

<b>NHS 24 BOARD MEETING</b>		<b>02 MARCH 2023 ITEM NO 9.1 FOR ASSURANCE</b>	
<b>NHS 24 CORPORATE STRATEGY DEVELOPMENT UPDATE</b>			
<b>Executive Sponsor:</b>		Director of Transformation, Strategy, Planning & Performance	
<b>Lead Officer/Author:</b>		John Barber, Head of Strategic Planning	
<b>Action Required</b>		The NHS 24 Board is asked to note the update on the development of the new NHS 24 corporate strategy and the revised timescales to conclude development of the Strategy.	
<b>Key Points for NHS 24 Board to consider</b>		<ul style="list-style-type: none"> <li>• The Strategy and timescale for delivery are aligned to the anticipated commission from Scottish Government for a medium-term plan and NHS 24 SPRA process</li> <li>• The objectives and ambitions within the Strategy will be measured through the development of an delivery framework and quality management approach and systems, where this will be the benchmark for how NHS 24 plan, define, develop, deliver and continuously improve services and ways of working.</li> </ul>	
<b>Governance process</b>		The new strategy is expected to be delivered by the first quarter of the 2023/24 financial year. A Strategic Planning Group provides oversight and monitoring of the development of the strategy with updates provided to EMT, the Planning & Performance Committee and the NHS 24 Board.	
<b>Strategic alignment and link to overarching NHS Scotland priorities and strategies</b>		The NHS 24 strategy will be aligned to the strategic roadmap for Scotland, Scottish Government Ministerial Priorities and be cognisant of the emergent NHS Scotland Delivery Plan and the Care and Wellbeing Programmes, changing policy landscape and emergent NHS Scotland strategy.	
<b>Key Risks</b>		<ul style="list-style-type: none"> <li>• Residual uncertainty across NHS Scotland priorities and planning continue to challenge alignment within NHS 24's Strategy development.</li> <li>• Timescales are ambitious and present some challenge to the formal consultation process mitigated by the iterative approach to date.</li> </ul>	
<b>Financial Implications</b>		There are no current financial implications and when approved the delivery of the strategy will be through	

	established planning, inclusive of finance and workforce, on a 1 to 3-year basis, approved by the NHS 24 Board.
<b>Equality and Diversity</b>	At this stage there are no issues, however, this will be a clear imperative in the development and delivery of all NHS 24 strategies and plans. There will be an initial equalities screening of the engagement approach and the draft Strategy.

**1. RECOMMENDATION**

1.1 The NHS 24 Board is asked to:

1.1.1 Note the strategic objectives, ambitions, direction of travel and horizons/timescale the Strategy will cover.

1.1.2 Note the timescales for delivery of the draft to align with and inform a revised, embedded and integrated cyclical SPRA process.

**2. TIMING**

2.1 The new Corporate Strategy is expected to be delivered by the first quarter of the 2023/24 financial year. Timing is determined by ability to meaningfully engage with key stakeholders, but to also align with corporate governance planning frameworks. Notably there is a desire and intention to engage internally with NHS 24 staff to increase visibility and buy-in to the Strategy as a beacon and unifying blueprint for future planning and operational delivery.

**3. BACKGROUND**

3.1 NHS 24 is developing a new corporate strategy. This builds upon previous work that, although paused due to sustained COVID-19 pressures, led to the development of NHS 24's Strategic Intent. The Strategic Intent was approved by the Board in June 2022 and, through a series of high-level statements, described NHS 24's future ambitions and a direction of travel to provide a foundation for the development of the new strategy.

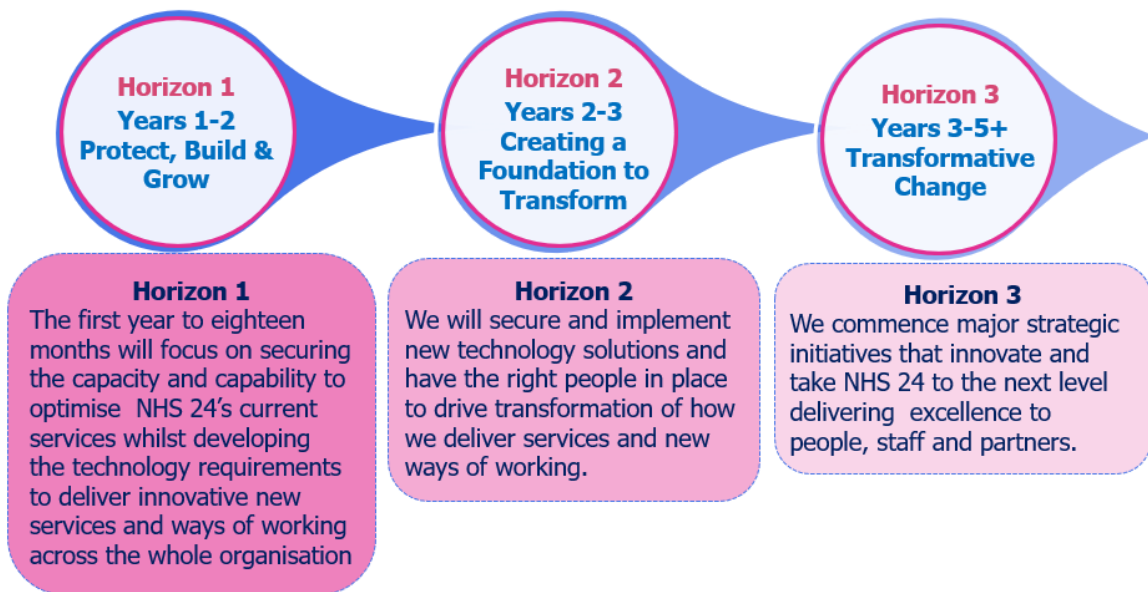
3.2 A Strategic Planning Group (SPG) has been established to provide oversight and input for the effective development and delivery of the new Strategy. The SPG has representation and subject matter experts from across NHS 24 to ensure the development of the Strategy is stakeholder and intelligence-led, reflective of insight and views captured via meaningful engagement, and that it has synergy with other NHS 24 frameworks and roadmaps.

3.3 A Communications and Engagement (C&E) workstream is established as a subset of the SPG and meets weekly to develop and monitor delivery of a C&E plan. This includes links with Health Improvement Scotland's Community Engagement Team to extend reach via their networks; and engagement with

the NHS 24's Public Partnership Forum to sense-check and offer perspectives about the Strategy development.

**STRATEGY DEVELOPMENT: EMERGENT OBJECTIVES AND AMBITIONS**

3.4 The iterative development of the new Corporate Strategy has enabled frequent appraisal of Strategic Intent, ambition and direction of travel against continued change across NHS Scotland planning, Scottish Government policy and public sector fiscal challenges. The level of uncertainty is expected to persist and this alongside situational analysis and stakeholder feedback has redefined objectives, horizons and timescales for the Strategy:

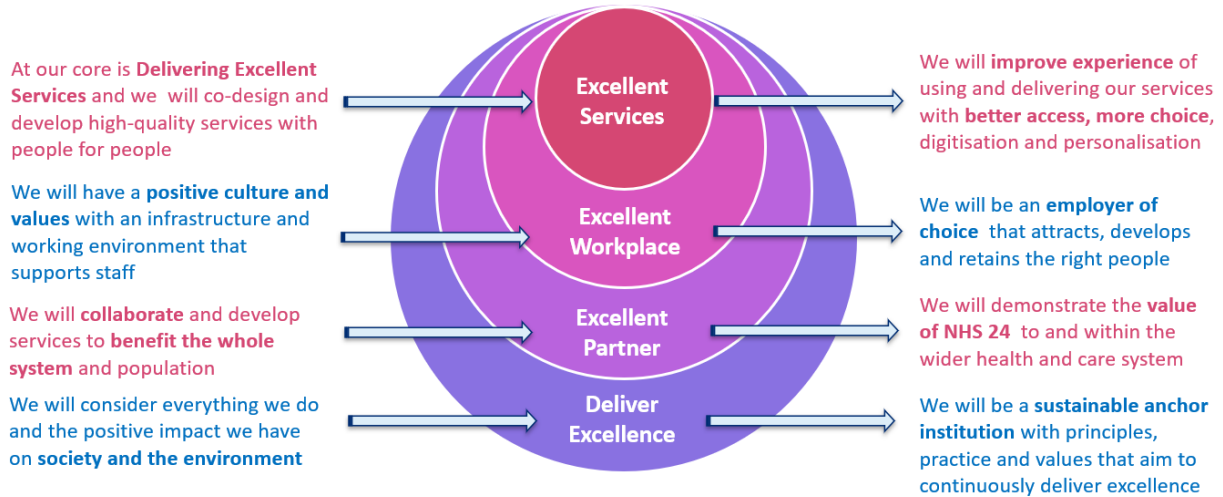


3.5 The Strategy will therefore, as determined by the development process, extant circumstance and landscape, build upon what NHS 24 has learned, what has been heard, and what is expected in terms of national role and core purpose – providing the people of Scotland access to high quality, safe, effective and person-centred care, support, advice and information night or day 365 days per year.

3.6 This aligns with feedback consistently heard from stakeholders emphasising the vital national role of NHS 24 in providing urgent care to support the Right Care Right Place model. In addition there is a responsibility to deliver against Scottish Government policy, support NHS Scotland priorities and the wider health and care system, and to improve individual and population health and wellbeing; and our commitment to act on the climate emergency and sustainability.

3.7 Central to this, the emergent overarching strategic objective is about access, where this encompasses factors such as ease of access, accessibility, choice and modality. This is often underpinned by use of technology or 'more digital' services to provide better connected, personalised services that improve access and effectiveness whilst reducing repetition and effort by offering increased choice based on preference and need.

3.8 Alongside this is feedback about continuously delivering excellence. At the heart of this NHS 24 staff want to provide the best possible experience and outcomes for people that use services and demonstrate a positive impact on society and the environment. This is the basis for three overarching ambitions with enablers and outcomes to deliver Excellent Services, provide an Excellent Workplace and to be an Excellent Partner.



3.9 Ultimately, the strategy will seek to describe a future NHS 24 and how it will support people to identify, access and navigate to the right type and level of support, expertise or information they need, whilst providing the best journey, outcome and experience for them, and NHS 24 staff and partners.

3.10 Fundamental to this and the foundation another key strategic objective will be the development of a quality management system (QMS) and approach based on NHS Scotland's Quality Ambitions and principles of Realistic Medicine and Value Based Healthcare as described in NHS 24's Quality Framework (under revision) and Clinical Roadmap. This will be systematically embedded across all systems, process and functions to better know and understand how we deliver excellence to meet and exceed expectations.



3.11 The QMS will be the basis for the measurement of the overall quality of the end-to-end journey through NHS 24 services to cover every aspect of the interaction, experience and outcome to ensure we efficiently and effectively

meet needs and provide value for money. It will also be central to how NHS 24 defines, develops, delivers and continuously improves services and ways of working by ensuring all plans are aligned to the QMS and by default strategic objectives.

## **STRATEGY DEVELOPMENT: TIMELINE**

- 3.12 An early draft strategy has been issued to SPG subject matter experts to review specialist content and sense-check the overall sentiment, pitch and feel. Initial feedback has been positive but indicates some restructuring to further emphasise the key objectives and ambitions described above. The aim is to complete these revisions by end-February with further design input to have a draft for consultation with supporting C&E materials completed by mid-March.
- 3.13 There will be a 6-week consultation period with a supporting comprehensive C&E plan to formally engage with all stakeholders through the SPG and more formally through the Chair and Chief Executive Office. The engagement will be iterative building upon previous approaches and feedback using a full range of online and face-to-face opportunities to engage with the public, NHS 24 staff and partners.
- 3.14 As described the Strategy is intended to unify all organisational plans, frameworks and roadmaps. As previously agreed, it will be supported by a fully embedded and integrated rolling 3-year Strategic Planning and Resource Allocation (SPRA) process that is delivered through aligned Annual Delivery Plans (ADP) to deliver the objectives set out in the horizons above. There is also a need to be cognisant of the expected Scottish Government commissioning process and indicative timescales are:
- SG Commission for 3-year ADP (strategic delivery plan) expected 10 March 2023
  - Strategy consultation w/c 20 March to run until the end April 2023
  - Strategy and 3-year strategic plan to NHS 24 Planning and Performance Committee 23 May 2023
  - Strategy and 3-year strategic plan to NHS 24 Board 25 May 2023
  - Three-year ADP to SG by end May 2023
  - Early June launch of NHS 24 Strategy and confirmation from SG of 3-year ADP (end June)

## **4. ENGAGEMENT**

- 4.1 As described there is significant engagement at all levels across the organisation that, for the purpose of oversight and assurance, includes regular progress updates to EMT and SPG, and specific engagement with the Board where required.

## **5. FINANCIAL IMPLICATIONS**

- 5.1 There are no financial implications associated with this paper.