

**NHS 24
BOARD MEETING**

**31 AUGUST 2023
ITEM 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 from our new 2023 Strategy. This report will provide an update on progress against that strategy to the Board.

2. DELIVERING SUSTAINABLE, HIGH QUALITY SERVICES

2.1 Supporting the Delivery of Urgent and Unscheduled Care

2.1.1 Patient Group Direction for Urgent Provision of Medicines, Appliances and ACBS Products

The Associate Clinical Director has recently led the review, update and sign-off of the national Patient Group Direction for Urgent Provision of Medicines, Appliances and ACBS Products (version 30) which is an essential tool available to all community pharmacies in Scotland to use when a patient loses or runs out of their medicines. Its widespread use has a significant impact on reducing the number of calls to NHS 24 from people looking to access medicines. The Pharmacy Team continue to engage with board partners and the pharmacy contractor body to maximise its use in community practice and improve the patient experience.

2.1. Delivering Enhanced ICT & Digital Capability

2.1.1 Virtual Queue

The ability for people to select a 'Virtual Queue' when calling the 111 service is gradually being introduced into the live system. This capability offers patients the option to press 1 if they wish to receive a ring-back rather than waiting in the live queue to speak to NHS 24.

The threshold trigger is flexible and can be deployed by Service Delivery members of staff as required. Once enabled by Service Delivery, patients will immediately be offered the option for a ring-back as will all callers into the service from that point on. For context, the industry standard for this type of threshold is 15 minutes.

3. PROVIDING A WORKPLACE IN WHICH OUR PEOPLE CAN THRIVE

3.1 Developing & Empowering our Workforce

3.1.1 NHS 24 Workforce Strategy and Plan

The yearly refresh of the Workforce Strategy and Plan is currently underway and includes consultation with key stakeholders, particularly the Mental Health Team, Wellbeing and Breathing Space Teams in line with a Scottish Government requirement to ensure that the mental health workforce is involved in the development, update, and evaluation of Strategic Workforce Plans to address ongoing challenges, share learning to support consistency across Scotland and promote continuous improvement.

The refreshed Workforce Strategy and Plan will be submitted to the November 2023 Staff Governance Committee for approval.

3.1.2 Middle and Senior Leadership Development Programmes

The design and build of Middle and Senior Leadership Development Programmes is complete. The Middle Leadership Development Programme shall be known as 'Leading with Courage' and the Senior Leadership Development Programme will be known as 'Leading for Impact'. The programmes were approved at EMT in July and will be further presented to Staff Governance Committee in August 2023. A full delivery plan will now be developed with a view to commencing Leading for Impact in Q3 and Leading with Courage in Q4. Quarterly updates will be provided to EMT and Staff Governance Committee.

3.1.3 iMatter

Team confirmation commenced on 29th May 2023 and 100% of teams were successfully confirmed by the 23 June deadline. The 2023 response rate has been confirmed at 70%, a notable 5% increase from 2022 and an overall 13%

increase over the past two years. These improvements indicate that NHS 24 is actively fostering psychological safety and that our people want to engage with the organisation.

Next steps are for teams to develop Action Plans to address lower scoring elements of their survey results. Action Plan submission, confirmed by the line manager are to be complete by 15th December 2023. Updates and comparative analysis of NHS 24's performance against all other Health Boards will be reported through EMT and Staff Governance Committee in Q4.

3.1.4 Corporate Induction

In April 2023, the NHS 24 Induction Programme launched, providing a comprehensive onboarding experience for new employees, through both face-to-face and virtual formats. Thus far, a total of 98 members of staff have participated in the programme, and the feedback has been overwhelmingly positive. Currently, the overall effectiveness score stands at 96%.

3.1.5 Values and Behaviours Framework & Cultural Alignment Programme

A bespoke multi-level Values and Behaviours Framework has been created, which is applicable to all roles within NHS 24. It describes behaviours which align to NHS 24 organisational values and will help staff demonstrate how they can live the values in a practical way. The setting out of these behaviours supports our leaders to lead with a values-based future focus and enables all staff within NHS 24 to align their working practices to our shared values.

The Values and Behaviours Framework will be the foundation stone of cultural improvement work, and support a supportive, inclusive and values led culture as a healthy environment to support our collective efforts to achieve NHS 24 priorities.

The Values and Behaviours Framework and associated Cultural Alignment Programme was approved at EMT in July and will be submitted to Staff Governance Committee in August for further approval.

3.1.6 Establishment of Staff Experience Groups

Staff Experience Groups have been established in all centres (and HQ), to support and promote overall staff experience, organisational culture, and values across NHS 24. The groups will consider local issues raised by staff members and take forward actions to support improvements in staff experience.

The role of the Staff Experience Group:

- Ensure each centre identifies opportunities and challenges and proactive measures to ensure positive staff experiences for all
- Proactively support local communication and engagement with staff

- Ensure improvements in our culture and values is at the heart of everything that we do
- Support the local delivery of the Staff Governance Standard
- Development of local Action Plans and reporting

In order to maintain oversight of themes arising and ensure achievement of action plans, the Staff Experience Groups are supported by a Steering Group and Governance Group. Regular updates on progress of the Steering Group shall be reported through EMT and Staff Governance Committee.

3.1.7 Attrition

The Attrition Improvement Plan has been developed and is being implemented, with strategic actions for 2022/23 completed. Attrition continues to decrease – March 2022 was 26.28%, March 2023 was 25.05% and by June 2023 we are at 23.41%. A reduction of around 3% equates to 40 WTE.

Around 30% of leavers leave within the first 12 months of employment. A review of the exit interview process is complete and exit interview completion rates have increased from 14% in January 2023 to 40.74% in June 2023. Check in questionnaires have been developed and issued to new starts when they reach three, six and nine months employment. Overall scores were 7.97/10 for job satisfaction and 8.19/10 for recommending NHS 24 as a great place to work. Follow up calls with anyone who leaves within their first 12 weeks of employment has been implemented since May 2023, the results of which will be monitored.

3.1.8 Strategic Review of Recruitment

Following the outcome of the Strategic Review of Recruitment, the workforce team are progressing the following:

- Creating candidate personas
- Redesigning & updating candidate Job Pack / Materials
- Introducing Initial Assessment Interview
- Introducing an NHS Living the Values Online Assessment Platform
- Updating Face-to-Face Interview - Values Based Competency Interview
- Recruiting and training Recruitment Ambassadors for each site
- Recruiting and Refreshing Hiring Manager 'Pool' of Interviewers

The new model is intended to reduce hiring manager time, increase training pass rates, and reduce attrition rates.

3.1.9 Health and Safety

In line with the Health and Safety Executive we have implemented a Plan, Do, Check, Act approach to effectively manage health and safety in the workplace. H&S indicators were agreed and include active/leading indicators which are preventative in nature and reactive/lagging indicators as a measure

of when things have gone wrong. Positive progress has been made on all KPIs giving assurance that NHS 24 is developing and maintaining a positive health and safety culture where risks are controlled sensibly.

3.1.10 Workforce Digital Transformation

A new post to support the digital transformation of workforce has been approved. Digital transformation involves changing the way HR functions so that technology is at the centre of every process to improve organisation-wide efficiency and equips all to make better decisions with consolidated data. The benefits of digital HR transformation include:

- Discovering fresh insights from reports and analytics
- Increasing productivity and reducing errors by automating repetitive tasks
- Improving the employee and manager experience

A 3-year workforce digital transformation plan has been developed and includes electronic forms, workflows, integrations, automated reports, dashboards for the whole employee lifecycle. The plan also incorporates developing the knowledge, skills and capability of the Workforce Directorate as well as supporting enhanced levels of data and digital literacy across the organisation.

3.1.11 Attendance Management and Health & Wellbeing

Attendance Management continues to be a key area of activity and focus for all NHS 24 cohorts of staff. Short term absence has continued to decrease over the quarter to 3.85% overall (-0.46%). Long term absence has also seen a decrease from the previous quarter to 3.85% (-0.30%). Overall, for the whole quarter absence has reduced to 7.31% at the end of June 2023, 0.64% less than end of quarter 1, although not significant, an achievement in terms of sustained reduction.

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. A main area of activity is the Wellbeing Team Managers implementing and training line managers on an agreed attendance management framework, equipping managers to be confident in all aspect of attendance management compliance.

Wellbeing and People Manager post appointment took place in June 2023 this supports the strategic drive to develop a culture of inclusion that supports our people's health and wellbeing, and they will be integral in developing the Wellbeing Strategy further.

During the quarter, NHS 24 also gained Carer Positive recognition, demonstrating our efforts in supporting our staff who have caring

responsibilities. An action plan is being developed to raise awareness of the support on offer as well as looking at what else can be done in this arena.

3.1.12 HR Advisory Model (3 Tier Model)

In support of the move towards a 3 Tier delivery model, the initial intranet revamp work concluded, creating a much more user friendly and single source of information for managers and staff at Tier 0 level. This work will evolve as we move to a new Corporate SharePoint site for the intranet. Additionally, a new ticketing system (ServiceNow) for handling queries was launched in Lumina. This ensures all queries come via one channel and are dealt with by the appropriate cohort of staff. Initial feedback is going well with timescales of responses being met and satisfaction levels positive. ServiceNow will be expanded and full roll out is underway.

3.1.13 Shift Review

Significant input and management of shift review phase two process has been undertaken with an increased focus to get the final staff through the process. Governance meetings are in place until this is finalised. A review of this process will take place once complete before entering any further phases.

3.1.14 Working in Partnership

The Partnership Agreement has been signed off and revised Regional Partnership Forum Agenda to avoid duplication whilst maintaining linkages to the Staff Experience Groups. This also incorporates the Once for Scotland approach around interpretation of local policy. Monthly meetings have been set up with HR Reps and TU Reps at local level with a view to improve partnership working.

The Area Partnership Forum (APF) self-assessment has been completed and actions arising will form the APF workplan which will be developed in the next quarter. Health Information Services have been involved in an organisational change programme, Workforce and Partnership colleagues have actively been supporting this work and this has moved to formal consultation phased for final output to be agreed by EMT.

3.1.15 Vaccination Programme

The Autumn/Winter Staff Vaccination Programme for NHS 24 is planned to commence week beginning 4 September 2023. Currently we await JCVI advice due on the 31 July 2023, however we have started planning on the basis of previous years and have re-started the Staff Vaccination Programme Sub-Group within NHS 24. In line with policy planning assumptions, we will offer the Flu Vaccine only for the first two weeks and then offer co-administration of both the Flu and COVID-19 Vaccine. Offering the COVID-19 vaccine further into September will offer optimum protection for the winter period. A Senior Nurse has contacted Public Health Scotland to request NHS 24 is included in their vaccine report to health boards to allow us to access the

number of NHS 24 staff who have received the vaccine via the national programme rather than our staff programme.

4. BEING A COLLABORATIVE FORWARD-THINKING PARTNER

4.1 Paramedic Students

NHS 24 hosted four paramedic students from Glasgow Caledonian University for two-week placements in May and June. Their project-based placements focussed on increasing understanding around falls-related calls and pathways to the 111 service. An NHS 24 physiotherapist was their practice educator while on placement, with weekly coaching from the Quality Improvement & Evaluation Team. Work is underway to arrange dates for further AHP students for project-based placements.

4.2 Continuing to Strengthen NHS 24's Organisational Effectiveness

4.2.1 My Health, My Care, My Home Healthcare Framework

The Associate Clinical Director attended the initial meeting of the Healthcare Framework Implementation Group, which has been set up to support the implementation of the *My Health, My Care, My Home* Healthcare Framework for adults living in care homes (published June 2022). The group plans to also align the framework with other workstreams and governance across the health and social care system. As care home staff regularly access the NHS 24 111 service, there is an opportunity here for us to learn more about the issues and challenges faced in trying to access the right care in the out of hours period and allow us to identify ways we can further meet the needs of that patient population.

4.2.2 Climate Emergency and Sustainability

The NHS Scotland Executive Sustainability Leads meeting took place in July 2023, where the discussion included decarbonising the NHS vehicle fleet, reducing emissions related to nitrous oxide/Entonox[®] use, and examples of potential co-operation between Health Boards and Scottish Water. One proposal being developed between an NHS Territorial Board and Scottish Water is looking at the potential to use heat generated by a water treatment plant to heat a nearby hospital. As this work progresses there may be potential opportunities for a similar approach to be considered by NHS 24 supporting our climate change and sustainability agenda going forward.

4.2.3 Relocation of Aberdeen Office

NHS 24 is delighted to announce the approval of the relocation of our Aberdeen office to Forest Grove House on the same campus as our current site. This is collaborative work with NES resulting in NHS 24 using a smaller day time footprint and expanding into NES space in the out of hours period, maximising the use of the building for both organisations.

4.2.4 Corporate Escalation Level

NHS 24 currently operates at Moderate 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. This is being kept under review due to challenges in key areas such as clinical capacity.

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.