



# Executive Leadership Team Profiles



# Introduction from the Chief Officer

As the Chief Officer of the Glasgow City Health and Social Care Partnership, I am very aware that the scale, size and complexity of our structures and service responsibilities can be difficult to understand. I thought it would be helpful to introduce our Executive Leadership Team to hopefully better explain who we are and what we do. As an Executive Leadership Team we are hugely reliant on and appreciative of the work of our wider leadership teams and frontline staff delivering high quality health and care services in Glasgow.

I do hope you find this useful and if you have any further enquiries on our work please visit our website at [www.glasgowcity.hscp.scot](http://www.glasgowcity.hscp.scot).

Many thanks,

Susanne

# Introduction

[Glasgow City Health and Social Care Partnership \(HSCP\)](#) is the partnership between Glasgow City Council and NHS Greater Glasgow and Clyde for the planning and delivery of health and social care services in Glasgow City, which is led and directed by the [Glasgow City Integration Joint Board \(IJB\)](#).

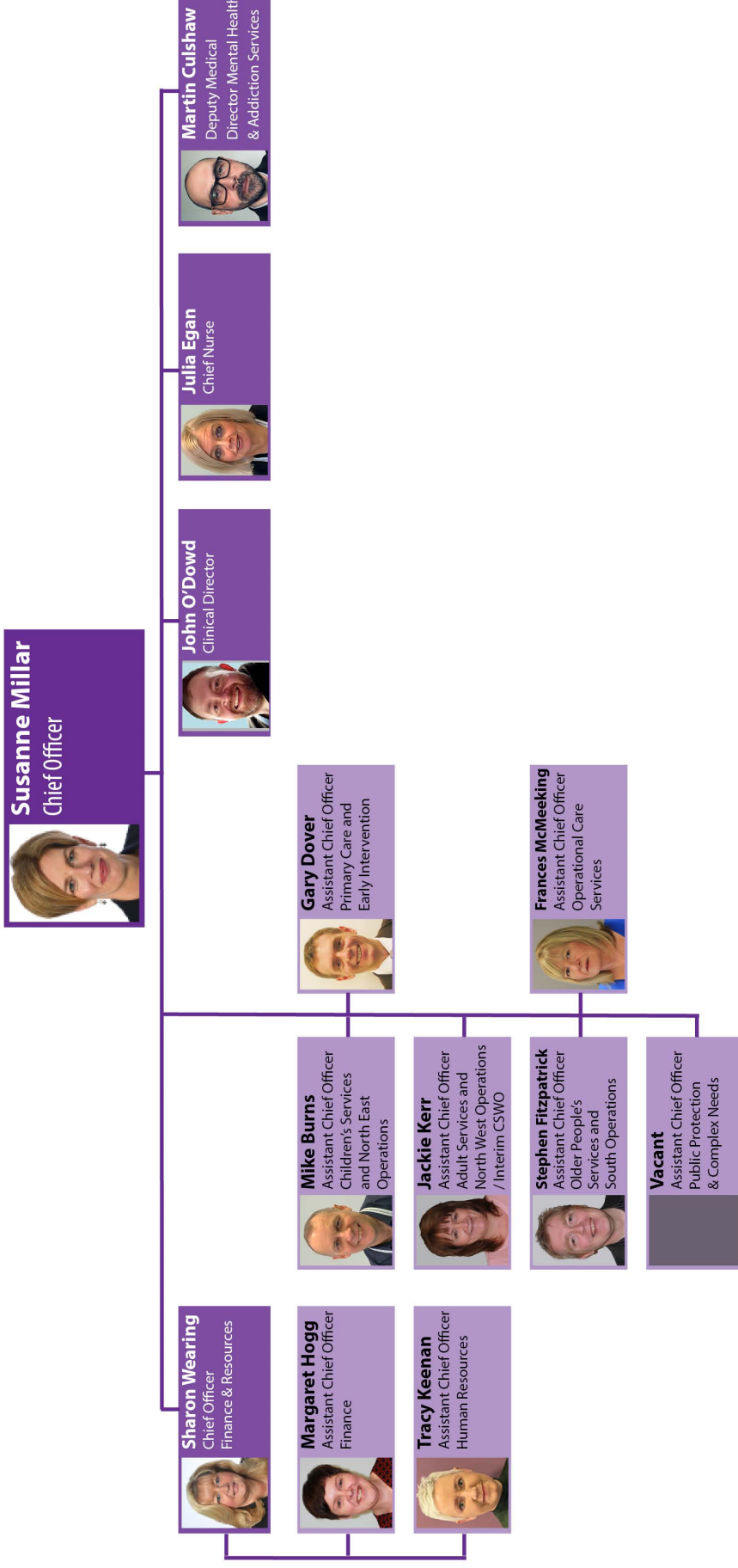
The Partnership comprises of around 12,000 Social Work Services (Glasgow City Council) and Health (NHS Greater Glasgow and Clyde) staff who support the planning and delivery of services. It is led by an integrated Executive Leadership and Senior Management Team, and it provides services through the three localities of North East, North West and South. This includes directly provided services such as day, home and residential care and services delivered by health and social care contractors and providers. Some services are provided across the NHS Greater Glasgow and Clyde Health Board area (for example, Sexual Health Services).

A diagram of the wider Executive Leadership and Senior Management Team is available on the Partnership's website. The Executive Leadership and Senior Management Team leads on strategic planning and policy development support to the Glasgow City IJB. It also leads on the operational management of delivering services.

This briefing provides an overview of responsibilities of members of the Leadership Team.

# Glasgow City Health and Social Care Partnership

## Executive Leadership Team





# Susanne Millar

Chief Officer

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## Role and Background

As the Chief Officer of Glasgow City HSCP, Susanne has lead responsibility for strategic planning and policy development support to the IJB. She also has delegated operational responsibility for the delivery of all services across Glasgow City's integrated health and social care system, ensuring there are governance and management arrangements in place for their effective working. This includes delegated responsibility for workforce governance and professional standards for staff. Susanne also leads on the transformation of integrated health and social care services across the city.

Susanne is a member of both the Council and Health Board senior management teams, and she is accountable to the Chief Executives of both partner bodies. It is through the Chief Officer and line management structure that Council (Social Work Services) and NHS (Health) staff are responsible to their respective employing organisation.

Susanne is a non-voting member and professional advisor to the IJB in her role as its Chief Officer.

Susanne has always worked in Glasgow; firstly in residential care for older people, then after completing a postgraduate in Social Work in 1990, in area teams for vulnerable children and families. After six years she moved into strategy and planning, firstly in Children's Services, then in Adult Services.

In 2006 she became the Head of Children's Services in Glasgow, then assumed the additional roles of Head of Homelessness and Asylum Services. In 2012 she became Glasgow City Council's Assistant Director for Social Work Services and Chief Social Work Officer.

In 2014 Susanne took on senior integrated roles within Glasgow City HSCP for health and social care services in the city, more recently as its Chief Officer, Strategy and Operations, while retaining her Chief Social Work Officer role. She was promoted to Interim Chief Officer to the HSCP and IJB in 2019 and appointed as Chief Officer in March 2021.

## Main Functional and Service Areas of Responsibility

- Lead for strategic planning and policy development support to the IJB for all health and social care services and functions delegated to it
- Delegated operational responsibility for the delivery of integrated health and social care services
- Delegated responsibility for workforce governance
- Delegated responsibility for integrated clinical and professional governance



# Sharon Wearing

Chief Officer,  
Finance and Resources

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## Role and Background

Supporting the Chief Officer, Sharon has lead responsibility for the strategic planning, policy development and operational delivery of the Finance and Resources (including the Property and Capital Programme), Human Resources, Organisational Development and Business Development functions across the HSCP's integrated health and social care system. This includes the provision of expertise and advice on essential financial matters and reporting, and ensuring there are controls in place for their effective management.

Sharon is a non-voting member and professional advisor to the IJB in her role as its Section 95 Officer. She supports the administration of its financial affairs and reporting requirements in line with legislation and regulations. She is also the lead HSCP officer for the IJB Finance, Audit and Scrutiny Committee.

Sharon has worked in local government since 1992, first joining Strathclyde Regional Council as an Internal Auditor. Prior to this she had worked with the National Audit Office, where she trained as an accountant.

Sharon joined Glasgow City Council, Social Work Services in 1996 following local government re-organisation. She has held various posts within Social Work Services over the years, including posts within Community Care Finance, Head of Finance and Head of Service Development. She had functional responsibility for Finance, Human Resources, Service Modernisation, Planning, Performance, Research, Training and Administration.

In 2015 she took up the integrated role of Chief Officer, Finance and Resources within Glasgow City HSCP for all health and social work services in the city and also became the IJB's Section 95 Officer.

## Main Functional and Service Areas of Responsibility

- Children and Families, Adults, Older People and Homelessness Finance
- Resources Finance
- Property and Transport
- Human Resources (Health and Social Work)
- Learning and Development
- Health and Safety
- Organisational Development
- Business Development



# Dr. Julia Egan

Chief Nurse

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## Role and Background

Supporting the Chief Officer, Julia provides professional clinical leadership, advice and support for Nursing and Health Visiting/Public Health to Glasgow City HSCP's Senior Management Team and wider HSCP and multi-disciplinary health staff, including all Nurses and Health Visitors within Glasgow City HSCP and hosted services.

As part of her role, Julia contributes to HSCP strategic planning, and she supports the Chief Officer to manage the delivery of a range of high quality, economic, safe, efficient and person-centred services in compliance with national and local targets. She has a key role in the HSCP's integrated clinical and care governance arrangements. This includes leading on systematic improvements in clinical care and healthcare quality by nursing staff within the HSCP, and fostering a culture that values continuing professional development and patient safety and care. A key objective of Julia's role is to ensure connections between IJB/HSCP and professional strategic direction and developments, and to maximise transformational opportunities to ensure connections across services, roles and disciplines.

Julia is a non-voting member and professional advisor to the IJB in her capacity as a Registered Nurse and Health Visitor/Public Health practitioner.

Julia qualified as a Nurse in 1987 in Manchester and worked as Ward Sister until 1990. She then trained and worked as a Health Visitor in London and Kent in 1990, with a focus on domestic violence, mental health, homelessness and child protection. Following this, she spent two years as a Practice Development Manager and three years as a Strategy Co-ordinator and Associate Director of Nursing for community services.

In 2001 Julia moved to Scotland and became Consultant in Public Health (Nursing) in Tayside, where her portfolio included vulnerable groups - health and homelessness, prison healthcare, violence against women and public protection and children and young people. She also studied for a PhD at St. Andrews and Dundee Universities exploring the relationship between leadership behaviours and culture within the NHS.

In 2013 Julia was seconded to the Scottish Government for five years working for the Chief Nurses Directorate, where she was a professional advisor for Public Health and Children and Young People (acute and community). She spent 2018 working part-time in this role alongside leading on the vaccination transformation programme element of Tayside's primary care improvement plan.

Julia took up her current role as Glasgow City HSCP's Chief Nurse in 2018.

## Main Functional and Service Areas of Responsibility

- Clinical Leadership for Nursing and Health Visiting/Public Health

# Dr. John O'Dowd

Clinical Director

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## Role and Background

Supporting the Chief Officer, John provides professional clinical leadership, advice and support for Primary Care to Glasgow City HSCP's Senior Management Team, multi-disciplinary health staff working within HSCP services, particularly medical practitioners working within those services, and General Practitioners and other NHS external contractors working within Glasgow City.

As part of his role, John contributes to HSCP strategic planning, including the on-going development of locality planning and taking forward Health Board clinical strategies. John also has a key role in the HSCP's integrated clinical and care governance arrangements in terms of the on-going development of clinical quality across HSCP services, and in facilitating clinical quality initiatives across independent contractors groups locally.

John further advises the HSCP's Senior Management Team on the General Medical Services contract, and he contributes to HSCP contracts with the General Medical Council.

As Clinical Director, John is a non-voting member and professional advisor to the IJB in his capacity as a registered medical practitioner.

John has been a GP since 2003, and a consultant public health physician since 2009, working mostly in NHS Greater Glasgow & Clyde and NHS Ayrshire & Arran, as well as working at Glasgow University where he is an Honorary Clinical Senior Lecturer. He has also worked with the Government and the University of Melbourne on an evaluation of population health based care systems.

John's main interest is in developing primary care services that meet the needs of the population and seek to minimise health inequalities. John works with the World Health Organization and provides advice on the interface between primary care and public health services across the WHO's European Region.

John took up his current role as Glasgow City HSCP's Clinical Director in 2020.

## Main Functional and Service Areas of Responsibility

- Clinical Leadership for Primary Care.





# Dr. Martin Culshaw

Deputy Medical Director,  
Mental Health & Addiction Services

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## Role and Background

Reporting to Glasgow City HSCP's Chief Officer (managerially) and NHS Greater Glasgow and Clyde's Medical Director (professionally), Martin is the Deputy Medical Director Mental Health & Addiction Services across the NHS Greater Glasgow and Clyde Health Board area, with responsibilities for all care groups and six HSCPs. There are six sessions allocated to his management role and two sessions each to clinical responsibilities and supporting professional activities. His role includes responsibilities for:

- implementation of the Mental Health Strategy as part of Moving Forward Together;
- quality, care and professional governance (with the Deputy Associate Medical Director);
- suicide prevention in NHS Greater Glasgow and Clyde;
- research champion for research and development in Mental Health, NHS Greater Glasgow and Clyde;
- implementation of the Scottish Patient Safety Programme and Quality Improvement initiatives in Mental Health in NHS Greater Glasgow and Clyde;
- appraisal and revalidation of the medical workforce in Mental Health Services; and
- two clinical sessions each week in forensic mental health services.

As the Deputy Medical Director Mental Health & Addiction Services, Martin is a non-voting member and professional advisor to the IJB.

Martin trained as a Psychiatrist in the West of Scotland in 1994-2004, obtaining Certificates of Completion of Specialist Training in both General Psychiatry and Forensic Psychiatry. His first consultant post was as an Adult Mental Health Psychiatrist in Renfrewshire before he moved to GGC Forensic Mental Health Services in 2007. Here he developed the female inpatient services at both Rowanbank Clinic and Leverndale Hospital over a 14-year period. Martin was also Clinical Director for Forensic Services in 2010-18 during a time of significant development of the service. He then took on the role of Deputy Associate Medical Director for Mental Health in 2018-20.

Martin's clinical and research interests include female mentally disordered offenders and inpatient services providing care to this group. He also has a particular interest in prison psychiatry, having worked in various prisons as visiting psychiatrist, but especially HMP Cornton Vale. Martin was the Clinical Lead for Women for the Forensic Network for Scotland in 2009-18. He was also on the Forensic Network Advisory Board, writing papers and advising on forensic services for female patients for both the Network and Scottish Government.

Martin is currently the Deputy Medical Director Mental Health & Addiction Services in NHS Greater Glasgow and Clyde. He also continues his clinical work as a Consultant Forensic Psychiatrist and is an External Adviser for consultant forensic psychiatrist appointments across Scotland.

## Main Functional and Service Areas of Responsibility

- Mental Health
- Addiction

# Margaret Hogg

Assistant Chief Officer,  
Finance

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## Role and Background

Supporting the Chief Officer, Finance and Resources, Margaret leads on the delivery of the Finance function in relation to Property and Capital Programme management and the coordination of the preparation of annual estimates, annual accounts and financial performance reporting to the IJB, Glasgow City HSCP Senior Management Team and its partner bodies (Glasgow City Council and NHS Greater Glasgow and Clyde).

As part of her role, Margaret provides expertise and advice on essential financial management information, including strategic and operational finance and governance matters to the IJB and HSCP Senior Management Team.

Margaret is a non-voting substitute member and professional advisor to the IJB for the Section 95 Officer.

Margaret has worked in local government since 1991, having worked for South Lanarkshire Council for 23 years holding a number of positions and supporting a range of Council services, including monitoring the Council's Capital Programme. She also managed two front-facing services for Private Landlord Registration and the Private Sector Grant Section.

During this time she managed delivery of the Council's Payroll Services, Accounts Payable Services, Treasury Management, Systems Development, VAT and Elected Member Financial Services.

In 2014 Margaret joined North Ayrshire Council as a Senior Finance Manager responsible for the delivery of the Council's Finance Service. In 2016 she was promoted to Head of Finance, taking on a joint role for the Council whilst also performing the role of Chief Finance Officer for North Ayrshire's IJB.

In 2017 Margaret moved to her current integrated role as Assistant Chief Officer, Finance for Glasgow City HSCP.

## Main Functional and Service Areas of Responsibility

- Children and Families Finance
- Adults Finance
- Older People Finance including Financial Assessment and Income
- Homelessness Finance
- Resources Finance
- Property and Transport
- Transport and Support Service
- EquipU
- Linguistics

# Mike Burns

Assistant Chief Officer,  
Children's Services and North East Locality

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## Role and Background

Supporting the Chief Officer, Mike leads on the development of strategy and service transformation for Glasgow City HSCP's Children's Services, and he holds the additional responsibility for Glasgow's Integrated Children's Service Plan, leading on family support and care experienced children. He also leads on the management and delivery of health and social care services for Children's Services across the city. This includes leading on governance and performance management arrangements and reporting for his service area of responsibility. Mike has lead responsibility for locality planning and engagement within the HSCP's North East Locality.

Mike is the lead HSCP officer for the IJB Public Engagement Committee.

Mike began his career in Dundee City in 1986 as a Social Worker in Child Protection. He then moved to Melbourne, Australia in 1989, first as a Social Worker, Senior Practitioner, and then as a Team Leader with Community Services in Victoria, investigating and leading on Child Protection investigations. In 1992 he returned to practice as a Social Worker within Scotland, and he held a number of practitioner and management posts with Social Work settings within Fife Council, Central Region and Clackmannanshire Council in 1996 and North Lanarkshire Council in 1998. Mike worked within Cumbernauld leading a range of area team services until 2002 when he was promoted as the Operational Manager for Coatbridge and Bellshill.

In 2006 Mike moved to Glasgow as Head of Children's Services for North Community Health and Care Partnership, and in 2010 he was then the Head of Service for North West within Glasgow City Council, Social Work Services. In 2016 he became the strategic lead for Children's Services for Glasgow City HSCP, and in 2018 he took up his current post of Assistant Chief Officer, Children's Services and North East Locality. Mike additionally took on the role of Interim Chief Social Work Officer in 2019 - 2020.

## Main Functional and Service Areas of Responsibility

- Health Visiting
- Immunisation Team
- School Nursing
- Parenting Team
- Families for Children
- Residential Care
- Intensive Services
- North East Locality Planning and Engagement



# Jacqueline Kerr

Assistant Chief Officer,  
Adult Services and North West Locality

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## Role and Background

Supporting the Chief Officer, Jacqueline leads on the development of strategy and service transformation for Glasgow City HSCP's Adult Services. She also leads on the management and delivery of health and social care services for adults across the city, as well as inpatient health services. This includes leading on governance and performance management arrangements and reporting for her service area of responsibility. Jacqueline has a lead role in the planning and delivery of NHS Greater Glasgow and Clyde's Board-wide Mental Health Strategy, Sexual Health Review and Psychology Review. She also has lead responsibility for locality planning and engagement within the HSCP's North West Locality.

Jacqueline is the Interim Chief Social Work Officer for Glasgow City Council from December 2020, and in this role she is a non-voting member and professional advisor to the IJB.

Jacqueline is the Chair of Glasgow City's Alcohol and Drug Partnership.

Jacqueline has been a qualified Social Worker since 1984. She has worked in a range of local authority social work and integrated health and social care settings during this time. She has spent the majority of her career working in Children and Families Services, and she has been a fieldwork Social Worker, Team Leader, Fieldwork Manager, Integration Manager and Head of Children's Services.

Jacqueline joined Glasgow City Council, Social Work Services in early 2006 in the integrated post of Head of Children and Criminal Justice Services in South West Community Health and Care Partnership, after having spent her earlier career in South Lanarkshire Council.

She later became the Interim Director of South West Community Health and Care Partnership. In 2010 at the restructuring of Social Work Services in Glasgow she was appointed in the new post of Head of Direct Services.

In 2015 Jacqueline took up the role of Head of Operations Northwest in Glasgow City HSCP. In 2017 she took up her current post as Assistant Chief Officer, Adult Services and North West Locality. Jacqueline additionally took on her current role of Interim Chief Social Work Officer in 2020.

## Main Functional and Service Areas of Responsibility

- Adult Social Work Services
- Mental Health Officer Services
- Mental Health Community Services including Primary Care Mental Health Teams, Community Mental Health Teams and Psychotherapy Teams
- Mental Health Inpatient Services
- Mental Health Specialist Services including Trauma Services, Eating Disorder Services and Esteem and Perinatal Services
- Alcohol and Drugs Services
- Alcohol and Drugs Inpatient Services
- Learning Disability Services including Social Work Services, Health Services and Learning Disability Day Care Services
- Sensory Impairment Services
- Sexual Health Services
- Police Custody Services
- Prison Health Care Service.
- Chair of the Alcohol and Drug Partnership.
- Chair of the Mental Health Programme Board



# Stephen Fitzpatrick

Assistant Chief Officer,  
Older People's Services and South Locality

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## Role and Background

Supporting the Chief Officer, Stephen leads on the development of strategy and service transformation for Glasgow City HSCP's Older People and Physical Disability Services. He also leads on the management and delivery of health and social care services for Older People and Adults with a Physical Disability across the city. This includes leading on governance and performance management arrangements and reporting for his service area of responsibility. He also has lead responsibility for locality planning and engagement within the HSCP's South Locality.

Stephen began his career in 1996 in South then North Ayrshire spending three years in Social Work research and policy roles. After working for seven years in broader policy and management roles for the Scottish Local Government Information Unit and COSLA, he returned to Social Work as Head of Service Modernisation for Glasgow City Council in 2006. He became Head of Adult Services in March 2010, before progressing into his current integrated role as Assistant Chief Officer, Older People's Services and South Locality for Glasgow City HSCP in 2016.

## Main Functional and Service Areas of Responsibility

- Older People and Physical Disability Area Social Work Services
- Occupational Therapy Services
- District Nursing Services
- Hospital Social Work Services
- Community Rehabilitation Services
- Intermediate Care
- Technology Enabled Care
- Complex Care
- Older People Mental Health Services
- Supported Living Services
- South Locality Planning and Engagement



# Frances McMeeking

Assistant Chief Officer,  
Operational Care Services

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## Role and Background

Supporting the Chief Officer, Frances leads on the development of strategy and service transformation for Glasgow City HSCP's directly provided care services including home care (previously provided by Cordia (Services) LLP) and residential and day care for Older People, as well as their management and delivery across the city. This includes leading on their governance and performance management arrangements and reporting, which also involves Care Inspectorate liaison and planning as required. Frances also has lead responsibility for commissioning and contract management of purchased social care and support services across all care groups.

Frances began her career in local government in 1989, spending six years in various operational roles within Strathclyde Regional Council. She then moved to a role in Glasgow City Council in 1996 as Head of Corporate Services within the department of Direct and Care Services. From 2006 to 2009 she became the Head of Corporate Procurement for Glasgow City Council, with an additional remit for capital projects for the 2014 Commonwealth Games.

In 2009 Frances moved to Head of Care Services for Cordia (Services) LLP, and in 2018 she transferred back into Glasgow City Council as part of Glasgow City HSCP in her current role.

## Main Functional and Service Areas of Responsibility

- Home Care Services
- Reablement Services
- Community Alarms
- Supported Living
- Hospital Discharge
- Children and Parents with Addictions (CAPA)
- Residential and Day Care Services for Older People
- Commissioning and Contract Management for Purchased Social Care and Support Services



# Gary Dover

Assistant Chief Officer,  
Primary Care and Early Intervention

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## Role and Background

Supporting the Chief Officer, Gary provides strategic leadership and co-ordination for the development, delivery and continuous improvement of all Primary Care Services across Glasgow City HSCP, including General Medical Services, Optometry, Dental, Pharmacy and relevant HSCP services. Gary is the chair of the HSCP's Primary Care Strategy Group, and he leads on the development of the Primary Care Strategy for Glasgow City. He is responsible for ensuring that the prescribing budget remains in balance, and that spend to save and cost reduction schemes are identified and implemented.

Gary's role also includes strategic development of prevention, early intervention and health improvement oriented primary care to sustain and transform primary care services in line with NHS Greater Glasgow and Clyde's NHS Public Health Strategy. Gary has lead responsibility for Health Improvement Services that are delegated to Glasgow City IJB for Glasgow City and the wider NHS Greater Glasgow and Clyde Health Board area, as well as Equalities for Glasgow City HSCP.

Gary started his career with Scottish Homes in 1990 (which became Communities Scotland), with responsibility for the planning and programme management of grant funding for capital projects undertaken by housing association and private developers. His role also included the support for community regeneration projects, such as Social Inclusion Partnerships.

After 12 years with Scottish Homes, Gary moved to Glasgow City Council, Social Work Services as Principal Officer for Policy and Equality, and in 2006 he started as a Planning Manager in East Glasgow Community Health and Care Partnership. From 2009, he was the Head of Planning in the North East Sector of Glasgow City's Community Health Partnership. During this time he was the lead planner for Children's Services for NHS Greater Glasgow and Clyde. With the establishment of Glasgow City HSCP, Gary became the Head of Planning for Children's Services across the city and North East locality planning and engagement.

In 2019 Gary was appointed to his current role of Assistant Chief Officer, Primary Care and Early Intervention.

## Main Functional and Service Areas of Responsibility

- Primary Care including General Medical Services, Optometry, Dental and Pharmacy
- Prescribing budget
- Health Improvement Services and leadership responsibilities for three Glasgow City HSCP locality teams and host NHS Greater Glasgow and Clyde-wide responsibilities for health improvement in relation to sexual health, alcohol and drugs, mental health, community justice, financial inclusion and employability
- Additional Health Improvement responsibilities when required by NHS Greater Glasgow and Clyde
- Equalities

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