ordinary lives within their local communities and have the same freedom, choice, control and real community presence as other citizens of Glasgow.”

We are some way off achieving this and many barriers require to be removed in the years ahead, however progress is being made and it is clear our objectives are significantly more achievable working in partnership and sharing best practice and knowledge.

And Finally...
If you require this newsletter in an alternative format or wish to be added to our distribution list then please email SW_CommunicationsUnit@glasgow.gov.uk

For more information on Integration...

- **Our People:** Glasgow Website
- **Our Papers:** You can read our Integration Joint Board papers on Glasgow Website
- **Our Places:** Glasgow City Health and Social Care Partnership (GCHSCP) headquarters at Commonwealth House, 32 Albion Street, Glasgow, G1 1LH

Staff can also keep up to date at
Health staff: Staffnet Council staff: Connect