

Meeting of NHS Board  
30 January 2019

Lanarkshire NHS Board  
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**SUBJECT: Update Report on the Strategic Partnership Working Between NHS Lanarkshire and Glasgow Caledonian University**

## 1. PURPOSE

This paper is coming to the NHS Lanarkshire (NHSL) Board to provide an update on the progress of the Strategic Partnership between Glasgow Caledonian University (GCU), School of Health and Life Sciences, and NHS Lanarkshire, for the Board to note that the strategic Board met three times in 2018 to advance the shared working agenda, that three areas of joint interest/workstreams have been initiated, and provide a brief update on activity across the three work streams.

To approve	<input type="checkbox"/>	To endorse	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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## 2. ROUTE TO THE BOARD

This report comes directly to the Board from the Director for Allied Health Professions.

## 3. SUMMARY OF KEY ISSUES

For the Board to note that three workstreams have been initiated covering:

- (a) Workstream: Research and Innovation
- (b) Workstream: Learning and Teaching
- (c) Workstream: Workforce and Service Capacity

Each workstream has been asked to identify shared priorities for joint working by summer 2019.

The NHSL Chief Executive has asked the Director for Allied Health Professions to take the overall lead on the Strategic Partnership.

## 4. STRATEGIC CONTEXT

This paper links to the following:

Corporate Objectives	<input checked="" type="checkbox"/>	LDP /AOP	<input checked="" type="checkbox"/>	Government Policy	<input checked="" type="checkbox"/>
Government Directive	<input type="checkbox"/>	Statutory Requirement	<input type="checkbox"/>	Local Policy	<input checked="" type="checkbox"/>
Urgent Operational Issue	<input type="checkbox"/>	Other	<input checked="" type="checkbox"/>		

## 5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

*Three Quality Ambitions:*

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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**Six Quality Outcomes:**

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

**6. MEASURES FOR IMPROVEMENT**

The Joint Strategic Board met three times during 2018. The dates of the meetings were the 30th January, 11th June, and 30th October 2018. These meetings discussed the partnership approach, agreed on a broad plan of action and received reports from the three workstreams, which have been developed.

**7. FINANCIAL IMPLICATIONS**

None.

**8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS**

None.

**9. FIT WITH BEST VALUE CRITERIA**

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance accountability and	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	
Sustainability	<input checked="" type="checkbox"/>				

**10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT**

Yes  *Please say where a copy can be obtained* No

An Equality and Diversity Impact Assessment is not required for this report.

**11. CONSULTATION AND ENGAGEMENT**

Not applicable.

**12. ACTIONS FOR THE BOARD**

The NHS Board is asked to:

Approve	<input type="checkbox"/>	Endorse	<input type="checkbox"/>	Note	<input checked="" type="checkbox"/>
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the contents of the report

### **13. FURTHER INFORMATION**

For further, more detailed, information, or clarification of any issues in this paper, please contact:

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## **UPDATE REPORT ON THE STRATEGIC PARTNERSHIP WORKING BETWEEN NHS LANARKSHIRE AND GLASGOW CALEDONIAN UNIVERSITY**

### **Purpose**

The purpose of this paper is to provide an update to the NHS Lanarkshire (NHSL) Board on the progress of the Strategic Partnership between Glasgow Caledonian University (GCU) and NHSL. The majority of the information in this report comes from a paper that was shared with the University Senate in December 2018, by Professor Andrea Nelson, the recently appointed Dean of Health and Life Sciences, GCU,

### **Background**

Both NHSL and the University Court of GCU entered into a Strategic Partnership on the 8<sup>th</sup> March 2017. This strategic collaboration seeks to deliver a shared vision of the NHSL strategy, Achieving Excellence and the GCU vision of being the University for the Common Good. Through this joint arrangement, both parties are seeking to transform lives by delivering proven innovative health and social care approaches, while enriching communities and innovating for health, social, and economic impact.

Currently, the commitment to work collaboratively has resulted in the establishment of a Strategic Board (Appendix A), to agree on a broad plan of action as contained in the step diagram (Appendix B). In addition, the Strategic board will receive reports from the three joint workstreams which have been established, details of these workstreams are provided below.

#### **(a) Workstream: Research and Innovation**

Leading this workstream are Professor Eamonn Brankin and Raymond Hamill (both NHSL) in conjunction with Professors Jim Woodburn and Kay Currie from GCU.

#### **(b) Workstream: Learning and Teaching**

Dr Nichola McLarnon (GCU) and Margot Russell (NHSL), are leading this workstream with contributions from Dr Ian Hunter, NHSL Director of Medical Education, and Professor Roy Scott, NHSL Consultant Vascular Surgeon.

#### **(c) Workstream: Workforce and Service Capacity**

Dr Helen Gallagher (GCU) will be leading the work with John White, Director of Human Resources, (NHSL), with contributions from Frances Dodd, Peter McCrossan, Anne Armstrong and Maria Docherty.

Each workstream has been asked to identify shared priorities for joint working by summer 2019 while acknowledging the long-term nature of the strategic partnership.

On behalf of NHSL, the Chief Executive has asked the Director for Allied Health Professions to take the overall lead on the development of the GCU Strategic Partnership.

### **Report on Workstream Activities**

#### **A. Research and Innovation Workstream**

This workstream has progressed three main areas which are: 'Engagement', 'Clinical academic research' and 'Capacity building'.

Active 'engagement' has been achieved through 'road-show' events held during the GCU Research week, which took place during June 2018. These events helped to raise awareness amongst staff of the partnership arrangement and research and innovation opportunities. GCU Staff delivered a "Grand

Rounds"<sup>1</sup> approach and presented on their research themes in several NHSL fora. The areas studied included infection, stroke rehabilitation, rheumatology, orthopaedics, diabetes, and accident & emergency medicine.

Under 'clinical academic- research activity', both the University and NHSL have been carrying out a mapping exercise to identified areas of joint interest in existing research areas. The mapping has also identified potential areas for new research projects in the areas of musculoskeletal health, diabetes, stroke rehabilitation, ageing well, sexual health and infection prevention.

As part of the 'capacity building role', Professor Jim Woodburn, Director, GCU Centre for Living, has been appointed an Honorary Visiting Professor within NHSL, working in the Specialist Orthopaedic Foot and Ankle Clinic and the Diabetes Foot Clinic (0.2wte).

Professor Kay Currie, Associate Dean - Research & Professor of Nursing, has been appointed as an Honorary Visiting Professor with NHSL undertaking an advisory role via membership of the Healthcare Quality Assurance & Improvement Committee. In addition, Professor Dawn Skelton is an Honorary Visiting Professor within NHSL, taking an advisory role in her specialist area of Ageing Health and falls.

Opportunities for further Honorary appointments, visiting and joint appointments are being explored by both parties to increase capacity in joint clinical and academic research activity.

Further Joint capacity building in clinical academic research has been demonstrated by NHSL and GCU co-funding two PhD studentships for NHSL staff working in areas of joint research interest.

Following an application and interview process, the successful PhD candidates are a podiatrist, Jennifer Scott, whose research area is "Think Activity" in Hospital at Home. The other successful student is Cassandra MacGregor, a Physiotherapist, who is researching chronic pain management. These students will start their studies in February 2019. Potentially this type of studentship may be offered in the future, depending upon availability of funding and the identification of mutually agreeable areas of joint research

## **B. Learning and Teaching Workstream**

A formal agreement process for honorary/visiting appointments between each organisation to advance clinical education has been signed off by the partnership board. During 2018, the University conferred five honorary Professorships to senior medical staff within NHSL to facilitate collaborative working.

Exploration of the potential for additional non-medical clinical academic posts (posts where there is both clinical activity and academic delivery) is also taking place. This approach will broaden the types of roles available across both organisations, including secondment agreements, lecturer practitioner posts, and honorary positions/visiting posts.

Colleagues from GCU have also been asked to contribute to the thinking around the learning and teaching needs of the Monklands replacement hospital. This contribution includes the examination of the opportunities for learning and teaching within the proposed new facility, for example, understanding the opportunities for shared use of research space within the new hospital is under consideration.

## **C. Workforce and Service Capacity**

There is already a successful Physiotherapy clinic at GCU, with sessions funded by NHSL. This approach helps deliver physiotherapy treatments and assists with NHSL MSK physiotherapy waiting times. It also

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<sup>1</sup> "Grand Rounds" is a methodology of medical education, consisting of presenting the medical problems and treatment of a particular patient to an audience consisting of Healthcare Professionals

provides an opportunity for "hands-on" student placements within the University campus. Recently, this service has expanded with a further increase of 2 sessions funded by NHS Lanarkshire.

The group are also exploring the potential benefits for immigrant health practitioners (nurses, midwives, and allied health professionals) by identifying appropriate work placements and opportunities for graduate practitioners from non-UK/EU settings to gain work experience and employment with NHS Lanarkshire through the provision of a Tier 5 visa with NHSL as the sponsor.

This initiative would help address some skills gaps within NHSL, for example in a range of professions. The potential to offer this employment opportunity is at present with the Home Office for consideration/approval.

Furthermore, GCU undertakes the education of students, predominantly from the Middle East, who are taking the MSc in Diagnostic Imaging Course. As part of the course, specialist practical experience in MRI and CT imaging modalities is provided within NHSL. As a *quid pro quo* arrangement, GCU delivers free of charge a 30 credit Masters module each year to a radiographer within the NHS Lanarkshire radiography service.

The workforce group are also working to promote postgraduate modules and full Masters Programmes to support advanced practice development across NMAHP staff. Future work around new models of working, for example, Physiotherapists in Accident & Emergency, or Nurses, and Occupational Therapists working in GP Practice.

Together both parties are seeking to develop a programme of CPD studies for clinical and academic staff which may encourage NHSL staff to explore further courses of study. For GCU Staff this approach will facilitate academic staff to be seen to be current and credible in clinical practice areas, and foster good partnership working. Together both parties are aiming to identify tailored CPD opportunities in digital technology, literature searching, and research to build academic confidence in all clinical staff.

### **Opportunity for Departments and Organisational Structures to Apply For 'University' Status.**

The opportunity exists for NHS Lanarkshire departments and Organisational structures to apply for "University" status. It is anticipated that awarding University status to individual operational structures and departments, will demonstrate commitment by such departments to the highest standards of clinical care and academic achievement, both internally within the organisation and publically.

Services wishing to use the University title will be asked to submit an application form, along with relevant supporting evidence for the consideration of the Strategic Partnership Board. The proposed process to, be followed will be as follows:

**Stage 1** - Submissions from services who are interested in utilising the 'University' title will be considered by the Joint NHSL/GCU Strategic Governance Board in the first instance. If in their view, sufficient evidence has been provided to meet the criteria as described, the submission will proceed to Stage 2.

**Stage 2** – the Joint NHSL/GCU Strategic Governance Board forwards the submission on, with their comments and recommendation for the awarding of 'University' title to the NHS Lanarkshire Board and the GCU University Court for their consideration and ratification.

**Stage 3** – if both ratifying bodies are in agreement, the Joint NHSL/GCU Strategic Partnership Board will inform the successful applicant and the practical arrangements with regards service naming, badging, use of letterheads and logos etc., can be taken forward as described below.

**Naming Convention**

The permission to use of the University title remains prerogative of GCU and NHS Lanarkshire Health Board. To become recognised for the use of the University title, a department, Hospital, or care delivery unit within NHSL (or constituent health and Social care partnerships) must:

- meet the criteria laid out above

**AND**

- have been granted permission formally to do so via the prescribed process.

Having been granted use of the University title, its continued use will be reviewed periodically by the Joint NHSL/GCU Strategic Partnership Board.

**Next steps**

Following Professor Nelson's discussions within the University Senate, further suggestions on increased collaboration have emerged. This additional collaboration seeks to bring in other areas of the university, such as human resources, healthcare management, accountancy, health economics, construction and surveying and Healthy Cities Scotland. NHSL is in discussions with the university to scope out these further appealing areas.

**Further Information**

For further information about any aspect of this paper, please contact:

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## **Appendix A: Current (and former) Membership of the Strategic Board**

### **Glasgow Caledonian University**

Prof Andrea Nelson (who replaced Mr Vincent McKay) - Dean, School of Health and Life Sciences, GCU **(JOINT CHAIR)**

Dr Sharron Blumenthal - Associate Dean (International), GCU

Dr Nichola McLarnon - Associate Dean for Learning & Teaching Quality, GCU

Dr Jacqueline McCallum - Head of Department of Nursing, GCU

Prof Anita Simmers - Vice-Dean, SHLS, GCU

Prof Kay Currie (Jim Woodburn) - Associate Dean for Research, GCU

Dr Helen Gallagher - Head of Department for Podiatry and Radiography, GCU

### **NHS Lanarkshire**

Mr Calum Campbell - Chief Executive, NHS Lanarkshire (NHSL) **(JOINT CHAIR)**

Prof Eamonn Brankin - Clinical Director, NHSL

Mrs Irene Barkby - Director of Nursing, Midwifery and Allied Health Professions, NHSL

Mr Peter McCrossan - Director for AHPs, NHSL

Mrs Margot Russell – Director of NMAHPs Practice Development Centre

Dr Jane Burns - (Professor Iain Wallace)–Medical Director, NHSL

Anne Armstrong - Nurse Director, H&SCP, NHSL

Mr Raymond Hamill - Senior Research and Development Manager, NHSL

Mr Colin Lauder - Director of Planning, Property & Performance, NHSL

Mr Graeme Reid - MRR Project Director, NHSL

Mr John White - Director of HR, NHSL

***Please note that membership is still developing as further opportunities are identified to bring together areas of strength and strategic interest, for example, Community Engagement.***



**Appendix B: Draft plan (agreed at Strategic Board October 2018)**



# NHSL and GCU 5 Yr Strategic Enhancement Plan

## DRAFT (STEP Diagram) 2018/19 V0.1

**2023 Vision: Achieving Excellence for the Common Good** - *Engaging in partnership and collaboration to deliver our shared goals. Transforming lives by delivering proven innovative health and social care while enriching communities and innovating for health, social and economic impact*

Colour Code:  
Product  
People  
Process

**Gaps:**  
 Clarity of changing needs  
 Integrated Planning  
 Limited innovation & research resource

**Current Situation:** *There is a clear commitment to work collaboratively to deliver innovative approaches to education, support care and services which will meet the political imperative for Health & Social Care Integration and at a time of notable financial challenge and with limited resource*

**2018/19**  
 Integrated Planning  
 Evident

- Identifying key priorities and measurable outcomes for both organisations
- Scoping future workforce needs and areas for collaboration re curricula/resource re-alignment to meet changing service needs and build capacity
- Analysing core shared data sets to identify areas where research and innovation would maximise impact

**2019/2020:**  
 Impact Monitored and Measured

- Establishing and embedding alternative models of service delivery
- Staff engaged & committed to co-creation re education, research, support, care & services
- Evidencing efficiency and productivity through resource utilisation

**2020/2021:**  
 Transforming Support, Care and Service

- Delivery of new models of education, support, care and Services
- Working collaboratively with key stakeholders
- Staff delivering continuous improvement and enhancing quality of service through evidenced based services and evaluation.

**2021/2022:**  
 Impact Evaluated

- Evaluating models of education, support, care & services
- Widening access to education and employment
- Systematically delivering qualitative & quantitative research

**2022/23:**  
 Evidencing Impact

- Reporting/Publishing evidence on impact on revised models
- Embedding enhanced routes to education and employment
- Establishing a programme of ongoing and future research projects