



Item No: 16

Meeting Date: Wednesday 20th September 2017

Glasgow City Integration Joint Board

Report By: Susanne Millar, Chief Officer, Planning, Strategy & Commissioning / Chief Social Work Officer

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**GLASGOW-BETHLEHEM GUIDANCE AND TRAINING CENTRE (GTC) TWINNING –
DEVELOPMENT OF MENTAL HEALTH WORKFORCE CAPACITY
IN BETHLEHEM**

Purpose of Report:	To update the Glasgow City Integration Joint Board on the Bethlehem Twinning project and to note progress made with the Guidance and Training Centre (GTC) in Bethlehem.
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Recommendations:	The Integration Joint Board is asked to: a) note the Twinning Arrangements between Glasgow City Council and NHS Greater Glasgow & Clyde and Bethlehem Municipality; b) note the Twinning and development programme between NHS Greater Glasgow & Clyde Specialist Children's Services, Glasgow City Council Psychological Services and University of Glasgow and Dundee; and c) agree the ongoing contribution to the Glasgow – Bethlehem Twinning Project and direct the Council and Health Board to continue to contribute to this work.
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Relevance to Integration Joint Board Strategic Plan:

Relevant to Glasgow City and NHS Greater Glasgow & Clyde Boards Twinning arrangements with Bethlehem Municipality.

Implications for Health and Social Care Partnership:

Reference to National Health & Wellbeing Outcome:	None
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Personnel:	Some staff will be engaged in offering support to this work.	
Carers:	None	
Provider Organisations:	None	
Equalities:	None	
Financial:	None	
Legal:	None	
Economic Impact:	Potential economic benefits to both parties.	
Sustainability:	Local sustainability arrangements required to ensure project continues beyond HSCP involvement.	
Sustainable Procurement and Article 19:	None	
Risk Implications:	None	
Implications for Glasgow City Council:	To continue providing support to this work.	
Implications for NHS Greater Glasgow & Clyde:	As above.	
Direction Required to Council, Health Board or Both	Direction to:	
	1. No Direction Required	
	2. Glasgow City Council	
	3. NHS Greater Glasgow & Clyde	
	4. Glasgow City Council and NHS Greater Glasgow & Clyde	✓

1. Introduction

- 1.1 This report provides an update on the Glasgow – Bethlehem GTC Twinning project and the development of mental health workforce capacity in Bethlehem.

2. Background

2.1 The formal civic connection between Glasgow and Bethlehem has facilitated a variety of cultural and knowledge exchange activities over the many years. The work outlined in this report is part of an expanding collaboration that is focused on building workforce capacity to address unmet mental health and educational psychology needs in Bethlehem supported by the International Office of the Lord Provost of Glasgow, Glasgow City Council and NHS Greater Glasgow and Clyde Specialist Children's Services.

2.2 A delegation from Glasgow visited clinical and educational services in Bethlehem in December 2015. The delegation was multi-disciplinary and multi-agency in composition as detailed below.

- Fergal Doherty, *Principal Psychologist (NE Area), Glasgow Psychological Service (GPS)*
- Stephen McLeod, *Head of Specialist Children's Services, NHSGG&C*
- Gerry O'Hare, *Oncology Clinical Nurse Specialist, NHSGG&C*
- Kirsty Smart, *Speech and Language Therapy Professional Lead, NHSGG&C*
- Beth Hannah, *Senior Lecturer in Educational Psychology, Director, MSc in Educational Psychology, University of Dundee*
- Hamish J McLeod, *Programme Director, Doctorate in Clinical Psychology, University of Glasgow and Honorary Consultant Clinical Psychologist NHSGG&C*

2.3 The overarching aim of the visit was to identify concrete actions that can lead to lasting positive improvements in the health and well-being of young people in Bethlehem and the wider Territories. The host in Bethlehem was The Guidance and Training Centre (GTC), Bethlehem, a provider of clinical services, consultancy, research, and training funded primarily by a German sponsor, Weltfriedensdienst e.V. (WFD). The mission of GTC is to provide clinical services (including prevention), training and scientific research that improves mental health in Palestinian society. Recognition that workforce capacity constraints undermine the ability of GTC to fully meet its objectives has led to ongoing work to identify methods for increasing the supply of appropriately qualified clinicians and develop the skills within existing clinicians to meet the need of the children and families in Bethlehem and more widely within the West Bank.

2.4 The Glasgow-Bethlehem twinning project facilitates access to expertise, training experiences and practice resources that could be used to grow workforce capacity. However the NHS, Educational Psychology, and Social Care context in Glasgow differs substantially in terms of resources, service delivery structures, and priority needs. This means that any sustainable development of workforce training and supervision will need to be adapted. The most effective way to achieve this will be via collaborative co-production strategies.

3. Work Packages

3.1 Following the visit information synthesised into an analysis of the opportunities and threats to sustainable workforce capacity building activities. We also provide a focused analysis of the development opportunities that may be pursued by GTC with additional support and resources.

- 3.2 Extensive discussions conducted during the visit produced three key work streams planned collaboratively with GTC, which map to the GTCs objectives in the short, medium, and long term. Two of the workstreams focus specifically on strategies to build mental health workforce capacity via investment in GTC clinical staff. This approach applies a cascading model where more senior staff are trained to a level that allows them to take increasing responsibility for developing more junior staff. The aim is to increase the number of suitably qualified and experienced senior staff over time and achieve a stable workforce profile that can absorb skill loss through staff turnover and service expansion.
- 3.3 The core description of these workstreams is as follows:

GTC Senior Staff Development

The supervision and clinical governance structures of GTC have been adjusted over the past 12-18 months to promote the skill development of the senior therapy staff. The aim is to increase the supply of people with the supervision and leadership skills that can be used to support junior staff skill development in a cascading model. The activities include developing a focused curriculum and specification of experience inputs that will prepare staff for a more senior role. This will also include preparing training materials that reflect the needs of the population served (e.g. including content related to mental health, educational and learning support needs, and developmental needs such as language development).

GTC Junior Staff Development

A core curriculum and specification of learning experiences for junior GTC therapy staff should also be delivered. This will form the basis of a structured internship programme that can be supervised by senior staff (WPA). Candidates for this pathway will probably be drawn from the existing pool of Social Work graduates from BU, Al Quds University etc. The work package will include setting selection/intake thresholds and competency standards that need to be achieved in order to “graduate”.

GTC Service Development

GTC will need to plan for operational changes as a result of these workforce capacity building activities. This will include updating Job Profiles and work allocation procedures. Some of these processes are already in place informally (e.g. the intake and triage process) but will benefit from refinement to take account of the new internship and senior staff development processes. There is also potential benefit in reviewing and re-stating the core strategic vision and goals of GTC. This will include consideration of objectives around research productivity, consultancy activities, and public mental health work.

4. Next Steps

4.1 Short Term

Iterative refinement of the action plan and mapping of potential resources (e.g. via VC meetings between Glasgow and GTC). The preparation of curricula and training standards documentation for WPA and WPB could be addressed in a focused period of work (e.g. a 2 or 3 day meeting).

4.2 Medium Term

An intensive 2 week programme/timetable for GTC senior staff in Glasgow to develop key skills and knowledge development.

Open negotiations with Bethlehem based educational partners for the development of a PG certificate or diploma.

4.3 Long Term

Application for Medical Research Council Health Systems Research Initiative Development funds (e.g. 2017 round) using development in 2016 as evidence of delivery capacity/pilot data.

5. **Holy Family Hospital Bethlehem – Mr Denis Sevastine, CEO**

5.1 The former Lord Provost of Glasgow visited Bethlehem during October 2016 to review progress in the twinning projects and to launch the Diploma in Nursing Oncology at Bethlehem University.

5.2 One of the visits was to the Holy Family Hospital, the major obstetrics and gynecology hospital in the West Bank. The Lord Provost met with Mr Denis Sevastine, CEO, and senior midwives and had a tour of the facility. The Hospital is a charitable institution surviving solely on donations from the order that sponsors the facility. The main request from the CEO and midwives was support to deliver a Continuing Professional Development programme for midwives and Obstetricians and a request that any such programme be delivered on site – there have been a number of offers of training from various institutions across the world but unfortunately, due to the high demand for maternity services, staff cannot be released for training elsewhere. The Lord Provost agreed to take this request back to NHS Greater Glasgow and Clyde, and it has since been raised with the Women and Children's Directorate Management Team.

6. **Holy Family Children's Home (The Creche)**

6.1 The Holy Family Children's Home (Creche) is the only facility in Bethlehem that provides residential care for abandoned children. The Creche is a close collaborator with GTC and provides many referrals of traumatized and neglected children and GTC provide training for staff.

6.2 The Creche operates in a difficult social and legal context for the provision of substitute family care for children who are not able to live with their birth parents. Although the Creche is run by the Daughters of Charity Bethlehem and survives solely on charitable giving, it is the only provider of substitute care for children identified by PA Social Services.

6.3 Children stay at the Creche until approximately 6 years old and, for the vast majority who are not adopted or returned to their families, they move into a 'group home' run by another charity with a 'house mother' where they remain until they are 16.

6.4 As the children move through age specific 'dorms', with no specific care giver to form a secure attachment with, and little or no chance of adoption or reconciliation with their birth family, attachment and behavioral problems are prevalent. GTC

receives many referrals from The Creche but, at a systemic level, it's clear to the Social Worker, Skander, that the model of care does little to offset the problems with attachment and could in fact be exacerbating the issues. The crèche has requested support with Social Work colleagues and others to explore the model of care within the current restrictions and the potential to maximize the development of positive attachment for children.

7. Recommendations

7.1 The Integration Joint Board is asked to:

- a) note the Twinning Arrangements between Glasgow City Council and NHS Greater Glasgow & Clyde and Bethlehem Municipality;
- b) note the Twinning and development programme between NHS Greater Glasgow & Clyde Specialist Children's Services, Glasgow City Council Psychological Services and University of Glasgow and Dundee; and
- c) agree to the ongoing contribution to the Glasgow – Bethlehem Twinning Project and direct the Council and Health Board to continue to contribute to this work.

DIRECTION FROM THE GLASGOW CITY INTEGRATION JOINT BOARD

1	Reference number	200917-16-a
2	Date direction issued by Integration Joint Board	20 September 2017
3	Date from which direction takes effect	20 September 2017
4	Direction to:	Glasgow City Council and NHS Greater Glasgow and Clyde jointly
5	Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s)	No
6	Functions covered by direction	Specialist Children's Services
7	Full text of direction	Glasgow City Council and NHS Greater Glasgow and Clyde are directed to continue to contribute to the work outlined in this report
8	Budget allocated by Integration Joint Board to carry out direction	As advised by the Chief Officer: Finance and Resources
9	Performance monitoring arrangements	In line with the agreed Performance Management Framework of the Glasgow City Integration Joint Board and the Glasgow City Health and Social Care Partnership.
10	Date direction will be reviewed	September 2018