

# Primary Care Improvement Plan Bulletin: November 2025

## Community Treatment and Care Service



### **Phlebotomy**

The Glasgow Citywide Phlebotomy Service has initiated a pilot programme within the South and West sectors of Glasgow to enable GP surgeries to refer patients for chronic disease measurements. This pilot is currently in its early implementation phase and continues to

evolve as operational processes are reviewed and refined. The overarching aim of this pilot is to enhance accessibility, efficiency, and continuity of care for patients with chronic conditions.

In addition to conducting blood pressure measurements in patients' homes, the service is now expanding this provision to include clinic-based measurements for patients attending phlebotomy appointments.

Finally, a patient feedback survey will be introduced to capture insights into user experience, satisfaction and service impact. This information will inform future planning and ensure alignment with broader service delivery objectives.

Contact email: [elizabeth.millar4@nhs.scot](mailto:elizabeth.millar4@nhs.scot)

## **Single Point of Access for Phlebotomy Service (Admin)**

### ***Phlebotomy Service QR Code Expansion***

Following the successful pilot of our QR code initiative in the North East and North West of the city, this has now been rolled out to the South. This provides patients with a convenient, cost-free, and time-efficient way to access phlebotomy services. By scanning the QR code, patients can request a call back from the team. This eliminates the need for patient to call the phone number and potentially wait in a queue. The team aims to call patients back within two working days. The response has been overwhelmingly positive, with strong uptake across all areas of the city.

### ***Chronic Disease Measurement (CDM)***

The admin team continues to play a vital role in supporting the smooth running of the chronic disease measurement pilot. Over the past three months, we have focused on refining internal processes, improving communication flows and ensuring operational tasks are delivered efficiently. Our aim is to provide consistent, high-quality support that enables frontline teams to focus on patient care.

Contact email: [marion.martin2@nhs.scot](mailto:marion.martin2@nhs.scot)

## **Treatment Room**

Following the successful pilot programmes for self-administration of B12 injections and Sayana Press contraceptive injections, all Treatment Rooms across Glasgow City HSCP are now actively promoting these initiatives. These empower patients to manage aspects of their care independently, improving accessibility and reducing clinic demand.

We are also collaborating with L&R Medical to develop a shared care leaflet and patient passport for individuals with leg ulcers. These resources will support continuity of care across services, improve patient understanding of their condition, and encourage self-management through clear, accessible information.

To ensure inclusivity, patient information leaflets have been translated into multiple languages, and our Treatment Room explainer video has now been adapted for the British Sign Language (BSL) community.

A 7-minute staff briefing has been developed to support practice teams, and all materials have been distributed to GP practices.

Finally, the launch of our patient feedback surveys continues to highlight the exceptional care delivered by Treatment Room staff. Feedback consistently reflects high levels of compassion, professionalism, and clinical expertise.

Contact email: [anne.scott3@nhs.scot](mailto:anne.scott3@nhs.scot)

## Vaccinations

### Preschool

The preschool immunisation team continue to run approx. 65 routine childhood immunisation clinics weekly, with over 1,000 vaccines administered per week. As it stands, 27,948 preschool children have been invited for flu vaccinations for the 25/26 programme.

All children aged from six months to two years old, in clinical risk groups, have been invited to preschool routine immunisation clinics for vaccination. Approx. 1,006 children have been identified this year.

Approx. 1,700 deferred school entry children have been notified to be appointed at this time.

We have received our six months – four year olds COVID cohort for Autumn Winter 25/26 and have 64 identified children in clinical risk eligible for the COVID-19 vaccine. These children will be appointed into preschool routine clinics in November, and vaccines now ordered.

### Care home and Housebound

As of the 19th October 2025, we have vaccinated 671 housebound patients and 1,462 care home residents for Covid and Flu.

We have future appointed 50% of our eligible cohort up until 10th November and are on track to be completed 7th December 2025.

Contact email: [hollie.parrilla-royle@nhs.scot](mailto:hollie.parrilla-royle@nhs.scot)

## MSK Physiotherapy

The GP Advance Practice Physiotherapy (APP) team continues to provide assessment, advice and signposting for patients with undifferentiated musculoskeletal pain to ~30% of the population of Glasgow City. We are continuing to encourage signposting to practice GP APPs directly from reception to free up GP/ANP time for the management of other conditions. Our autonomous practitioners are able to triage, investigate and manage all MSK conditions as well as recognising signs and symptoms that may indicate pathologies which require medical input.

The team in the South of the city are currently doing a piece of research into patients understanding of an osteoarthritis diagnosis and their perceptions around how this can be managed, considering the impact of a patients social economic background. We are hoping this piece of work will help us to explain osteoarthritis more effectively to our patients to support understanding that this condition is changeable and can be managed effectively with conservative measures.

The GP APP team have produced Annual Reports for 2024-25, and have been circulated locally. This highlights that within Glasgow City HSCP;

- **25,182** APP appointments were available
- **67%** of patients attending the APP, on a 'first point of contact' basis
- **77%** of patients were supported to self-manage in Primary Care
- **16%** of patients were referred to MSK Physiotherapy
- **3%** of patients were referred to Orthopaedics
- **4%** of patients were referred elsewhere

Should you have any questions or would like more information please email:

[lindsay.wheeler@nhs.scot](mailto:lindsay.wheeler@nhs.scot) or [fiona.rough2@nhs.scot](mailto:fiona.rough2@nhs.scot)

## Urgent Care: Advanced Nurse Practitioners (ANPs)



The ANP service continues to grow, with increasing referral numbers highlighting its essential role in supporting care home residents.

On 29th August, the team attended the Advancing Care, Advancing Practice (ACAP) Scotland Conference and won the ACAP Scotland People's Choice Award for Best Poster. The winning poster showcased our work on the Care Home ANP Kit Bags Initiative, which focuses on improving access to medicines and supporting timely treatment for care home residents.

Accessing appropriate urgent and emergency care in a safe and timely manner is vital for care home residents. Managing urgent medical conditions often requires prompt access to medication, and delays can sometimes result in hospital attendances or admissions. The ANP Kit Bag provides an alternative solution, enabling the administration of first doses of antimicrobial therapy and other essential medicines directly within the care home. This ensures residents receive immediate treatment for acute conditions, helping to reduce unnecessary hospital conveyance and improve overall patient outcomes.

This achievement reflects an excellent piece of work and the commitment of the entire team. Special thanks to Connie Doherty, who is now pursuing her master's degree focused on further developing this initiative.

The ANP service remains dedicated to delivering responsive, high-quality care while continually evolving to meet the changing needs of residents and care homes.

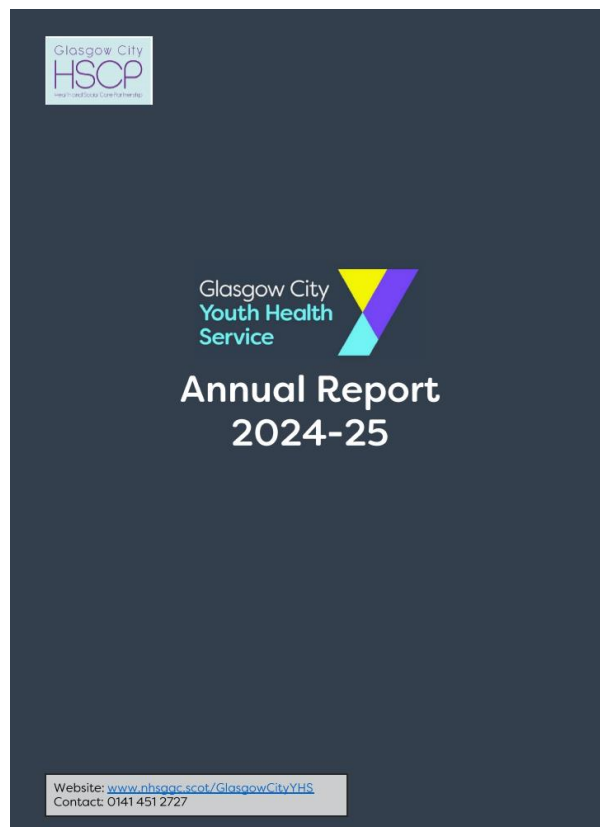
Contact: [pauline.ward4@nhs.scot](mailto:pauline.ward4@nhs.scot)

## Mental Health and Wellbeing

Glasgow City  
Youth Health  
Service



1 - Youth Health Service



2 - YHS Annual Report 2024-25



3 - QR code link to: Youth Health Service reports on Stor website

[www.stor.scot.nhs.uk](http://www.stor.scot.nhs.uk)

## Youth Health Service

From July to September 2025, there were 309 referrals to the **Youth Health Service (YHS)**, with an average of 80 new young people seen per month, across our nine Glasgow venues. GP colleagues continue to be our main referrers (42% of all referrals).

The **YHS Annual Report for 2024-25** is available online at Stòr NHS GG&C. *See QR Code link.*

The YHS continues to offer a range of support with significant numbers of young people seeking assistance with their mental health. The YHS adopts a tiered approach, comprising Online Wellbeing Modules, Listening Ear, Single Session appointments and / or 4:8 therapeutic counselling.

In 2025-26, we are enhancing our mental health provision with an extra evening at Gorbals YHS for nine months, funded by the Children & Young People Mental Health Framework.

In response to recent health trends, the YHS staff have undertaken training on neurodiversity and gaming issues, and vaping training is planned.

The **YHS Multiple Risk programme** has been re-tendered until July 2027, with 'includem' as the supplier.

A review of the YHS is underway to achieve sustainable service delivery in the current financial climate.

The Care Inspectorate's "*Joint Inspection of Service for Children and Young People at Risk of Harm in Glasgow*" released its report in August 2025. The YHS was identified as 1 of 3 examples of good practice within Glasgow City. The report is available online.

“[The YHS is] a vital service for Young People and I find it professionally supportive and a helpful team.”

Locum GP

4 - Feedback from a GP about the YHS



## YHS Volunteers

5 - YHS Volunteers

The YHS Volunteers have now completed their experience and an event is planned during November, in partnership with the King's Trust, to celebrate the achievement of the Saltire Award for their youth volunteering.

The **Weigh To Go programme** has released a new leaflet, describing a young person's weight loss journey. *See QR code link.*

We are actively seeking referrals from our GP colleagues for young people with a BMI > 25 available at ten Glasgow City venues. Referral is via SCI Gateway.

Contact email: [Julie.Gordon9@nhs.scot](mailto:Julie.Gordon9@nhs.scot) (Service Manager YHS).

With **Weigh to Go** this could be you!

**NAME:** Rhianna  
**AGE:** 18  
**STARTING WEIGHT:** 99.1kg  
**FINISHING WEIGHT:** 77.7kg  
**WEIGHT LOST:** 21.4kg

"The Weigh to Go programme makes you feel that you are not on your own while on your journey. They help you every step of the way."

Before After

Rhianna lost over **three stone** in six months.

**WEIGH TO GO**

Locations throughout the **Greater Glasgow and Clyde** area

For more information call us at the Youth Health Service on:  
**0141 451 2727**  
 or visit our website:  
[www.nhsggc.scot/weightogo](http://www.nhsggc.scot/weightogo)

**SCAN ME!**

**NHS**  
 Greater Glasgow and Clyde

**WEIGH TO GO**

**Weigh to Go** is a service for 12 to 18 year olds  
 T: 0141 451 2727  
 visit:  
[www.nhsggc.scot/weightogo](http://www.nhsggc.scot/weightogo)

6 - Weigh To Go programme - new leaflet issued



7 - QR Code link to: Weigh To Go leaflet

[nhsggc.scot/downloads/weigh-to-go-leaflet](http://nhsggc.scot/downloads/weigh-to-go-leaflet)



8 - QR Code link to: YHS website

[nhs.uk/nhs/ggc/glasgowcityyhs](https://nhs.uk/nhs/ggc/glasgowcityyhs)

### **Compassionate Distress Response Team (CDRS)**

CDRS is funded to provide support to people in emotional distress. This is accessed by General Practice within Glasgow City HSCP. It provides a non-clinical, person-centred response. In the last reported quarter, July to September 2025, the project had received 645 referrals from GPs.

Below is feedback from a service user:

*"Would like to say thank you so much for this. Can't tell you how much this service has helped me in a time of crisis and help guide me out of the maize of negative self-sabotaging thoughts. I am so grateful to be able to chat with a professional, who was so helpful about what you are going through can help you process it all so much better and clearer and to make positive decisions regarding your mental wellbeing. Thanks again CDRS. You did a great professional job and to all involved and please remember that what you are doing is literally changing lives and helping so so much". (Male 56)*

Contact email: [Janice.Mitchell@nhs.scot](mailto:Janice.Mitchell@nhs.scot)

### **Community Link Workers**

In the 2024/25 full reporting period, the Community Link Worker (CLW) Programme held 44,537 appointments with our 16,730 patients over the year. The majority of our referrals come from GPs, reception staff and self-referrals. The full 2024/25 CLW Annual Report will be available over the next few months.

In Quarter 1 2025/26, we saw over 4,000 patients with over 11,000 appointments across the city.

There has been two CLW Forums held over two sessions, with all CLWs invited, these sessions provide the opportunity to share learning, share knowledge on services and identify gaps and solutions. This also allows the opportunity to feed into what works and what has not worked so well. This has resulted in programme delivery amendments across the city and provided peer learning and wellbeing support.

In June the CLW Forum had a service spotlight on the Defence Medical Welfare Service who are supporting NHS Patients in Primary Care settings using a linked up approach with CLWs. There was also a service spotlight from the Health Improvement (Sexual Health) Team focusing on Blood Borne Viruses and the supports and services open across the city to those we work with. Both service spotlights were really well received and both services will go on to support our patients in the future.

If you have any queries about the Glasgow City CLW Programme please contact [nicola.bissett2@nhs.scot](mailto:nicola.bissett2@nhs.scot)

## **Whole Family Wellbeing Fund in Primary Care (WFWF PC)**

The Whole Family Wellbeing Fund in Primary Care (WFWF PC) programme, which is being delivered in 12 of our Deep End GP Practices across Glasgow City, has now been up and running for almost 11 months.

Glasgow City HSCP is commissioning Third Sector organisation, 'includem', to deliver the family-based service within the GP Practices, with six full-time Family Wellbeing Workers working across two practices each. Family Wellbeing Workers provide direct emotional and practical support to families and assist them to access other statutory and third sector services to meet their needs through onward referrals and collaborative working.

From the 1st April to 30th June 2025 (Q1 2025/26), 95 referrals were received and we are now experiencing waiting lists across some GP Practices, which reflects the high demand for the service. The service is starting to see referrals from a mix of roles within GP multidisciplinary teams. In the initial months of the service being launched, the majority of referrals were from GPs and CLWs. However, over more recent months, we have seen additional referrals coming in from GP Trainees, Health Visitors, Practice Managers, Practice Nurses and WAHP staff, which reflects a greater awareness of the service.

Common referral reasons include issues related to mental health, parenting, neurodiversity, social isolation and school problems. Issues related to housing and financial issues are also often identified during support and Family Wellbeing Workers will support these issues as well.

The average length of support that families are receiving is around 15 weeks with the service being very much needs-led. In this quarter we had some families that required support for over 30 weeks. Below are some quotes from families who have benefited from the support:

*"I just wanted to say thank you for everything [Family Wellbeing Worker]. I've been asking for help for my son for so long and never got anywhere. [Family Wellbeing Worker] came into our lives and did so much which I appreciate"*

*"I don't think I need any more help now as I'm in a better place."*

## Quality Improvement in Primary Care



### **TURAS Quality Improvement Learner Pathways**

The TURAS Quality Improvement (QI) learner pathways are a set of four structured learning modules developed by NHS Education for Scotland to support health & social care in building skills in QI. Below is a breakdown of the new available pathways:



- The purpose of Kickstart QI is to give everyone an introduction to what quality improvement means.
- Kickstart QI is an open access learner pathway available to anyone. This pathway guides you through the different stages of the quality improvement journey, preparing you to be part of change and improvement in your organisation.
- One e-learning module.



- The purpose of QI Essentials is to provide knowledge of core QI methods and tools.
- QI Essentials is an open access learner pathway available to anyone who is involved in change and improvement activity in the workplace. This pathway will support you to be able to participate and contribute to change and improvement activity in your organisation.
- Four e-learning modules- Understanding systems:
  1. Understanding systems
  2. Developing aims & change theory
  3. Data & measurement

#### 4. Testing & implementation



- The purpose of Practical QI is to provide the opportunity to practise using QI methods and tools in the workplace.
- Practical QI is an open access learner pathway that builds on the foundations of QI Essentials and is for people who want to gain experience by practically applying QI methods and tool. This pathway will support you to be able to use and apply QI methods and tools in your workplace.
- Three e-learning modules and four facilitated sessions:
  1. Systems thinking
  2. QI methodology
  3. Data & measurement
  4. Peer presentation



- The purpose of Managing QI is to enable managers to create and sustain the conditions for improvement.

- Managing QI is an open access learner pathway that builds on the foundations of QI essentials and is for managers and team leaders who have a role in managing change and improvement. This pathway will support you to lead and support teams in making lasting improvements
- Four e-learning modules and four facilitated sessions:
  1. Leadership and teams
  2. Systems thinking
  3. QI methodology
  4. Data and measurement
  5. Peer presentation



9 - QR code link to TURAS QI Pathways

(<https://learn.nes.nhs.scot/80437>)

### **Key Points for QI Pathways**

- All pathways are open access for all and available on TURAS
- Applications for places on the Improvement Leader programme and the Quality and Safety Fellowship courses will continue alongside these new pathways.

If you would like to discuss a QI project or if you would like to hear more about any aspect of QI work in primary care Glasgow HSCP, please email: [ggc.glasgowcityprimarycare@nhs.scot](mailto:ggc.glasgowcityprimarycare@nhs.scot)

## Learning and Education Sessions



Glasgow City HSCP's Primary Care Improvement Team and Clinical Directors organise a series of education sessions for all of GG&C. These are open to General Practice staff, clinicians and administrative staff working within Primary Care.

### Sessions carried out in Aug - Oct 2025

- Medication safety when opioids are prescribed for chronic non malignant pain
- Update on Urology Referral Pathways Part 1 and 2
- Continuity of Care – what is it, why does it matter, and how can we do it better?
- Updates to Gynaecology in the Primary Care setting
- Update on Neurodevelopmental Pathways in Adult Mental Health and Specialist Children's Services
- Workflow Optimisation
- Update on Skin Cancer: referral guidance and referral pathways
- Polycystic Ovary Syndrome
- Conflict Management
- Sexual Health of Young People

- Missingness

### **Sessions planned for Nov 2025 and Jan 2026**

*Please note, education sessions are not held during December and early January to avoid the holiday / busy periods.*

- Trauma-Informed and Responsive Systems, Services and Workforce
- Conflict Management
- Blood Borne Viruses
- Heart Failure with Preserved Ejection Fraction: What is it, and how do we diagnose and treat it?
- DVLA assessments

If you would like to suggest a topic, please email [ggc.glasgowcityprimarycare@nhs.scot](mailto:ggc.glasgowcityprimarycare@nhs.scot) or speak to your Clinical Director.

## Listen and Learn Sessions



Glasgow City HSCP continues to host monthly Listen and Learn sessions. These monthly one hour lunchtime sessions on MS Teams are advertised to all health and social care staff as well as to primary care contractor staff.

July's session covered the work being done by the MCR Nationwide Mentoring Programme for Young People and offered HSCP staff the opportunity to find out how they could become involved in mentoring a young person. In August, staff from the University of Glasgow spoke on research being done into '*missingness*' which is a focus on the large number of vulnerable people who miss GP appointments. At September's session, health improvement colleagues highlighted a number of trends relating to Sexual Health and Relationships of Young People and October's session showcased three quality improvement projects in primary care

occupational therapy. The final session of 2025 will be held on Thursday 6th November and is a Trauma Informed Practice (TIP) information session. This will provide an overview of the TIP training available to staff throughout NHS GGC.

If you would like to speak at a Listen or Learn session on your area of work or project or if you would like to hear more about any aspect of primary care work in the HSCP, please email [ggc.glasgowcityprimarycare@nhs.scot](mailto:ggc.glasgowcityprimarycare@nhs.scot)

## **Practice Manager Event**

The Primary Care Improvement Team (PCIT) organised it's fourth face to face event for GP practice managers in Glasgow City on the afternoon of Thursday 11th September 2025. The PCIT had surveyed the practice managers to ask what they would like the event to cover. The event focussed on workflow optimisation (WFO) and violence and aggression, two topics which practice managers said they would like more information on.

A GP from a training provider gave an overview of WFO and this was followed by a practice manager working in Glasgow City HSCP explaining how she had implemented WFO in a number of practices in recent years. A training lead from a company specialising in violence and aggression training then worked with the group on a number of scenarios and how to handle them. The afternoon included a 30-minute networking break and a representative from the NHS Credit Union was available to give the practice managers the opportunity to ask questions about the credit union, with the option to sign up and become a member.

The event was well received and the feedback indicated the practice managers enjoyed the opportunity to come together with colleagues from other practices and receive some training on issues affecting them in their day to day roles. The PCIT will use feedback obtained on the day to inform future events.

Contact email: [ggc.glasgowcityprimarycare@nhs.scot](mailto:ggc.glasgowcityprimarycare@nhs.scot)

## Organisational Development



### Change Management, Leadership and QI:

- **The GC HSCP OD team** led and co-facilitated a local GC HSCP **QI Leadership Programme - SCLIP** (Scottish Coaching and Leading for Improvement Programme) for a faculty of 19 Middle and Senior Managers from health and social care in collaboration with the Clinical Effectiveness Team. The programme focused on **QI methods** and **Creating the Conditions for Improvement and Change - Leadership, Coaching and Team Facilitation**. **Evaluation:** High survey response rate of 78% so far. Attendees gave an excellent average of 9 out of 10 for high facilitation satisfaction, high positive experience and highly recommend to colleagues, with comments such as: *well structured, quality content, well delivered, very positive training, linking coaching to QI / Change process, Integrate more empathy mapping and cause/effect diagrams in improvement work, aims and measurement plans very useful*. Contact GC HSCP OD Advisor Josephine Dick for more information. [josephine.dick@nhs.scot](mailto:josephine.dick@nhs.scot)
- **SCLIP QI leadership programme** in its original format is no longer available as a national programme, this has been replaced with elements from the new national **QI learner pathways** highlighted at the beginning of this Bulletin, available via TURAS. The **Practical QI** and **Managing QI** Learner Pathways replaces the national SCLIP QI Leadership programme. The pathways are self-managed and self-paced, alongside **live facilitated online sessions** for each of the **Practical QI** and **Managing QI** pathways to enable you to learn and share with peers and network. For access, please see the QI codes at the top of the Bulletin.

- **National QI Leadership Programmes - SCIL (Scottish Improvement Leader) and Fellowship** Programmes are still available nationally via TURAS. **SCIL** programme supports participant's to design, develop and **lead QI projects across the system** and includes **systems thinking and complexity** and has a 12 month commitment. Both programmes have competitive application process and accountability. You can get more information on the NHS NES webpages via TURAS - Scottish Improvement Leader Programme (ScIL) 2.0 TURAS Learn.
- **At the recent QI NETWORK event in September**, speakers shared great examples of **QI leadership in action** with excellent presentations from local leaders demonstrating how they successfully created the conditions for change and improvement with stakeholders, people and teams and how this contributed to QI project success. You can access these by joining the QI Network via the NHSGGCQI SharePoint (NHSGGC Quality Improvement Network Hub).
- **The OD team are Certified Prosci Change Practitioners** - Prosci has strong research evidence based tools and methods to create successful, sustainable people strategies and plans to implement and effectively manage and motivate the people and stakeholder side of change and improvement. [www.prosci.com](http://www.prosci.com).
- Please also see the **OD webpages via SharePoint HR Connect** for more on Leadership and QI.
- **Women in Leadership Programme** - the OD team are piloting this unique programme, that includes leadership mentoring, learning from leaders with successful women speakers in attendance, developing self-awareness and confidence, influence, impact and psychometrics for deep understanding of the dynamics of self and others.

### **Team Development and Psychometrics**

- The OD Team have been facilitating bespoke team interventions utilising tools such as Insights Team Discovery and Affina AOD Team Journey, facilitating team sessions to improve **civility, team function /effectiveness and dynamics, collaboration, culture and values**.

### **Confidential Executive and Professional 121 Coaching Service**

- This service is available to any supervisors, TL, managers and leaders from across the HSCP. GP's have also accessed this service recently and have found it useful for **Leadership Development, Difficult Situations and Wellbeing/Career Discussions**.
- Please see information in SharePoint (NHSGGC / HR / OD / Professional Executive Coaching Service) for the **Coaching Guide** or contact Josephine Dick for information on how it may benefit you, how it operates, confidentiality and how to get the best out of a coaching partnership.

For further information, please contact **Josephine Dick, GC HSCP Senior Organisational Development Advisor** ([josephine.dick@nhs.scot](mailto:josephine.dick@nhs.scot)).