



## Welcome

Our November newsletter continues to focus on sharing with you some of the important work that is going on across the Glasgow City Health and Social Care Partnership.

It also answers the most frequently asked questions staff have about integration, along with providing details of the Integrated Care Fund and some of the important and innovative work that it is supporting.

Chief Office 's Message

The latest on the  
Integrated Care Fund

The winter flu ja

## Chief Office 's Message



One of the questions I'm asked most frequently by colleagues and partners is "when are we going to be integrated?" My response is always the same: 'formal' integration happens after the Integration Joint Board is established and when its Strategic Plan comes into effect, which has to happen by 1 April 2016. However, as I've said before, integration isn't a single tangible 'thing' and it will look and feel like a hundred-and-one and more different things across the city. Ann-Marie expresses this really well in the What Integration Means to Me section of this newsletter.

In many ways integration is already happening, with work already underway to build on the effective joint working arrangements we already have in place across the city, with staff moving to our new shared headquarters and with the integrated senior management team taking shape.

Further integration will happen over time, it won't happen overnight. But I am very encouraged by the examples I see all across the city of the way that staff and partners are already working with each other to plan and deliver services in a joined-up way. We have worked together successfully in many ways for many years, but one thing that's new is that the legal obligation to integrate our services gives us the opportunity to expand our integrated approach across all of our services. As always, you can find out how to keep up with the latest news on our integration further on in this newsletter

One of the most visible examples of our integrated approach at the moment is our winter plan. It sets out our joint preparations for this coming winter so that we minimise any potential disruption to health and social care services to patients, service users and carers across the city. This is our first integrated winter plan, and it will be continually reviewed and updated to make sure it continues to meet the needs of the people who depend on our services during the critical winter months ahead.

You'll hear more about our winter plan in a special bulletin coming soon. In the meantime, you can read more about the flu vaccination programme - one of the main ways we can all play our part in keeping healthy this winter – later on in this newsletter. With more than nine thousand Partnership staff and tens of thousands more partners in Glasgow city, I believe very strongly

Continued on next page.

that if each of us plays our own small part in winter planning, we can make a huge difference to keeping ourselves and the people we care for safer and healthier during the winter months.

And of course, you still have the opportunity to influence how the Partnership plans, shapes and delivers all of its services in future. If you haven't already done so, I would strongly encourage you to please take the time to have your say as part of the consultation on our strategic plan. Your views really do make a difference.

Finally, thanks to everyone who took the time to complete our communications survey recently. The results are now being analysed by our research colleagues, so that your views help to shape how we communicate as a Partnership in future. We'll report back on the findings in future newsletters

I hope you will find this edition of the newsletter of interest, and as always, **I look forward to hearing from you.**



Winter planning includes supporting vulnerable older people at home.

## Integrated Care Fund - Sharing Knowledge and Identifying Opportunities

Importance of  
Third sector  
involvement in  
health and  
social care  
highlighted



**Pictured: Stephen Fitzpatrick, Paul Adams, Lorna Dunipace, Fiona Moss, Seated (l-r), Iris Dorrian, Liz McEntee.**

Around 100 attendees representing social care services, service providers, third and independent sector organisations (voluntary, charitable and careproviders/organisations) attended the Intermediate Care Fund event 'Sharing Knowledge and Identifying Opportunities' at Hampden Park in October.

Introduced by Stephen Fitzpatrick, Strategic Head of Older People's Services, Glasgow City HSCP, the event showcased a range of projects funded via the Integrated Care Fund and focussed on four main themes: Prevention and Early Intervention, Integrated Care Pathways, Anticipatory Care and the Accommodation based Strategy.

The opening speaker, Liz McEntee, Glasgow Council for Voluntary Service (GCVS) emphasised the importance of the third sector's involvement in health and social care. Stressing that GCVS has more than 600 members keen to be part of the developing health and social care, Liz highlighted the Scottish Government Guidance for Working with Third Sector Organisations as an example of how this could move forward.

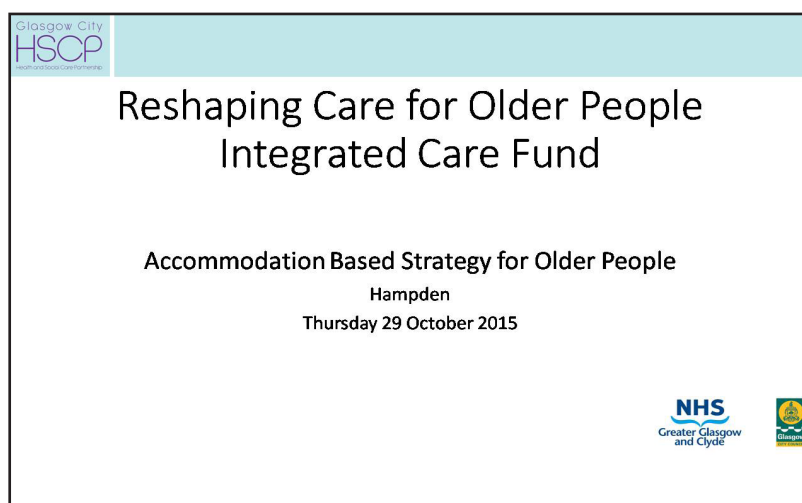
Fiona Moss, Head of Health Improvement and Inequality, Glasgow City HSCP, outlined the importance of work on a range of early intervention initiatives with local communities. Examples include the Thriving Communities projects where health and social care staff work with local organisations to identify areas for early intervention to improve health.



Other presentations included an update on the Integrated Care Pathway for Older People, Anticipatory Care such as the effective partnership working with Marie Curie (featured elsewhere in the newsletter), and an accommodation-based strategy to help develop and increase services that bridge the gap between the care at home service and residential or nursing home care.

After the presentations staff came together in groups to look at poster displays and discuss the range of projects involved in the Integrated Care Fund, identify where the key interfaces are, how they can be improved and actions for their team and service.

**All presentations from the event are available to view.**



## Integrated Care Fund - End of Life Care



Pictured (left to right): Chief Officer Designate David Williams with staff and representatives from Marie Curie.

Marie Curie, the charity that supports terminally ill people and their families, is extending its support to those in the South of Glasgow City who choose to die at home.

Currently supporting families in the North East and West of the City, the extended service will support an additional 600 patients including those receiving care from the new Queen Elizabeth University Hospital.

Known as the Marie Curie Fast Track Service and launched within Glasgow during 2012, the service supports patients to avoid hospital admission or for them to be discharged from hospitals and the Marie Curie Hospice earlier than would otherwise be the case. Funded from the Integrated Care Fund, the service brings together the work of the NHS, Local Authority and third sector partners to relieve pressure on acute services while providing a tailoring support to the individual.

Recognising the benefits of the service, David Williams, Chief Officer Designate for the Glasgow City Health and Social Care Partnership said: "Bringing together NHS, Local Authority and third sector partners, the Marie Curie Fast Track Service is a great example of collaborative working and putting the patient and their family at the centre of their care.

"Partnership working and shared knowledge alongside delivering high quality care, means patients can spend their last days in their homes with their families."

**Read the Evening Times article on this event.**

## Update on the Communications Survey



Thanks to everyone who gave their views in the recent communications survey. Your valuable feedback will help us continue to put you at the centre of the communications material we develop, to make sure that you're getting the information you need, where and when you need it.

Over the coming weeks, we'll be analysing the results and then we'll publish a plan showing how we're putting the findings into action, so watch this space

## Keeping Your Team Up-to-Date with Integration



A short briefing guide and standard presentation have been developed to support managers when briefing their teams about Integration.

The Glasgow City Health and Social Care Partnership Managers' Briefing Guide will be updated to take account of the findings of our communications survey. In the meantime, it aims to build on existing best practice across the Partnership so that all staff, regardless of where they work, what job they do and who their line manager is, have the opportunity to:

- have a two way dialogue with their line manager about Integration, inputting their views and raising questions
- develop a greater awareness of Integration in Glasgow City
- understand the overall direction of travel, and specifically what will change for them as an outcome of integration and
- take appropriate action to make change happen.

The [guides and presentation](#) have already been circulated to all Partnership managers.



## Changes to Social Work Standby

### Social Work Standby undergoing review



The Social Work out-of-hours service, commonly known as Standby, is undergoing a review, which has resulted in it now having a new name and telephone number. It is now called Glasgow and Partners Emergency Social Work Service (G&PESWS) and you can contact them on **0300 343 1505**.

Run by Glasgow City Council, G&PESWS provides a statutory Social Work Service across seven Local Authorities covering a population of approximately 1.3million. The service operates from 4.45pm until 9am on weekdays and 3.55pm on a Friday through the weekend until 9am Monday morning. It also provides public holiday cover for the partner authorities involved in the service.

Receiving around 100 calls per day at the weekends, G&PESWS is a generic service that can attend to both children and/or adults matters. The staff group is a mixture of Operational Managers, Qualified Social workers and administrative staff, who are skilled at working across care groups.

Given that the service works across the NHS Greater Glasgow and Clyde area and with Police Scotland across the entire geographical area of the seven partner authorities, it is no surprise that a large part of the work undertaken by the service comes from these organisations.

Glasgow & Partners Emergency Social Work Service can be contacted on **0300 343 1505** and covers the following Local Authority areas: Glasgow City, Renfrewshire, East Renfrewshire, Inverclyde, West Dunbartonshire, East Dunbartonshire and Dumfries and Galloway.



## Staff Get Ready for Winter with Flu Jab



Thank you to all Health and Social Care staff who took up the opportunity of a flu vaccination. That's the message from David Williams, Chief Officer Designate, who also was vaccinated against the illness.

For Health staff, vaccinations were available as drop-in sessions and peer immunisation across the city, whilst Social Work staff obtained theirs via the Occupational Health Service provider People Asset Management (PAM).

David (pictured left getting his flu jab) said: "I'd like to thank staff who took up the offer of a flu vaccination. It's really important that as many of you are vaccinated as possible.

"Flu can occasionally be fatal for patients who are more vulnerable. People with conditions such as HIV or chronic heart disease are 18 times more likely to die from flu than people who don't have these conditions. Even if you don't have a risk condition, flu can make you extremely unwell for at least a week.

"Not only does vaccination lessen your risk of getting flu, but reduces the risk of spreading this debilitating illness to your family, colleagues and patients. You can pass flu on to your family, patients and clients, even if you have very mild symptoms."

The staff programme will end on Wednesday 25 November when the final group of Social Work staff receive their flu vaccination but after this date, you will be able to approach your local GP practice if you have been unable to access the staff programme.

If you are interested in finding out more about the benefits of the vaccination programme, then please visit

[www.immunisationscotland.org.uk/index.aspx](http://www.immunisationscotland.org.uk/index.aspx)

## Strategic Plan - Have Your Say



The draft Strategic Plan for the Glasgow City Integration Joint Board is currently out for consultation and we are keen that as many people as possible have the opportunity to comment on it.

A full communications plan for the Strategic Plan consultation has been developed, including a series of events held in localities, with specific care groups and other groups of stakeholders. As a partnership, we are developing a wider Communications Strategy and a Participation and Engagement Strategy that will inform our future approach to communicating with staff, service users, patients, carers and other groups and make clear to people how they can interact with the Integration Joint Board and the Glasgow City Health and Social Care Partnership.

The Integration Joint Board and Chief Officer Designate are committed to listening to the views of the people who use, provide and support health and social care services in Glasgow and our Strategic Plan consultation, Communications Strategy and Participation and Engagement Strategy will help us to do that.

The consultation period runs until Thursday 31 December 2015.

**More information is available on the consultation.**

## Frequently Asked Questions

Over the past few months, a number of questions have been received from staff around various different aspects of Integration. Below are answers to the most frequently asked questions.

### **Q: What are the aims of Health and Social Care Integration?**

The main aims of Health and Social Care Integration are:

- to improve how patients/service users access and use local health and social care services;
- to improve and build upon service relationships that already exist between Health and Social Work and
- to improve the health and social care of Glasgow's citizens.

### **Q: When will integration happen?**

'Formal' integration happens after the Integration Joint Board is established and when its Strategic Plan comes into effect, which can be no later than Friday 1 April 2016. In many respects however Integration is already happening, with staff moving to our new shared headquarters, the integrated senior management team taking shape and work already underway to build on the effective joint working arrangements we already have in place across the city.

### **Q: Who is in charge?**

The Chief Officer Designate is David Williams. A full list of the senior management teams is also available.

### **Q: How are decisions made?**

The Integration Joint Board consists of voting members made up of eight Elected Members (councillors) from Glasgow City Council and eight non-executive Directors of NHS Greater Glasgow and Clyde. It also includes the Chief Office, medical and nursing directors, the Chief Social Work Office, community representatives and other non-voting members who act in an important advisory role. The Integration Joint Board develops a Strategic Plan for the delivery of health and social care services within Glasgow, and then directs the Council and Health Board to work together to deliver the best possible services, in line with this plan.

### **Q: Will Integration change the way people access services?**

There is unlikely to be any immediate change to the first point of contact, for example people will still visit their GP when they are unwell or contact Social Care Direct or their own social worker for social care advice, information or support.

However, what we can expect to see in a truly integrated system is that when it is identified that a patient or service user needs additional support over and above the health and/or social care services that they already receive, there should be no unnecessary or institutional barriers to them accessing it.

### **Q: How will staff be involved in developing the health and social care partnership?**

We have already held a series of events over the last year to engage with staff and identify ways in which we can develop the partnership. We will continue to hold events like these and are exploring a range of other methods through which staff can contribute their views. The Chief Officer Designate is committed to involving and engaging with staff at all levels across the Partnership, and has visited many groups of staff already to talk about Integration, listen to their views and answer questions. More visits like this are planned over the coming months.



**Q: What are the contact details of our main offices?**

Our Headquarters is Commonwealth House, 32 Albion Street, G1 1LH (phone:0141 287 0499).

The three 'locality' (area) offices are

- South – Clutha House, 120 Cornwall Street South, Glasgow, G41 1AF
- North West – William Street Clinic, 120-130 William Street, Glasgow G3 8UR
- North East – Templeton Business Centre, 62 Templeton Street, Glasgow, G40 1DA

**Q: Where can you ask questions about Integration?**

Questions can be submitted via our [online form](#).

## Help for Carers

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Having the right information at the right time can make a huge difference when you are looking after someone.

As part of the National Carers' Rights Day 2015, events organised by local carers groups are taking place across Glasgow.

On Friday 20 November the following events have been arranged:

\* South West Carers Centre is holding a Carers' Rights Day and Christmas Fayre at Pollok Community Centre from 10.30am to 1.30pm. There will be information stalls from a host of organisations along with crafts stalls selling items like Christmas flowers, candles, sweets and knitted dolls made by carers supported to start their own small businesses. They are keen to demonstrate how a hobby at home can become a business.

\* South East Carers are having an awareness raising and information event at the Patient Information Centre at the New Victoria Hospital from 10am until 1pm.

\* West Glasgow Carers Centre is hosting a coffee/tea morning for carers at Sainsbury's Drumchapel, Great Western Retail Park from 10am-12noon where staff will be on hand to answer carers questions.

\* On Wednesday 25 November, North East Carers Centre is hosting a Carers' Information Day at the Reidvale Neighbourhood Centre, Whitevale Street from 10.15am-2pm. The event will include a marketplace with various information stalls, talks with information on Autism and Alzheimer's and activities to give carers some relaxation and pampering.

More information on help for carers is available at [www.glasgow.gov.uk/carers](http://www.glasgow.gov.uk/carers)



## Developing an Integrated Approach to Leadership

Leadership Conversation sessions, designed to develop an integrated approach to leadership across our Partnership, continue to be targeted at Senior Managers who form part of the HSCP Leadership Group across Glasgow City. Recent and upcoming sessions involve:

- \* Introduction to Dialogue and Structural Dynamics
- \* Personalisation
- \* Commissioning and
- \* Finance

Events follow on as part of the rolling programme throughout 2015/16 and the recent topics due to be covered will provide an opportunity to explore these in some detail, gain an understanding of the issues and create opportunities for solution faced dialogue.

Each session has a local sponsor and keynote speaker who challenges senior managers to think and act differently while developing innovative solutions to the challenges we face.

**Copies of presentations from these events will be made available internally.**

## £860 raised by staff for recent Wear it Pink Day for Breast Cancer Care



Ann Hill and Valerie Grieve at Wear It Pink Day.

Partnership staff again demonstrated their generosity by supporting a number of special events to highlight and raise money for Breast Cancer Care.

Various fundraising initiatives took place across the city with the result being that more than £860 was raised for this important work.

A big thank you and well done to everyone involved.

## Alcohol Programme - the Measure of Success



A trio of groundbreaking initiatives to reduce health risks from alcohol and drugs were recently launched in Glasgow. These include: alcohol and drug prevention and education services for children, young people, families and communities, plus specific work to reduce alcohol related harm in people aged over 50.

The three linked programmes funded by Glasgow City Alcohol Drug Partnership and the Big Lottery are being managed by charitable organisations in the substance misuse field: Clearer Choices Glasgow (Addaction), Glasgow Council on Alcohol (GCA) and Drink Wise Age Well (Addaction).

Trevor Lakey, Health Improvement and Inequalities Manager – Mental Health, Alcohol and Drugs, Greater Glasgow and Clyde Health Board, said: “The challenges that the City faces in terms of the impact of alcohol and drugs misuse are well known. However, we are confident that this trio of new initiatives will provide a fresh impetus in creating a healthier culture.

“The agencies running these three initiatives will work together with staff from Glasgow City Health and Social Care Partnership, Education Services and many other partners. Aligned to this they will also draw on the ideas, experiences and energies of the communities themselves.”

More information on the projects is available from the contacts below.

Clearer Choices

Evelyn Lang, Manager, **Clearer Choices Glasgow**

Glasgow Council on Alcohol (GCA):

Linda McNally, Head of Prevention and Education,  
**Glasgow Council on Alcohol**

Drink Wise Age Well:

Graeme Callander, Locality Manager, **Drink Wise Age Well**



## What integration means to me Ann-Marie Rafferty, Head of Locality (NE)



Integration for me means the opportunity to create an organisational culture that will give us lasting opportunities to allow our frontline staff to make the very best of the skills and talents they have to work alongside individuals to make real choices about how they wish to live their lives. That culture is well within our grasp – it is based on public sector values of trust, respect, integrity, dignity and learning.

Integration will compel us to really listen to the people who use our services and to act on that listening. At some point in our lives we are all likely to require to access services that will support us with our health or wellbeing, so we would do well to really listen to those who are using those services now. I believe that our Integration Scheme in Glasgow has, at its core, the requirement to actively gauge views, comments and suggestions for improvement from service users and patients but also from a wide and diverse community of other stakeholders.

Integration will give staff the right to challenge the organisation to take down all the barriers that just don't make sense for them in achieving the very best they can for people they work with. When I talk to frontline staff and managers they tell me the solutions, not the problems. They came into public service for a reason – they want to make a difference. They know how we can deliver better, higher quality and more responsive services to the people they feel accountable to every day.

And finally, I think integration really challenges us to think about how we use our resources – if we are still doing things that we've always done but make little or no difference to the lives of the people who need our support, then quite simply we will need to change that. I think our Strategic Plan frees us up to, and indeed fundamentally requires us as a Health and Social Care Partnership to do something different but more than that – it allows us to bring significant influence to bear on how other public, third sector and community organisations use their resources, too.

For more information on integration...

### Our people

[Health Website](#)  
[Council Website](#)

### Our places

[Glasgow City Health and Social Care Partnership \(GCHSCP\)](#)  
headquarters at Commonwealth House, 32 Albion St, Glasgow G1 1LH  
(phone 0141 287 0499).

### Our papers

[You can read our Shadow Joint Integrated Board papers at Glasgow City Council or NHSGGC.](#)

### Keep up to date...

[Health staff – visit Staffnet](#)

[Council staff – visit Connect](#)