

# NHS Lanarkshire Board Meeting 25 August 2021



## LANARKSHIRE GLOBAL CITIZENSHIP PROGRAMME

<b>Subject</b>	Lanarkshire Global Citizenship Programme (LGCP)
<b>Leads</b>	Ian Beattie, Co-lead for Lanarkshire LGCP John Logan, Co-lead for Lanarkshire GCP
<b>Date</b>	August 2021

<b>Purpose</b>	<p>The purpose of this paper is to invite the NHS Board to</p> <ol style="list-style-type: none"> <li>1. Note the progress made to date and agree with the direction of travel set out in the paper;</li> <li>2. Note that a new co-lead has been appointed to replace Kate Bell;</li> <li>3. Note that the appointment of a Project Manager will be taken forward;</li> <li>4. Agree to receive 6 monthly updates on progress.</li> </ol>
<b>Background</b>	<p>The Lanarkshire Global Citizenship Programme was launched on 24<sup>th</sup> May 2019. The aim of the programme is to work through a global citizenship network in Lanarkshire, with membership from across organisations and agencies in Lanarkshire to set the programme of work within a multi-agency context.</p> <p>Lanarkshire leads are members of the Scottish Global Citizenship Lead Champion Network, a working partnership with NHS Scotland and Scotland's global health community to deliver the NHS Scotland Global Citizenship Programme.</p> <p>The national network is led by Dr Emily Broadis, Specialty Registrar in Public Health and Chair of NHS Scotland Global Citizenship Lead Champion Network which sits within the Scottish Government Global Health Co-ordination Unit.</p> <p>The Lanarkshire programme had been awarded funding of £12k in 2020/21 and £50k in 2021/22 from the Scottish Government Department for International Development Unit to progress a strategic, whole systems approach with our twinning partner in Zambia within the period 2020-22. The International Development Unit is supporting partnerships and collaboration while valuing the network of connection that Scotland has built up with Malawi, Rwanda, Zambia and Pakistan. See report 'Contribution to International Development, 2019/20 page 26 on the Zambia Development work. <a href="https://www.gov.scot/publications/contribution-international-development-report-2019-2020/">https://www.gov.scot/publications/contribution-international-development-report-2019-2020/</a></p> <p>COVID-19 did impact heavily on the development of the project which, despite best efforts on the part of all concerned, we were not able to continue. With limited contacts being made with the Twinning Partners, the majority of the project manager's time was re-allocated to support NHS Lanarkshire's COVID</p>

response and preparedness for delivery of COVID vaccines.

At the October 2020 meeting of the NHS Lanarkshire Board, the Board agreed to temporarily scale back the main activities of the programme until the extraordinary demands of the COVID-19 pandemic have receded and the co-leads have capacity to lead the programme work effectively and fully support the project manager.

NHS Lanarkshire members of staff have been making significant contributions to global health partnerships for many years.

The launch of the Global Citizenship Programme in Lanarkshire on 24th May, 2019 was attended by key leads from the Scottish Global Health Co-ordination Unit at the Scottish Government, NHS Lanarkshire Chairperson, Neena Mahal and Chief Executive at the time, Calum Campbell. Ms Mahal and Mr Campbell gave a commitment at the launch to develop a strategic approach to this work in Lanarkshire.

The two key components of the programme have been to:

1. The development of a Lanarkshire Global Citizenship Network
2. The development of a Global Health Partnership (Twinning with Zambia)

Early discussions with the Scottish Government International Development Unit on a proposed link with Blantyre, South Lanarkshire and Chitambo District, Central Province, Zambia have shown great promise. Due to COVID-19 progress on these discussions have remained tentative.

In particular, we have discussed developing a partnership for sustainable strategic change, building on existing links between Blantyre, Lanarkshire (birth place of David Livingstone) and Chitambo in Zambia (his place of death,) and also to connect with the historic [Chitambo Hospital](#), founded in memory of David Livingstone. This engagement provides opportunities to improve perceptions and the profile of international development in the minds of the public and other key stakeholders.

A bid for funding was submitted in January 2021. This was for £350,000 over three years to transform Maternal and Newborn healthcare, in Chitambo District, Central Province, Zambia, through establishing a strong health systems partnership between Chitambo District Health Offices and NHS Lanarkshire. We await feedback on the success of the bid.

Early discussion suggested that we may promote an integration model to consolidate the health and social care approach to strengthening community-based supports; increasing opportunities; and improving self-care, self-management and local treatment practices to enable people to be supported in their own communities. In developing the global citizenship programme in Lanarkshire we will take a rights-based approach, promoting system-wide involvement in the context of health and social care integration and community planning. To achieve this, we will formalise arrangements with local partner organisations to also commit to the global citizenship programme; developing a collective rationale, a shared vision and, a common set of priorities to reflect our joint values.

The scope and objectives of the global health partnership will be developed with all partners (multi-agency approach) to establish a meaningful and sustainable programme of work and the future working relationship will be based on:

- Identifying need;
- Exploring how Lanarkshire can make the necessary connections on

strategic planning approaches and community engagement models;

- Making strong connections with community based resources;
- Using technology to increase capabilities to engage with urban and remote & rural communities; and build links to exchange education and learning opportunities through the Community Hub in Blantyre and others to be developed.

The Blantyre Community Hub and the Beacons in Blantyre, with co-located and integrated services, provide another excellent opportunity for global health work and a vibrant exchange of practice examples and dual benefits to staff and services in both countries. Initial discussion around common themes and areas of interest include mental health and wellbeing of communities and working with women and girls - all with a strong focus on human rights.

The benefits to Lanarkshire organisations and those who engage in this work are multiple, but a common theme is the recognition that access to health care is a human right and that many people possess the skills to alleviate the gaps.

Our ability to meet our global citizenship goals depends to a great extent on the financial, human and knowledge resources we are able to commit. It also depends on the priority given to international development. The key assumption underpinning this work is that we will continue to value collaboration and connection.

There is clear evidence that involvement in global health benefits the people who participate, our healthcare system and ultimately the Scottish population through a reinvigorated, self-sufficient, innovative and productive workforce.

Evidence for the mutual benefits of global health work can be found in the academic literature and in the experience of health systems that have combined the development of global health work with training and service delivery

Benefits to individuals and organisations include:

- Leadership and management skills
- Communication and teamwork
- Clinical skills
- Policy awareness and experience
- Academic skills
- Experience of service users/patients and families
- Personal resilience, satisfaction and interest
- System learning and capacity building
- Engaged and aware workforce
- Cross-cultural experience, awareness and understanding
- Professional development of the workforce

The often under exploited value of peer-to-peer support and shared experience. Staff and volunteers have become much more tuned into opportunities to better engage with the Third sector.

**Personal testimony:** Are we utilising the strengths of our workforce to the fullest?

*The positive impact of witnessing in action a workforce with a glass half-full attitude. "As a nurse consultant this has inspired me to take on local and national leadership roles back in the UK that I may have not been so confident to embrace without this global health experience".*

NHS Lanarkshire have instituted a global health partnership award as one of the annual staff awards. There is also be a global health partnership award at

	national level.
<b>Assessment</b>	<p>Prior to the pandemic, the Programme had made good progress across many areas where a strategic partnership would be of interest. Important steps were made to strengthen partnerships between NHS Lanarkshire and existing partners as well as developing new health partnerships. Specific areas of progress include:</p> <ul style="list-style-type: none"> <li>• A meeting with the Minister for Europe and International Development, Jenny Gilruth and representatives of other health partnerships to provide an update on the Lanarkshire programme.</li> <li>• Two meetings with the Friends of Chitambo, a Scottish charitable organisation that aims to support health projects in Chitambo district, Central Province, Zambia. A further meeting is being scheduled. Priorities and a way forward need to be agreed.</li> <li>• Agreement with Scottish Ambulance Service, Police Scotland, Scottish National Blood Transfusion Service, South Lanarkshire Council and the Scottish Government to explore the establishment of a Global Health Partnership/twinning project with Blantyre and Chitambo. Ian Nicol, Rwanda and Zambia Development Programme Manager at the Scottish Government and Kate Bell have taken an action to make contact with the connections in Zambia to agree priorities for this work.</li> <li>• A programme brief has been drafted to provide an overview and serve as a baseline which sets out the scope, scale and function of the Lanarkshire Global Citizenship Programme. The document also sets out assumptions and constraints and highlights key risks and dependencies on other work essential to the delivery of the programme</li> <li>• A Global Citizenship page has been set up on the NHS Lanarkshire Intranet FirstPort with useful information and tools relating to the Lanarkshire and Scottish Global Citizenship Programmes. An update on the programme was also provided in the August Daily Staff Briefing and there will be an article in the next issue of the PULSE magazine on the progress in establishing the programme.</li> </ul> <p>The Lanarkshire Global Citizenship Network remains in place with links to national work, however, there has been limited communication during the response to the pandemic. The proposed approach in Lanarkshire is based on establishing a partnership for sustainable strategic change based on identified need and joining up community based work/hubs, and working within the context of existing links/partnerships; and one which can link in to the interdependent global health workload across multi-agency and multi-disciplinary groups, e.g. Education, Social Work, the Scottish Ambulance Service and Police Scotland.</p> <p>Key challenges in the past year have centred on the capacity of the programme co-leads to fully support the programme. In February 2020, NHS Tayside engaged the expertise of Kate Bell to lead on mental health services in Tayside and most recently Kate has taken up a post at Scottish Government in the Mental Health and Social Care Directorate. Consequently, there has been limited capacity to lead this work and fully direct and support the project manager. John Logan also noted his concerns to provide sufficient capacity due to the demands placed on Public Health by the COVID-19 pandemic. A second co-lead has now been identified.</p> <p>South Lanarkshire HSCP will take a lead role for the Blantyre project to continue the work on a global health partnership with Zambia.</p> <p>A meeting was held 04 May, 2021 with the current co-leads and representatives from the International Development Unit and SG Global Citizenship Unit to assess support for the next phase of work in Lanarkshire.</p>

	<p>Following discussion since May 2021 between Kate Bell, previous Co-Lead, Ian Nicol at the International Development Unit (IDU) and liaising with the Ministers office, colleagues at Scottish Government at IDU have confirmed ongoing support in the form of continued funding and linkages to International Global Citizenship work. In light of our commitment, we reached agreement with SG for a proposal of £74k grant allocation for this year to support the Lanarkshire's programme and to consider carrying forward some of these funds into reserves to extend into 2022 when the Blantyre project is due to open.</p> <p>Funding was allocated to support the appointment of a Project Manager but this was not utilised and the Project Manager was reallocated to other work, meaning that a further recruitment process needs to follow.</p> <p>A process will have to be completed to request these funds from SG via a Schedule 2 Grant form. Colin Lauder in NHS Lanarkshire has agreed to be the Lanarkshire contact to sign off the transfer of funds from SG.</p> <p>We have been working with the Head of International Development Team, Joanna Keating with Ian Nicol, Rwanda and Zambia Development Programme Manager as the contact at the International Division at Scottish Government.</p> <p>The external funding is specifically to provide dedicated project management support to the Lanarkshire Global Citizenship Network, and develop a piece of Global Health Citizenship, Twinning project as part of the planned community development work through the Blantyre Community Hub initiative. The funding also covers costs to undertake an in-country visit when it is safe to do so as well as undertake comms and engagement in Blantyre and with Zambia. The aim of the project specific work will be to learn from work in Blantyre giving rise to the development of a twinning exchange with mutual benefits.</p> <p>The decision on the approach and timing of the delivery of the next phase of work will be dependent on the capacity of NHS Lanarkshire and South Lanarkshire Health &amp; Social Care Partnership to provide leadership for the programme, noting current challenges and risks and issues.</p>
<b>Recommendations</b>	<p>The NHS Board is invited to</p> <ol style="list-style-type: none"> <li>1. Note the progress made to date and agree with the direction of travel set out in the paper;</li> <li>2. Note that a new co-lead has been appointed to replace Kate Bell;</li> <li>3. Note that the appointment of a Project Manager will be taken forward;</li> <li>4. Agree to receive 6 monthly updates on progress.</li> </ol>

## Links to key documents and web pages

In December 2016, the Scottish Government published [Global Citizenship](#): Scotland's International Development Strategy which sets out its contribution to the international community. A key part of that Strategy is the Scottish Government's commitment to "the Beyond Aid agenda" which takes a holistic approach to sustainable development, requiring all – government, local government, public bodies, the private sector, communities and individuals – to adapt their behaviour in support of the UN Sustainable Development Goals.

- **Global Citizenship in the Scottish Health Service** is a policy report by the Royal College of Physicians and Surgeons of Glasgow on the mutual benefits of international volunteering by Scotland's health service workers.  
<https://rcpsg.ac.uk/college/influencing-healthcare/policy/global-citizenship>
- Scottish Global Health Collaborative Unit  
<https://www.scottishglobalhealth.org/>
- NHS Scotland Global Health Partnership  
<https://www.scottishglobalhealth.org/aims/>
- Getting involved in Global Citizenship  
<https://www.scottishglobalhealth.org/getting-involved-process/>
- NHS Board Global Citizenship Champions  
<https://www.scottishglobalhealth.org/champions/>

The Citizenship Board Lead Champions Network provides a communication channel between NHS Scotland staff and NHS Scotland Global Citizenship Advisory Board. A key role of the network is to raise the profile of the Global Citizenship Programme locally within NHS Boards and support the delivery of the NHS Global Citizenship Communications and engagement Plan.

- Link to information about the UNISON Scotland Cuba delegation (Lilian Macer)  
<https://unison-scotland.org/cuba/>