

**NHS 24
BOARD MEETING**

**22 JUNE 2023
ITEM NO 7
FOR ASSURANCE**

EXECUTIVE REPORT TO THE BOARD

This paper provides an overview of progress on the high-level activity associated with the delivery of the NHS 24 2023/24 Strategic Priorities and developing NHS 24 corporate strategy.

Executive Sponsor: Chief Executive

1. INTRODUCTION

- 1.1.** The format of this report provides updates against the agreed strategic priorities for 2023/24. NHS 24 is developing its new strategy from 2023 and this report will provide an update on progress against that strategy to the Board.

2. URGENT & UNSCHEDULED CARE

2.1 Supporting the delivery of urgent and unscheduled care

2.1.1 Realistic Medicine Annual Conference

A poster was presented at the Realistic Medicine Annual Conference 'Sustainable Care Matters' at the Technology and Innovation Centre in Glasgow. The poster highlighted the development and evaluation of the 'It's OK to Ask' national awareness campaign delivered by NHS 24, for NHS Scotland. It promoted the available digital resources for boards to access and use for their own local campaigns. It encourages and supports members of the public to get more involved in decisions about their care. This aligns with our strategic intent to deliver value-based health care and delivery through digital channels and choice.

2.1.2 NHS 24 Contact Record Sharing with Community Pharmacy

The Associate Clinical Director recently led the successful development and launch on 16 May 2023 of the sharing of the NHS 24 contact record with community pharmacists across Scotland. This means that whenever a 'Contact Pharmacy' outcome is reached by frontline staff, a copy of the record is sent to a pharmacy selected by the caller for information only. A copy of that contact record will also be sent to the caller's own GP practice at the same time, again for information only. This means that community pharmacy has become an integrated referral partner for NHS 24, supporting

the transfer of information between healthcare settings and continuity of care for the individual caller.

2.1.3 NHS 24 and NHS Tayside Partner Engagement

The Associate Medical Director (Emergency Medicine) recently attended an NHS 24 and NHS Tayside partner engagement meeting which highlighted successful areas of collaboration and improvement, specifically concerning improved referral patterns to Boards services. Commitment was gained from NHS Tayside to continue and expand the Green Flow Navigation Centre project work.

The initial results of this study have been shared with the Scottish Government Value Based Health and Care group. This included a joint pilot study with a territorial Board, realising and promoting the organisational impact of NHS 24 in the Redesign Urgent Care pathway, through reducing carbon emissions and decreasing travel costs.

2.1.4 Quality Improvement Mapping Exercise

The Associate Medical Director (Emergency Medicine) recently attended an SAS and NHS 24 Senior Clinical Forum and is involved in a formal QI process mapping exercise to analyse SAS 'yellow coded' calls to identify themes. Analysis has identified the need for improvement in handling 'paediatric breathing difficulty' calls. There is now a plan to review clinical assessment strategy in this area to improve patient outcomes and reduce unnecessary 999 referrals.

3. WORKFORCE

3.1 Developing & empowering our workforce

3.1.2 Workforce Strategy and Plan

The NHS 24 Workforce Strategy and Plan 2022-2025 was published in 2022. Significant and sustained progress has been made against actions with 100% of year one deliverables being completed, and 14% of year two, to date. Updates to the plan will continue to be reported and monitored through the Staff Governance Committee.

3.1.3 Attendance Management and Health & Wellbeing

The updated Attendance Management and Wellbeing Action Plan is progressing with main actions focused on the continued training and development of managers to raise skill and confidence levels.

NHS 24 have also recently reinvested in the Thrive App which provides mental health support to staff. Although mental health sickness absence

continues to be the dominant cause of sickness absence, the introduction of additional support, including the app (used by 21% of staff), have seen a steady reduction in levels of absence.

Rolling absence on 31st March 2022 was 8.41% and on 31st March 2023 was 7.95%, a reduction of 0.46% (exceeds target of <9% by 1.05%.)

3.1.4 HR Advisory Model (3 Tier Model)

Workforce withdrawal from stage two attendance management meetings took place in April 2023. This resource is now being used to provide training and coaching to managers. The organisation will now make the full transition to the 3 Tier Model, with released resources diverted to more complex case work at second and third level of the advisory model. This ensures that Workforce Directorate colleagues are delivering an efficient and effective service and maximising the impact of their expertise.

3.1.5 Shift Review

Significant input and management of shift review phase two process has been undertaken with over 80% of staff accepting rotas. This has included 163 staff. The case work associated with this has included: 27 early resolution, stage one, and stage two meetings. Along with weekly and monthly operational and strategy group meetings.

3.1.6 Attrition

The Attrition Improvement Plan has been developed and is being implemented, with strategic actions for 2022/23 completed. Attrition at end of March 2023 was 25.05% compared to 26.28% at end of March 2022, an improvement of 1.23%.

3.1.7 Strategic Review of Recruitment

The new recruitment model will ensure up to date recruitment practices are adopted. The recruitment team will be running pre-employment sessions, linking with colleges, universities, employability partnerships, screening and short-listing applications and freeing up frontline resources. The approach extends current models as it also encapsulates future requirements linked to workforce forecasting, moving to proactive campaigns. Two specialist roles have been onboarded - Talent Acquisition Manager and Advisor to support implementation and roll out in 2023/24.

3.1.8 Health and Safety

A full review on the management of health and safety has been completed. The outcome has taken a RACI approach to ensure a multi-directorate responsibility approach. Quarterly reporting to EMT shows steady decline in accidents since January 2022, reducing from 49 to 36, a reduction of 17%.

To further improve the management of health and safety across the organisation, work is underway to revamp the intranet pages and to use RESPOND to record AIRs and Audits which will enable consistent and centralised reporting.

3.1.9 Staff Engagement and iMatter

Since January 2023, four staff experience group meetings have taken place to consider the 2022/23 staff survey and iMatter outcomes, and six regional partnership meetings to consider staff issues, wellbeing and health and safety priorities. Staff will be sent this year's iMatter questionnaire on 26th June 2023.

Investment was secured in 2022/23 to appoint to two new roles: Culture and People Manager (appointed) and Wellbeing and People Manager (appointed) to create a step change in the staff engagement and culture space in 2023/24.

3.1.10 Middle and Senior Leaders Programme

The Middle and Senior Leadership Development Programmes design phase is now complete. The proposed core summit events for each are:

Middle:

- 'Doing things differently'
- 'Performance and accountability'
- 'Being brave'

Senior:

- 'Developing a growth mindset'
- 'Bigger picture thinking'
- 'Leading change'

Implementation of Senior Leaders Programme will commence in Q3 and Middle Leaders in Q4. Fuller details of the programmes will be submitted to Staff Governance in due course.

3.1.11 Robertson Trust

NHS 24 secured participation in an internship opportunity with the Robertson Trust and their "Journey to Success" programme. The programme aims to overcome financial and social barriers to help young people aged 16-25, to gain a university education and career they aspire to. It is aimed at individuals underrepresented in higher education, including those who are care experienced, young carers, from a minority ethnic group, have a disability or from households with low income. The internship is a 6-week placement in the summer of 2023 and aims to offer work experience and

skills that can be applied afterwards to the young person's academic course and beyond.

3.1.12 Paramedic Students

Five paramedic students will be on placement with NHS 24 in two-week blocks from 22 May. The students, from Glasgow Caledonian University, are on project-based placements. Their projects will focus on increasing our understanding around falls callers and pathways to the 111 service. An NHS 24 physiotherapist will be their practice educator while on placement, along with receiving weekly coaching from the Quality Improvement Team.

3.1.13 Working in Partnership

The Area Partnership self-assessment actions are complete, and a survey will be run again in Q1 2023/24. APF agenda setting, and planning has been reset to focus equally on management and partnership working.

Trade Unions have been involved in a wide range of activity including Workforce Strategy and Plan, Management Essentials Programme, Training Project, Middle and Senior Leaders Programmes, Mandatory Training Short Life Working Group, Corporate Induction, Wellbeing Steering Group, Shift Review Governance Group, Shift Review Steering Group, Organisational Change work: HIS, ICT and Portfolio Review, 3 Tier Model, levelling sessions and OfS Training. Additionally, Trade Union Reps capable of carrying out core role are now back on shift and completing a minimum of two shifts per month.

4. SUSTAINABILITY & VALUE

4.1. Delivering enhanced ICT & digital capability

4.1.1 Estates Programme

Lumina Centre

The ground floor works at Lumina are now complete providing individual booths for MS Teams calls, additional office accommodation, and new LED lighting to reduce our carbon footprint.

Caledonia House, Cardonald

A review of space at Cardonald has been approved, resulting in work on a new wellbeing area being taken forward for staff. Work is also underway with SAS colleagues to identify their additional space requirements.

Aberdeen Centre

Due to expansion of their services, NHS Grampian has asked to vacate our current office space in Aberdeen. We are currently engaged with other NHS Boards to secure alternative accommodation on the same site to ensure a smooth and quick resolution for our staff and NHS Grampian.

Dialogue is progressing well on how we can practically relocate to the preferred site. This work will ensure a smaller footprint during day-time hours, whilst allowing flexibility during high demand periods, to maximise the use of the whole NHS estate, and contribute to the important work of the sustainability agenda. It ties in with the commitment to work collaboratively with other National Boards on estate rationalisation and will provide our staff with a good working environment, which is similar to other sites.

We will require one-off capital and revenue funding for the move, well within the delegated authority of the Director of Finance and anticipate the recurring costs will be within the current budget for the site.

4.2 Continuing to strengthen NHS 24's organisational effectiveness

4.2.1 Mental Health Hub SMS Survey

The Mental Health Hub SMS survey, a test of change will run for one week with all callers from a mobile who provide consent having the ability to provide feedback via a SMS link. The Quality Improvement Team will sample 500 responses with evaluation due by end of June.

4.2.2 NHS Public Protection and Accountability Framework

In relation to the Once for Scotland [*NHS Public Protection Accountability and Assurance Framework 2022*](#) a toolkit has now been devised by leaders across Scotland. To establish how effective the toolkit is a Test of Change (ToC) has commenced in a number of health boards including NHS 24. The Lead and Senior Nurse for Public Protection will be working across all services throughout the organisation to gain evidence required that provides assurance and identify any gaps for improvement as part of the ToC. This will include processes in child and adult protection, governance arrangements, education, human resources, and trauma approaches.

4.2.3 University of Strathclyde Professor of Practice

Our Nurse Consultant for Telehealth and Telecare, Ms Dawn Orr, has recently been successful in being seconded to the University of Strathclyde for 1 day per week for the next 2 years as a Professor of Practice within the Department of Computer and Information Sciences. The role will involve working with the University's Health & Cares Futures Initiative, the Health Tech Cluster (Wearables, AI), the Health and Wellbeing Research Theme

and with Heads of Departments across the University to combine expertise and development.

The University of Strathclyde works within a triple-helix model which combines academic research, commercial enterprise, and government in a health technology context. The role will focus on the fields of diagnostics and wearables, digital health and AI, advanced rehabilitation and assisted living. Collaborating with academic colleagues, Dawn will be involved in identifying business and research opportunities along with funding opportunities to take these areas forward.

The role will contribute to the development of the University of Strathclyde's strategy to grow health and care research, talent pipelines and education programmes. This will include developing a more connected stakeholder map and better connections to the Scottish and UK Government. The Future Hospital and beyond its walls will focus on long term solutions in the prevention of disease, remote monitoring, early diagnosis, and detection to enhance the patient experience and outcomes. The aim is to empower individuals and populations to live as well as possible at home and in their communities.

The Health & Care Futures centres around working with the NHS and other global healthcare providers to enable personalised healthcare with a focus on Future Medicines, Future Technologies, and Data-Driven Health & Care and Future Organisation. These areas are all key in the future role for NHS 24 and a digital first approach. Currently the Golden Jubilee, NHS Lanarkshire and Glasgow Health and Care Social Partnership hold University status and participate in this work with Strathclyde. The aim is to add NHS 24 to this collaborative work and to gain University status. This will help the organisation build on development of the new strategy, digital content, and gain experience within the world of research and development. The University of Strathclyde are very keen to explore this development opportunity.

4.2.4 Corporate Escalation Level

NHS 24 currently operates at normal level within our Corporate Escalation Process. The Senior Management Team are reporting this status to EMT on a weekly basis as a way of managing and reporting on specific risk indicators, threats, and operational issues.

5. RECOMMENDATION

- 5.1 The Board is asked to note progress against NHS 24's agreed strategic priorities. Members of the Executive Management Team will be happy to provide further detail or answer questions in relation to any of the content of this paper.