

# partnership matters briefing



## May/June 2023

Welcome to Glasgow City HSCP's 'Partnership Matters' briefing, to keep you more up to date with some of what's happening across our HSCP with partners. [Current and past briefings](#) continue to be available on our HSCP's website, and they can be accessed from work and personal devices. We hope that you find our briefing useful. Any comments or suggestions for future topics are welcome, and they can be shared by contacting us at [gchscp\\_communications@glasgow.gov.uk](mailto:gchscp_communications@glasgow.gov.uk).



Susanne Millar, Chief Officer

### Message from Susanne Millar, Chief Officer

It was only last month that the World Health Organisation declared the end of COVID-19 as a global health emergency, just over three years from when we first went into national lockdown. Although we've finally made it to the other side of the COVID-19 pandemic, largely due to the vaccines and our individual and collective public health efforts, I think we still haven't quite been able to fully process the impact of it – particularly the impact during those first few weeks because we had no point of reference whatsoever. Even for us who have worked in health and social care for a long period of time, we've never in our careers or lifetime experienced anything like a global health pandemic, and the disproportionate impact it had on the people who we work with and for.

But as I've said a number of times, it was the above and beyond efforts and resilience of our staff and partners during the pandemic that were instrumental in keeping the health and social care needs of our city supported. We still continue to do this within the context of the cost of living crisis and the significant impact it's currently having on people.

We begin this issue of Partnership Matter with a feature about [new artwork celebrating staff and their resilience during the COVID-19 pandemic in our Health and Social Care Partnership's \(HSCP\) care homes for older people](#).

### Inside this edition

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To recognise and celebrate their resilience, we commissioned artwork, inspired by staff and in partnership with the Alliance, to be a reminder of their efforts and dedication. We have created a [video](#) that tells more about this, and the remarkable story of how care home staff supported one another, residents and their families. I'd like to encourage everyone to take some time to watch the short video. I think it's true to say that it reflects our wider health and social care responses to the pandemic in the city, and our enduring resilience.

We continue Partnership Matters with further features on:

- [our HSCP staff being recognised and celebrated at NHS Greater Glasgow and Clyde's Staff Excellence Awards](#), which saw our Older People Residential and Day Services and Care Home Liaison Psychology Service announced as our HSCP's Staff Awards for Excellence Overall Winner. At the event, Liz Thomson from our Complex Needs Service won the Gold award in the Better Workplace category. We also had Silver award winners – Asylum Health Bridging Team in the Global Citizenship category and Peer Naloxone Champions in the Volunteer category. In the Better Health category, NHSGGC's Urgent and Unscheduled Care services, which includes our HSCP's hosted Mental Health Assessment Units and Community Assessment Centre, also received a Silver award
- [an update on our Integration Joint Board's \(IJB\) new Strategic Plan for health and social care in Glasgow City 2023 to 2026](#), which was recently approved at their meeting on 28 June
- [our Complex Needs service](#) and an update on what they've achieved since recently celebrating their one-year anniversary and
- [work we've been doing around loneliness](#) as part of our Socially Connected Strategy.

We also include in this issue web links to more [news articles](#) that have been published on our HSCP's website, as well as links to upcoming meetings and events. You can keep up to date on what's happening across our HSCP with partners by following us on [Twitter](#) and [Facebook](#), too. If you have something you'd like to feature in Partnership Matters, feel free to email us at [gchscp\\_communications@glasgow.gov.uk](mailto:gchscp_communications@glasgow.gov.uk).

No doubt everybody's taken advantage of the good weather that we've experienced in recent weeks here in the West of Scotland. As we move into summer, I hope that you have an enjoyable break if you have one planned, and if not, have a great summer.

Thanks.

Susanne

## **New Artwork Celebrates Staff and their Resilience in our HSCP's Care Homes**

Glasgow City Health and Social Care Partnership (HSCP) operates five residential care homes for older people across the city, all of which were significantly impacted by the COVID-19 pandemic.

As restrictions began to be relaxed, and the care homes moved to a position of recovery, it was important to reflect our staff's experiences and express this through art. This artwork could serve as both a memorial and be a testament to our staff's resilience to keep residents and colleagues supported during the pandemic and the challenges that it brought.



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A [video](#) has been put together that follows the development of the concept for the artwork with staff, to the final artwork which will be displayed in each home's public spaces. It also features how care home staff supported one another, residents and their families during the pandemic.

Frances McMeeking, our HSCP's Assistant Chief Officer, Operational Care Services said: "We have 730 staff employed directly in our Operational Residential Care Services supporting around 550 residents. We were fortunate to secure national funding to support staff wellbeing, so that all five of our residential care homes could take part in a unique project that would have a legacy in a piece of art, that will be unique to each care home."

"We worked with Tommy Whitelaw, National Lead for Caring and Outreach from the ALLIANCE and their Artist in Residence Xuechang Leng to create this art and to run a number of workshops with our staff to reflect and look back at their own unique experiences of the last two and a half years."

Xuechang is an architectural artist who works with teams and individuals to develop pieces of art and sculpture that reflect moods and experience. Being of Chinese origin he uses colour to express feelings, as words in the Chinese language have representative colours. He specialises in working with therapeutic spaces that are meaningful to users and staff and has significant knowledge of people living with dementia.

Robin Wallace, our HSCP's Head of Service for Older People's Residential and Day Care Services explained how the project was developed. He said: "We held a series of workshop sessions within each of our care homes, providing an opportunity for Tommy and Xuechang to listen to staff about what matters to them. Feedback was sought from staff both during the sessions and in the form of pledge cards, which everyone was encouraged to complete. The stories shared through these cards were then used to form sketches and concepts for the new pieces of art. Initial sketches were shared with staff for comments to ensure that the art produced was meaningful and reflective of their experience, representing what matters to them."

The concept for the artwork was to capture the most common words shared by staff about what is important to them, such as 'love', 'care', 'family', and represent these words as soundwaves. Creating this visual reminder of what's important in our lives allows us to keep kindness and compassion at the heart of what we do.

Staff felt strongly that the pieces of art should be enjoyed by everyone, especially the residents of our care homes. This will be achieved by placing them in the public spaces of the care homes, as an everlasting dedication to staff.

## **HSCP Staff Celebrated at NHSGGC Staff Excellence Awards**

Our HSCP's Staff Awards for Excellence category winners were invited to NHS Greater Glasgow and Clyde's (NHSGGC) Celebrating Success Staff Awards Event on 4 May 2023.

At the event the Older People Residential and Day Services and Care Home Liaison Psychology Service, which was our HSCP's category winner for Innovation of the Year, was announced as Glasgow City HSCP's overall winner. [You can watch a short film about the service.](#)



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Our HSCP operates five care homes for older people supporting 550 residents, helping residents to flourish within safe and homely environments. The COVID pandemic had a significant impact on how services have been delivered over the past two years, no less than in how social care staff have responded. The service is supported by over 700 staff.

A key focus for the service during this time was staff wellbeing, and how we could help our staff remain both physically and psychologically well, in order to be able to cope with the demands and pressures of the pandemic.

To do this, the service worked in collaboration with NHSGGC Psychological services to develop a '20 Minute Care Space', which all staff were able to access.

This approach was identified as best practice within the recent Scottish Government publication 'Healthcare Framework for Adults living in Care Homes: [My Health, My Care, My Home](#)'.

Our HSCP's Chief Officer Susanne Millar; Sharon Wearing, Chief Officer Finance and Resources; Robin Wallace, Head of Older People Residential and Day Care Services; and Dr Melissa Martean, Senior Principal Clinical Psychologist, Care Home Liaison Psychology Service attended the Celebrating Success Event, along with all of Glasgow City HSCP's local category award winners.

Susanne said: "I'd like to congratulate all of our award winners this year. I was so pleased to be able to be join all our winning staff on the night to hear about their exceptional work. I was particularly delighted that our Older People Residential and Day Services and Care Home Liaison Psychology Service was announced as Glasgow City HSCP's overall winner. The care space project was an important way of allowing staff to take time out to focus on their own wellbeing, helping them to cope better with the demands of a busy workplace."

Robin also commented: "I was immensely proud to be able to accept this award on behalf of our incredible workforce in Older People Residential Services. The success of this innovation could only have been realised with their amazing efforts, and I feel honoured and privileged to be able to work alongside them and see the impact that the care initiative has had on their wellbeing at work."

### **HSCP staff were also winners in the NHSGGC Excellence Awards**

Elizabeth (Liz) Thomson from our HSCP's Complex Needs Service won the Gold Award in the Better Workplace Category in the NHSGGC Excellence Awards. This award recognises the often unseen work of our staff who help make NHSGGC a better workplace, improving the culture and supporting colleagues.

As part of the Complex Needs Service, Liz went beyond her role as a Health Care Support Worker and provided extra support to fellow staff members through 'Lizzie's Lunch Club'. Liz made sure members of the mental health team were able to get a healthy lunch despite their busy daily schedules. She would use her own lunch break to make sure staff were able to eat properly, even making packed lunches for staff on outreach visits as well as care packages for patients, ensuring they had adequate items at their time of need.



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Staff said that Liz's initiative helped them going through their often very busy days and the fact that she is so giving to colleagues and patients was worthy of special recognition.

Silver winner in the Global Citizenship Category was our HSCP's Asylum Health Bridging Team (ABT). The AHBT had previously won the Team of the Year category at our HSCP's Staff Awards for Excellence.

The MV Ambition cruise ship was berthed in Glasgow and accommodated 1,500 Ukrainian refugees from September 2023 to March 2023. Lead Stewart Curtis from the Asylum Bridging Team (AHBT) and colleagues worked extremely hard to ensure there was a streamlined system and processes in place supporting the refugees to access health care. The AHBT were on board the ship providing initial health assessments, translated information documentation, signposting, and supporting the GP registration process.

As the refugees settle into more permanent accommodation, across NHS Greater Glasgow and Clyde and other areas, Stewart and his team continue to support these patients and their GP colleagues.

Silver winner in the Volunteer category were the Peer Naloxone Champions, who had also previously won the Volunteer category at our HSCP's local Staff Awards for Excellence.

The Peer Naloxone Programme was introduced to combat the drug death crisis in Scotland. It offers training to anyone who might come into contact with someone experiencing an overdose, to be able to administer Naloxone which can reverse overdoses and save lives. Our Peer Naloxone Champions are volunteers living in prisons who are able to provide crucial training on overdose awareness and Naloxone to prisoners and those leaving prison. This service is unique, and our champions are helping make the communities that people return to safer and contribute to the reduction of drug deaths in Scotland.

Since November 2021, the Champions have trained more than 745 people. There are now 12 Champions working in HMP Low Moss, Barlinnie and Greenock, and together they're helping equip more people than ever before to save lives.

In the Better Health category, NHSGGC's Urgent and Unscheduled Care services, which includes our HSCP's hosted Mental Health Assessment Units and Community Assessment Centre, also received a Silver award.

[Read more about all the Awards.](#)

## Strategic Plan 2023 to 2026

We've been providing updates over the course of the last 18 months on the process to review our Strategic Plan for health and social care in Glasgow City, and the extensive consultation and engagement work that we've undertaken with partners across the city to develop the new Plan for 2023 to 2026. Previous updates have focussed on the approach we took, involving and inviting staff, partners and service users from across the city to be part of a conversation on what is important to you to help inform what this new Plan looks like. Our new Strategic Plan



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was recently approved for implementation by the Integration Joint Board (IJB) at its meeting on 28 June.

The engagement and consultation that led to the new Plan for 2023 to 2026 started in late 2021 and ran through most of 2022. It was heavily influenced by our partners who co-designed and also in some cases carried out the activity to get feedback on the previous Plan and suggestions for what should be in the new Plan. There's a comprehensive summary of the review activity and findings available on our Health and Social Care Partnership's (HSCP) website.

The more comprehensive approach to involving partners in designing the Strategic Plan means that our new Plan better reflects the views of the people with an interest in health and social care services, whether as a service user or patient, a carer, a member of staff or service provider.

Some of the ways that feedback from those who took part in the review has shaped how the Plan looks include:

- a new vision for the IJB and HSCP
- a greater focus on profiling and projecting levels of need
- revised strategic priorities to reflect stakeholder suggestions
- a focus on the importance of staff health and wellbeing
- hyperlinks to other relevant strategies, plans and reports to reduce duplication and the overall length of the Plan
- more information on our approach to equalities mainstreaming
- information on our approach to COVID recovery
- acknowledgement of the need to involve people with lived experience and other partners more in service planning and design.

One of the key areas where stakeholder feedback heavily influenced the Plan was in relation to the IJB's vision. Our revised vision is:

Communities will be empowered to support people to flourish and live healthier, more fulfilled lives, by having access to the right support, in the right place and at the right time.

In order to achieve this new vision, the following six partnership priorities have been developed. These take into account comments from the feedback we received alongside the wider strategic position of the IJB in supporting people to remain living safely and independently at home in their communities if they wish to do so.

1. Prevention, early intervention and well-being
2. Strengthening communities to reduce harm
3. Supporting greater self-determination and informed choice
4. A healthy, valued and supported workforce
5. Supporting people in their communities
6. Building a sustainable future.

One key change to our strategic priorities is the inclusion of a priority that reflects the importance of ensuring our staff are valued and supported to maintain their own health and



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well-being and deliver the best service possible to the people of the city. The other main addition to our priorities is acknowledgement of the need to build and maintain a sustainable health and social care system, both in terms of meeting the financial challenges facing all HSCPs in Scotland, but also in terms of ensuring we are well placed to meet the challenge of recruiting and retaining a well-trained and highly skilled workforce. We will not achieve sustainability without a focus on our own people.

We've also had to make sure the Strategic Plan reflects the very challenging context within which all of us involved in delivering health and social care services are working. Many of you will have seen in the media how challenging the financial pressures facing IJBs are right now, and will continue to be in future years. It was important to ensure our Strategic Plan is honest and transparent about these challenges and the risks they pose. The Plan therefore balances our ambition and aspiration with the need to be realistic about what we may and may not be able to achieve during the lifetime of the Plan.

Whilst we may not be able to deliver all of the services in the way we would ideally like to, as an IJB and HSCP we remain committed to delivering the best services we possibly can to the people of the city, in the right place and at the right time for them.

For more information on our plan you can find it on the following link: [Our Strategic Plan Website](#)

Any comments or questions can be sent to [gchscpstrategicplan@glasgow.gov.uk](mailto:gchscpstrategicplan@glasgow.gov.uk)

### **Complex Needs Service Celebrates its One-year Anniversary**

Our Glasgow City Health and Social Care Partnership's (HSCP) Complex Needs team has recently celebrated their one-year anniversary since launching the innovative new service in March 2022.

The Complex Needs Service was launched as a brand new outreach model that aims to provide a specialist, highly personalised service for individuals presenting with multiple and complex health and social care needs who aren't engaging with mainstream services in Glasgow.

The Complex Needs Service serves as the interface between Homelessness, Alcohol and Drug Recovery, Mental Health and Justice Services in Glasgow City.

The Complex Needs Service replaced the Homeless Health Service model, including criteria, and now focuses on complexity and risk rather than homelessness status alone. This service model works by listening to the views and experiences of individuals with lived experience, which help shape supports and future developments.

Since the launch of the service, the team has gone through triumphs, challenges and changes navigating how to continue to be innovative while delivering an effective service.

When asked about their biggest challenge since the launch, Lisa Ross, Service Manager for Complex Needs, said: "I think that the biggest challenge for us was the level of complexity of



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referrals that we started to receive. We started to receive referrals for individuals that we have never worked with previously, from services that we have never worked with. It took us some time to process that, and although it was initially challenging, it was in some way reassuring in terms of the gap that had existed for people with multiple complexities and the requirement for a service such as ours.”

The Complex Needs Service is the first of its kind for the city and has been setting standards on how to support those in the community that have trouble accessing and engaging with mainstream health and social care services. The service is now a fully psychologically and trauma informed service with a person-centred approach at the very heart of it.

During its first year, the Complex Needs team worked hard to make a difference for their service users. Lisa Ross said: “We know that people who use our service feel valued and listened to; they also know that we’ll not give up on them, no matter how challenging that might be. We’re able to monitor outcomes and improvements in relation to health and social care, which we’re able to achieve because we provide so many specialities within the one service.”

As part of their one-year celebrations, the service hosted a tea party to thank staff and to allow them to reflect back on the achievements of the service and the future ahead.

Given its innovative model, the service has had high levels of interest since its launch from services across Scotland and the UK who are hoping to develop their own version of a Complex Needs model.

Looking to the future, the team is still working on developing the new service model in partnership with other teams and external agencies to be able to contribute across multiple services and directorates.

Lisa Ross added: “I’m so proud of the whole team within the Complex Needs Service. When I look back to last March, although we felt prepared for the launch, it soon after started to feel like we were taking a bit of a leap into the unknown! This resulted in almost constant changes for the team but everyone embraced every change and continues to do so. They’ve worked so hard and completely supported the new model. I could not have asked any more of the team and it’s because of the team that I have that we’re able to get the outcomes for service users that we do.”



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## Connection matters – Is loneliness affecting the people you support?

Glasgow City Health and Social Care Partnership (HSCP) has long recognised the impact of social isolation on our well-being and launched a [Socially Connected Strategy](#) in June 2022. The strategy heard from people across the city on how vital social connections are, and essential in supporting someone to live well in their local community for as long as possible – a key factor of the Maximising Independence approach. Based on consultation within local communities, it also focuses on the importance of mental well-being as we recover from the COVID-19 pandemic as a city.

Fiona Moss, our HSCP’s Head of Health Improvement and Equalities, said: “We’ve all experienced isolation and loneliness and understand just how destructive this can be if sustained. The strategy highlights what’s working well within the city as well as what’s holding us back, and most importantly identifies the ways that we can work together to make things better.”

One of the contributors to the strategy added: “If I had a magic wand, I would like a list of lonely people like myself who lived close by who would like to form a friendship, so that we could all help each other out through the rough days.”

In the year since the strategy launched, Health Improvement has been working with others on 10 recommendations, including promoting Loneliness Awareness Week on [Your Support Your Way Glasgow](#) from 12 to 18 June. There are things we can do to help someone we know who is feeling lonely, whether it’s someone you support through work, a friend or family member, or someone who lives nearby.

One barrier to getting support can be knowing where to start when looking for help, as highlighted by a contributor who commented: “It’s probably a lack of knowledge that holds me back. I’m not always aware how I can be more part of my community.”

Our [flyer](#) and [short film](#) show some of the signs to look out for, some practical things you can do to help and sources of support.

You can really make a difference to someone’s wellbeing just by knowing the signs to look out for and taking some small steps to make just one connection matter.



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## News

We also regularly publish [news articles](#) and [briefings / bulletins](#) on our website about specific topics or work happening across our HSCP with partners – whether it be about current services, service developments or achievements to celebrate. If you would like to have something featured, please email [GCHSCP\\_Communications@glasgow.gov.uk](mailto:GCHSCP_Communications@glasgow.gov.uk). Some recent news items include:

- [Walking & Talking for mental health project recognised at National Youth Awards](#)
- [Latest research on the Glasgow Youth Court](#)
- [Project Search celebrates 10 years of success in partnership](#)
- [Carers Week 2023: supporting carers in the community](#)
- [Celebrating our volunteers](#)
- [HSCP retains UNICEF Baby Friendly \(Achieving Sustainability\) Gold Award](#)
- [Parkhead Hub – June update](#)
- [Being There For Someone At Risk Of Suicide - A Guide To Taking Care of Yourself and Others](#)
- [Glasgow Marks International Nurses Day 2023](#)
- [Glasgow City HSCP Primary Care Improvement Plan \(PCIP\) Bulletin June 2023](#)

## Meetings & Events

We have regular meetings and events to discuss and / or make decisions about health and social care in Glasgow. More information about them with upcoming dates is available below:

- [Glasgow City Integration Joint Board \(IJB\)](#)
- [IJB Finance and Audit Scrutiny Committee](#)
- [IJB Public Engagement Committee](#)
- [North East Locality Engagement Forum](#)
- [North West Locality Engagement Forum](#)
- [South Locality Engagement Forum](#)



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