NHS 24 – Delivery Plan Progress Report April 2021 - March 2022

Update: Quarter 4 - January 2022-March 2022

NHSS Reference	No	RAG Status (mandatory)				Deliverables (mandatory) *Horar can be quantitative or quantitative*					Lead Delivery Area	Risks (mandatory) *list key risks to delivery and controls/mitigating actions*			Outcomes (optional) *include outcomes if possible – repeat for each applicable deliverable/ add multiple outcomes if required*	Strategies, plans & programmes *repeat for each applicable deliverable/add multiple programmes if required*	NHS 24 Governance *Leads, contributors, support*		
	No. of Activity	Sept 21 Status	Dec 21 Status	March 22 Status		Key Deliverable - Description	Summary of activities etc. *(outline deliverables - key tangible pieces of work until March 2022)*	Milestones/Target	Progress against deliverables *and September 2021* *NB: for new deliverables, just indicate 'New'*	Progress against deliverables *and December 2021* *NB: for new deliverables, just indicate 'New'*	Progress against deliverables *and March 2022* *NB: for new deliverables, just indicate 'New'.* *This update actions since Dec 21*		Key Risks	Controls/Actions	Outcome(s)	List any major strategies/ programmes that the deliverable relates to	Lead	Contributor	Planning Lead
	1					**Supporting our Workforce and their Wellbeing**													
2021-N24-01	1.1	Green	Green	Green		Continue to develop our Workforce Health and Wellbeing Strategy and associated Action Plan.	• Continue to implement our Workforce Health and Wellbeing Strategy and associated Action Plan and monitor delivery. • Ensure that wellbeing resources are accessible to all staff across our workforce. • Continue to develop our support for staff working from home, enabling agile working approaches. • Further roll-out of Covid-19 vaccination to staff as they become eligible. • Develop a Leadership Development Framework for all levels within NHS 24. • Further develop our strategic approach to Workforce Planning.	31/03/2022	• Recently launched our Health and Wellbeing Strategy and Action Plan. The plan is reviewed on a regular basis at the monthly Health and Wellbeing Steering Group. • Engaged with staff, using a number of channels and approaches, to make staff aware of wellbeing resources and also included access to wellbeing resources, as part of CPD time within rotas. • Developing a Mental Health Charter which will underpin our commitment to becoming a mentally healthy workforce. We are currently engaging with staff experience groups to obtain feedback about the best way to develop and then launch the Charter within NHS 24. • Training continuing on attendance management and other Once for Scotland Policies •Healthy Working Lives initiatives progressing • Introduction of wellbeing/rest rooms in centres • Availability of coaching wellbeing support for staff • Review of workplace adjustments and development of a tailored adjustment plan for staff. • Establishing Minority Ethnic, LGBT+ and Disabled Staff Networks and supporting NHS 24 staff to participate in them. • Review and further development of Workforce Plan • Commencement of flu vaccinations w/c 13 September 2021 to 19 November 2021	• Health and Wellbeing Strategy and Action Plan is progressing and is reviewed on a regular basis at the monthly Health and Wellbeing Steering Group. This action plan links into the Attendance Management improvement plan. • NHS 24 continues to engage with staff, using a number of channels and approaches, to make staff aware of wellbeing resources and also includes access to wellbeing resource. NHS 24 have also been engaged with the Wellbeing Team Managers to ensure that wellbeing is promoted as part of supporting attendance management. NHS 24 are now working with Service Delivery to ensure health and wellbeing is included in the CPD plan for call takers. NHS 24 has developed a manager wellbeing hub where all wellbeing information is easily accessible by managers • NHS 24 is working with it's mental health team to put in place Mental Health First Aiders and this plan is progressing and it is hoped to have these first aiders in place for early next year. This links into the ongoing work on supporting NHS 24 staff through mental health support initiatives including Developing a Mental Health Charter which will underpin the organisations commitment to becoming a mentally healthy workforce. NHS 24 is currently engaging with staff experience groups to obtain feedback about the best way to develop and then launch the Charter within the organisation. NHS 24 has now purchased the Mental Health App to support its staff and a the Mental Health First Aiders will be in place by March 2022. • Training is continuing on attendance management and other Once for Scotland Policies and this will link into the new Management Essentials Programme. •Healthy Working Lives initiatives progressing as part of the Health and Wellbeing Action Plan including: • Introduction of wellbeing/rest rooms in centres which have now been put in place. • Availability of coaching wellbeing support for staff. This has now also been put in place. • Review of workplace adjustments and development of a tailored adjustment plan for staff. This work is progressing. • Establishing Minority Ethnic, LGBT+ and Disabled Staff Networks and supporting NHS 24 staff to participate in them. This is progressing • Review and further development of Workforce Plan. We now have a Workforce People Plan and part of this plan is the Health and Wellbeing Strategy and Attendance Management Improvement Plan. • The flu vaccination programme and COVID vaccination programme continues to be offered to NHS 24 in our centres. We continue to manage and provide information to staff in respect of COVID absence	The Corporate Health and Wellbeing Action Plan has now been reviewed for 2020/22 and updated for 2020/23. The main highlights of the 2020/22 plan were: all Centres now have wellbeing/rest rooms. Minority Ethnic, LGBT+ and Disabled Staff Networks have now been established. Training of Managers on Attendance Management Once for Scotland Policy. 91% managers have now been trained. Staff information available on NHS24.Scot Average view per week: 37.2 in four months to January 2022. An increase from 26.6 views per week the previous quarter. Use of Employee Assistance Programme Increased staff access to this service, 6 staff accessed wellbeing support in January 2022 compared to 2 in December 2021. Thive Mental Wellbeing App has been implemented – number of downloads 10% of staff have now uploaded the App. The updated action plan builds on activities from the 2020 – 22 plan. • For the 2022/2023 action plan our focus will be to engage with staff on a more regular basis and in different ways, (e.g. digital notice boards), so we can understand in detail the wellbeing support they find most beneficial so we can build this into our offering. We will include wellbeing questions in a future cultural survey to understand in more detail what sort of wellbeing support employees would find beneficial. It is a priority to capture feedback from our staff on what would be helpful to them. We will update our action plan when the results of the survey are available if this is possible. • In March 2022, 26% of all instances of absence across NHS 24 were due to mental health conditions. • The main priority of our wellbeing support will be to provide and signpost appropriate mental health interventions to help those people in work to stay well and to those people absent from work to get better. As part of this plan we will have in place by summer 2022, Mental Health First Aiders and we are also working on a Mental Health Charter as well as continue to promote our Mental Health App. • As part of our Healthy Working Lives gold award we will continue to signpost useful wellbeing information to staff. We have a Healthy Working Lives calendar which is available for staff to view on the intranet. We promote support available on the intranet, on the Staff Wellbeing pages of NHS24.Scot and via the Wellbeing Team Managers within our centres. We arrange presentations to managers of key support mechanisms (such as our EAP service, Remploy and the Thrive app). We also signpost information via the Employee Wellbeing Message of the Week and Team Talk (which on a quarterly basis is devoted to wellbeing).	NHS 24	NHS 24 does not adapt and respond to the needs of its workforce to enable a sustainably skilled workforce to reliably deliver current and future services	Review of Recruitment & Retention Develop a Strategy to promote NHS 24 as an employer of choice Develop a Succession Planning/Talent Management Plan Phase 2 of the shift review - Better working, better care Staff Attendance and Wellbeing Plans	Communities - we live in communities that are inclusive, empowered, resilient and safe Fair Work and Business - we have thriving and innovative businesses, with quality jobs and fair work for everyone Health - we are healthy and active Human Rights - we respect, protect and fulfil human rights and live free from discrimination	NHS 24 Health and Wellbeing Strategy Winter preparedness	Jacqui Hepburn	Pauline Docherty	Annie Robertson
	2					**On-Going Management And Recovery From COVID-19**													
2021-N24-02	2.1	Green	Green	Complete		• Continue to deliver COVID-19 pathway, with expanded levels of resource and resilience [Updated]	• Recruit additional COVID Call Operator Resource (Target of 150 WTE) • Manage, resource and deliver capability of the COVID-19 Service • Continue joint working with Boards and other partners to optimise the streaming of COVID-19 • Collaboration with NSS re campaign for Call operators and call handlers	31/03/2022	• In line with increased COVID demand, NHS 24 are increasing recruitment of temporary COVID Call Operators to ensure adequate resource to meet demand • Actively incorporating pathways into wider 111/Urgent Care service to optimise operational planning • Attending relevant national meetings and liaise with partners to maintain/optimise pathway including provision of Board CACs	• The projected/actual December WTE for COVID Call Operators was 96.54/92.54 with a shortfall of -60WTE • Recruitment is closely aligned to estates and training capacity and new centre in Dundee opened late December and recruitment of Call Operators is scheduled across January and February	•Decommission pathway as per Scottish Government Instruction with associated changes to technical systems, operational protocols and process and resourcing successfully carried out for target date and termination of service at midnight 31 March 2022.	NHS 24	Prevalence correlated to demand and resource loss that individually and combined can impact overall 111 performance Risk is amplified by other potential winter/demand scenarios as described in Winter Plan Supporting document e.g. Partner CAC availability Access to sufficient workforce supply in the context of dynamics affecting the highly competitive and fast paced job market in Scotland **Demand bleed to OOH due to partner availability/patient behaviours with access challenges at peak times.**	Situation is closely monitored by Senior Management Team and available escalation/mitigation options deployed as necessary Attendance at NIMT and other forums to monitor prevalence Increased recruitment activity across whole organisation with multiple job adverts, interviews and induction underway Report on progress against the targets set within RMP4 to the EMT fortnightly. Devising a recruitment marketing strategy to develop our employer brand, create our attraction strategy and promote NHS24 in the labour market	Children and Young People - we grow up loved, safe and respected so that we realise our full potential Communities - we live in communities that are inclusive, empowered, resilient and safe Health - we are healthy and active	NHS Recovery Plan Winter preparedness	Steph Phillips	Steph Phillips	John Barber
2021-N24-03	2.2	Green	Green	Green		Continue to provide a recognised trusted source of up-to-date health information and guidance about Coronavirus via NHS inform and expand our digital offering to help people manage their own health and wellbeing	• Continue to provide up-to-date health information and guidance about Coronavirus via NHS inform. • Continue to expand our digital offering to help people manage their own health - expanding use of NHS inform chat bot across broader range of topics, specifically child flu, adult flu and pregnancy screening. • Launch of Long COVID microsite (due 6 October 2021).	31/03/2022	• On-going development of COVID resources in line with latest guidance (e.g. vaccine and vaccine status). • Promotion of digital resources via google AdWords and paid social media campaigns. • Working with SG colleagues on development of Long COVID microsite (due 6 October 2021).	• On-going development of COVID resources in line with latest guidance (e.g. vaccine and vaccine status, isolation guidelines). • Delivery of COVID Status App front door on NHS inform (Oct 21) • Promotion of digital resources via google AdWords and paid social media campaigns. • Long COVID microsite additions in Dec 2021 (Ear, Nose, throat and Brain Fog)	• On-going development of COVID resources to support changes to COVID status and decommissioning of the COVID pathway • Delivered FME microsite to support introduction of new route to accessing forensic medial examination • Planning completed for the delivery of MH microsite • Planning completed for the delivery of SDSI microsite • Delivered updated MSK exercise videos and photography sourced from NHS experts	NHS 24	User behaviour may not align with digital service offering, resulting in continued high demand for 111 services.	Communication and marketing plans to encourage digital engagement and self-help.	Communities - we live in communities that are inclusive, empowered, resilient and safe Fair Work and Business - we have thriving and innovative businesses, with quality jobs and fair work for everyone Health - we are healthy and active Human Rights - we respect, protect and fulfil human rights and live free from discrimination	Winter preparedness Digital Health & Care Strategy	Ann-Marie Gallacher	Jonathan Rush	John Barber
2021-N24-04	2.3	Green	Green	Green		Continue to progress our digital developments, including use of digital services with our 111 offering and also integration with wider pathways of care. This will include the potential of our IVR, SMS and voicebot solutions to encourage self-care and communications to direct users to appropriate digital self-care resources or appropriate digital channels e.g. inform, webchat & Chabot.	• Develop self care pathways in line with RUC priorities • Direct people to digital self-care resources or appropriate digital combined channels e.g. inform, webchat & chatbot, through more focussed use of paid for social media activity • Take a user centred approach to digital access to primary care, linking with user engagement work on national digital front door work.	31/03/2022	• On-going development of self-help resources in line with current priorities. • Promotion of digital resources via google AdWords and paid social media campaigns.	• On-going development of self-help resources in line with current priorities. • Promotion of digital resources via google AdWords and paid social media campaigns. • 'Pharmacy First' AdWords campaign delivered between 18th Dec 21 - 14th Jan 22.	• On-going development of self-help resources in line with current priorities. • Promotion of digital resources via google AdWords and paid social media campaigns. • 'Pharmacy First' AdWords campaign delivered between 18th Dec 2021 - 14th Jan 2022.	NHS 24	1. User behaviour may not align with digital service offering, resulting in continued high demand for 111 services.	Communication and marketing plans to encourage digital engagement and self-help.	Communities - we live in communities that are inclusive, empowered, resilient and safe Fair Work and Business - we have thriving and innovative businesses, with quality jobs and fair work for everyone Health - we are healthy and active Human Rights - we respect, protect and fulfil human rights and live free from discrimination	NHS Recovery Plan Re-mobilise, Recover, Re-design: the framework for NHS Scotland Winter preparedness Digital Health & Care Strategy	Ann-Marie Gallacher	Jonathan Rush	John Barber
2021-N24-05	2.4	Green	Green	Green		Continue to provide non-clinical advice about Coronavirus and support to book COVID-19 testing for those who require assistance via a National COVID-19 non clinical Helpline. We will also review longer term delivery options for Helpline, although timeline moved to June 2022.	• Continue to provide quality assured non-clinical advice about COVID-19 • Continue to provide support to book COVID-19 testing • Review the longer term delivery options for the Helpline. With the ongoing demand for the COVID-19 service, we have determined that the review of longer term options will now take place by June 2022.	31/03/2022	• Helpline continues to be outsourced via co-delivery model with Ascensos to provide resilience and preserve resource and infrastructure for delivery of the 111 clinical services • Opening hours aligned with other National Helplines to minimise spend • The service is routinely monitored and reviewed to ensure best value and forward plan the longevity/viability of the current delivery model Due to current uncertainty on SG plans for COVID pathway and on respiratory demand, we propose to continue with our current delivery model. We will look to develop options around Quarter 4, once we are more aware of plans for the COVID pathway.	• Helpline continues to be outsourced via co-delivery model with Ascensos to provide resilience and preserve resource and infrastructure for delivery of the 111 clinical services • Opening hours aligned with other National Helplines to minimise spend • The service is routinely monitored and reviewed to ensure best value and forward plan the longevity/viability of the current delivery model Due to current uncertainty on SG plans for COVID pathway and on respiratory demand, we propose to continue with our current delivery model. We will look to develop options around Quarter 4, once we are more aware of plans for the COVID pathway.	• New: Review need for and longevity of the co-sourced model of the Helpline in line with Scottish Government commission and COVID-19 recovery strategy • New: 90 day notice of termination submitted to supplier on 31 March 2022 to align with current funding allocation and contractual obligations • New: Develop transition plan to recover NHS inform telephony back to BAU delivery as distinct offering to Helpline • New: Develop evidence to submit to Sponsor to seek Ministerial approval to decommission Helpline	NHS 24	1. Fluctuating prevalence and therefore service demand and effectively forecasting to balance resource/spend 2. Lack of stability – Helpline demand and other internal pressures/winter factors – limits confidence in current ability for direct delivery **3. Low demand will result in underutilised use of resource and poor cost effectiveness with supplier due to minimal commercially viable model for the duration of the contract.**	Regular operational and contractual meetings with supplier in place to review and adjust resource accordingly Control measures and triggers/parameters have been identified that would initiate return to direct deliver **Seek Ministerial approval to decommission Helpline and work with supplier to minimise spend.**	Children and Young People - we grow up loved, safe and respected so that we realise our full potential Communities - we live in communities that are inclusive, empowered, resilient and safe Culture - we are creative and our vibrant and diverse cultures are expressed and enjoyed widely Economy – we have a globally competitive, entrepreneurial, inclusive and sustainable economy Education - we are well educated, skilled and able to contribute to society Environment - we value, enjoy, protect and enhance our environment Fair Work and Business - we have thriving and innovative businesses, with quality jobs and fair work for everyone Health - we are healthy and active Human Rights - We respect, protect and fulfill human rights and live free from discrimination International - we are open, connected and make a positive contribution internationally Poverty - we tackle poverty by sharing opportunities, wealth and power more equally	NHS Recovery Plan Winter preparedness	Steph Phillips		John Barber
	3					**Continued Development Of National Urgent Care Pathways**													
2021-N24-06	3.1	Amber	Amber	Green		Recruit resource required to meet the continuing demand. Exploring the use of both internal and external Nursing Banks, outsourcing and other feeder programmes.	• Recruit resource required to meet the expected increase in demand of an additional 13.5k calls per week. • Development of internal staff bank • Creation of career pathways to convert call operators to call handlers • Collaboration with NSS re campaign for Call operators and call handlers • Full review of our approach to Strategic Workforce Planning, which will include an updated establishment figure for each skillset. • Ongoing consistent communications across social media channels to help manage service demand in real time at busy periods. This work will continue throughout the winter.	31/03/2022	• Recruitment continues at pace against current training capability and capacity and available infrastructure and expertise • Dundee Recruitment - recruitment is underway for approximately 300 staff, with key contacts established with the local job centre, Discover Work Dundee and engaged with the University. • We have also developed a range of signposting content which helps direct the public to the right care in the right place including digital marketing directly to our self help guides and symptom checkers and guide to services content which is also being shared with primary care. We have also deployed communications on the 111 page of NHS24.scot which advises the public of our busiest periods and signposts to additional services	• Recruitment continues at pace against current training capability and capacity and available infrastructure and expertise. The key focus since September has been to recruit to our new centre in Dundee which opened on 20 December 2021. The recruitment team and service delivery are working extremely hard to fill current vacancies across the organisation with multiple adverts, interviews and inductions ongoing. Discussions are being held around priorities for January advertising, pending confirmation from Service Delivery of bases and teams to recruit to for each skill-set. There are a number of frontline inductions early 2022, and work is now also underway to establish Dundee intake dates to maximise the current pipelines. Recruitment and service delivery have scheduled a number of Call Handler, temporary Call Operator and Clinical Supervisor sessions for January and February. Ongoing discussions are underway to arrange suitable sessions for the remaining pipeline for these skill-sets. By March 2022 it is anticipated that around 140-new staff will be based in Dundee. In 2021 NHS 24 expanded the workforce by advertising 158 recruitment campaigns and welcomed 422 new members of staff. NHS 24 report on progress against the targets set within RMP4 to the Executive Management Team fortnightly. NHS 24 is developing a recruitment marketing strategy to develop its employer brand, create an attraction strategy and promote NHS24 in the labour market We will be converting a number of our TCOs into Call Handlers in January to boost our numbers there. Work is ongoing to fill Clinical Supervisor intakes in Dundee in March and candidates have been identified to fill all but one of the available slots. We are looking to start a further 30x- CS in Jan - March as interviews concluded on 30/12. • We have also developed a range of signposting content which helps direct the public to the right care in the right place including digital marketing directly to our self help guides and symptom checkers and guide to services content which is also being shared with primary care. • We have also deployed communications on the 111 page of NHS24.scot which advises the	The existing 35 TCOs NHS 24 have will covert to Call Handlers or have their fixed term contract terminated as of 1st week in April 2022. It is in anticipated that only 4 will not remain with NHS 24. The two vacant CDM posts for Dundee have now been filled. By March NHS 24 will be at 80% or over at target for CH, TM, CS, SCN – if there had not been so much turnover this could have been met which is why NHS 24 needs to focus on retention not just recruitment. Rather than looking at turnover in isolation NHS 24 has established an operational workforce planning group to look overall at how it gets to a stable workforce. An attrition improvement action plan has been approved which sets short, medium and long term goals. Through this work there will be accurate reporting on attrition, improved retention and a deliverable action plan to curb attrition. An Establishment Control process and panel has been established which will provide a structure for decisions and governance on staffing establishment changes at a strategic level. Workforce Planning for 2022/23 is well underway and being progressed via the Operational Workforce Planning Group. In order to reach and then maintain target if the attrition does not improve this means NHS 24 need to recruit around 350 WTE. The organisation is working with CBT to determine what locations and shift patterns are required and when so NHS 24 can move to some targeted recruitment e.g. students to work evenings and weekends. It was agreed with EMT that Bank staff was not an option for NHS 24 at this time, rather it would be revisited in 6 months time.	NHS 24	The level of drop-out/attrition of staff means that targets will not met for winter/festive Estates expansion to Dundee is delayed and impacts recruitment plan NHS 24 does not adapt and respond to the needs of our workforce to enable a sustainably skilled workforce to reliably deliver current and future services 4. High levels of overall demand, wider unmet need and the impact on RUC pathway may impact service delivery as described in Winter Plan Supporting document.	Regular Review of Recruitment & Retention through performance improvement frameworks Develop a Strategy to promote NHS 24 as an employer of choice Develop a Succession Planning/Talent Management Plan Phase 2 of the shift review - Better working, better care Staff Attendance and Wellbeing Plans	Children and Young People - we grow up loved, safe and respected so that we realise our full potential Education - we are well educated, skilled and able to contribute to society Health - we are healthy and active Human Rights - we respect, protect and fulfil human rights and live free from discrimination International - we are open, connected and make a positive contribution internationally Poverty - we tackle poverty by sharing opportunities, wealth and power more equally	NHS Recovery Plan Redesign of Urgent Care Programme Integrated Unscheduled Care Programme Six Essential Actions	Jacqui Hepburn	Marnie Westwood	Annie Robertson
2021-N24-07	3.2	Green	Green	Green		NHS 24 will, as part of the national programme of urgent care redesign, continue to work collaboratively to support the Phase 2 and further design and development of urgent care (including MH and MSK pathways)	• Review NHS 24 contribution to the national evaluation of urgent care • Work collaboratively to support the further design and development of urgent care pathways • Support the development of national mental health urgent care pathway • Explore opportunities to work with local partnerships to develop new pathways	31/03/2022	• Attend national strategic and workstream meetings to understand/clarify objectives and any potential impact/development required by NHS 24. • Lead AHP focussing on MSK and providing leadership at national level to scope potential benefits/best use of physiotherapy expertise to manage and stream demand. Projects have been agreed across a number of areas and work was to progress to agreed timescale; however due to system-wide pressure these timescales are at risk and these will be revisited in the New-Year • Co-ordinate work with NHS 24 Mental Health Programme • Attend Partner Safe Space meeting to continually improve pathway and patient outcomes • Support data and evaluation groups and review internal pathway for insight and learning	• Attending national strategic and workstream meetings to understand/clarify objectives and any potential impact/development required by NHS 24. Overall Phase 2 progress has been limited due to current system-wide pressures • Lead AHP focussing on MSK and providing leadership at national level to scope potential benefits/best use of physiotherapy expertise to manage and stream demand. Projects have been agreed across a number of areas and work was to progress to agreed timescale; however due to system-wide pressure these timescales are at risk and these will be revisited in the New-Year • Co-ordinate work with NHS 24 Mental Health Programme • Attend Partner Safe Space meeting to continually improve pathway and patient outcomes • Support data and evaluation groups and review internal pathway for insight and learning	RUC and MSK - continue to attend national strategic and workstream meetings as per last update - Lead AHP focussing on MSK and providing leadership at national level to scope potential benefits/best use of physiotherapy expertise to manage and stream demand. A draft report with findings and recommendations has been submitted; awaiting feedback from SG team. This will also be shared with NHS 24 RUC Programme Board. Awaiting clarification regarding next steps for RUC workstreams.	NHS 24	That emergent programme objectives/priorities and timescales for delivery will be unworkable if coincide with winter pressures **System-wide pressure has intensified with increasing COVID-19 prevalence and there is risk to timelines for delivery of objectives.** Unmet need from across the system is manifested and increasing in the speak to GP outcome. This can have an impact of performance, patients experience and reputation and is detailed in the Winter Plan supporting documentation	Internal Programme Board provides oversight and coordination for all RUC work including internal optimisation, performance review and evaluation Continue to work with SAG and partners to understand capacity/capability to deliver objectives within agreed timescales	Children and Young People - we grow up loved, safe and respected so that we realise our full potential Communities - we live in communities that are inclusive, empowered, resilient and safe Culture - we are creative and our vibrant and diverse cultures are expressed and enjoyed widely Economy - we have a globally competitive, entrepreneurial, inclusive and sustainable economy Education - we are well educated, skilled and able to contribute to society Environment - we value, enjoy, protect and enhance our environment Fair Work and Business - we have thriving and innovative businesses, with quality jobs and fair work for everyone Health - we are healthy and active Human Rights - we respect, protect and fulfil human rights and live free from discrimination International - we are open, connected and make a positive contribution internationally Poverty - we tackle poverty by sharing opportunities, wealth and power more equally	NHS Recovery Plan Redesign of Urgent Care Programme Integrated Unscheduled Care Programme Six Essential Actions	Steph Phillips	Laura Neil	John Barber
	4					**Development Of A Suite Of Mental Health Services**													
2021-N24-10	4.1	Green	Green	Green		NHS 24 will continue to consolidate operation of the Mental Health Hub and links to other NHS 24 Mental Health Services (SAS/Police Scotland Collaboration, CBI, Breathing Space, Living Life). This will include applying a whole systems approach to incorporating a clear mental health pathway within the national Urgent Care pathway.	• Update of Mental Health Programme scope - planning and prioritisation of programme/project activities planned in September/October 2021. • Explore further opportunities to improve user journeys and increase access to services. • Incorporating a mental health pathway in line with national RUC pathway. • Develop Distress Brief Intervention (DBI) work in line with evaluation recommendations. • Further embed the DBI Level One training.	31/03/2022	G: 16 WTE PWFs now employed against a revised target of 13. As of September 26, the MH Hub has made 4,749 DBI referrals averaging 94 per week in Aug/Sep (up from 84 in Jun/Jul). Demand for DBI was unknown, however the steady increase of DBI referrals has helped reduce call times and the number of OOH CPN referrals.	• Mental Health (MH) Programme scope - all work agreed through to March 2022 and signed off by Programme Board - complete • There is an on-going review/evaluation process to improve service user journeys - including MH Programme Scope Review. The following evaluations have been completed and approved by MH Programme Board in 2021. Hub, DBI, Police Scotland Pathway, SAS Pathway, Health & Social Care Helpline, Digital Signposting Tool. Breathing Space Webchat evaluation was approved in December 2021. All evaluations informed improved service journeys. A transfer line between Breathing Space and Mental Health Hub was implemented to further enhance the patient journey. In December the Hub answered a total of 7,262 calls across the month, 2.5% higher than November. In December, Self Care accounts for the highest percentage of outcomes at 46.9%. • The NHS 24 referral pathway to DBI has had 6,171 referrals from May 2020 to December 2021. December 2021 saw the highest number of monthly referrals since the Hub opened with 463 referrals (52 more than November 2021). DBI Level 1 training has been embedded within NHS 24 MH training.	Q4 saw the extension of the Mental Health Hub into Dundee. 68 PWF's now employed against a revised target of 123. Recruitment ongoing. Update on statistics request sent to MI team. Mental Health Board planning session for 2022/23 scheduled for April 2022.	NHS 24	There is a risk that the collaboration cannot recruit into vacant MH/PS posts due to the current competitive market in the wider NHS and public sector In relation to work on the NHS 24/SAS/ Police Scotland Collaboration, from March 2022, this work is at risk due to lack of identified funding.	Collaboration between Service Development and Workforce Directorate to maximise recruitment strategies. Develop a Strategy to promote NHS 24 as an employer of choice. Regular Review of Recruitment & Retention through performance improvement framework.	Children and Young People - we grow up loved, safe and respected so that we realise our full potential Communities - we live in communities that are inclusive, empowered, resilient and safe Education - we are well educated, skilled and able to contribute to society Health - we are healthy and active	NHS Recovery Plan Scottish Mental Health Strategy / Mental Health Delivery Plan The Coronavirus (COVID-19): Mental Health Transition and Recovery Plan	Steph Phillips	Carol-Anne Scott	Annie Robertson
2021-N24-11	4.2	Green	Green	Green		Continue to collaborate with Police Scotland to embed Mental Health Nurse Practitioners providing mental expertise within Police Scotland Command Centre to provide a person-centred experience.	• Embed Mental Health Nurse Practitioners within Police Scotland Command Centre. Trials held August - September 2021 with 'test of change' planned for October 2021 with 1 MHNP.	31/03/2022 30/11/2022	1 MHNP commenced training on 16 August 2021. Trials held in August-September in preparation for October test of change.	• 5 MHNP have now been recruited - 1 x MHNP in PS setting stage, 1 x MHNP in NHS 24 training, 3 x MHNP completed NHS 24 training - all NHS 24 trained MHNP will undertake 1 week of training with Police Scotland (PS) on a staged basis • Recruitment will continue in Feb 2022 for remaining MHNP to reach a target of 6. • A test of change will commence during Q4 2022 for 4-6 months with the staff recruited. This will be monitored closely by NHS 24 & PS. This date has been extended due to numerous changes e.g. COP26, COVID-19, recruitment and training • An evaluation will be undertaken after completion of the Test of Change.	The Mental Health Nurse Practitioner within Police Scotland Command Centre Test of Change (ToC) went live on Tuesday 15 March 2022 with 3 Mental Health Nurse Practitioners. This ToC will be for a period of 4 months and is monitored closely with NHS 24 and Police Scotland. An evaluation will be undertaken on completion of the ToC. Recruitment for the remaining PWP to reach the target of 6 is proving challenging although will continue.	NHS 24	There is a risk that NHS 24 will not meet its recruitment targets due to the competitive market and finite resource pool.	Develop a Strategy to promote NHS 24 as an employer of choice Regular Review of Recruitment & Retention through performance improvement framework	Children and Young People - we grow up loved, safe and respected so that we realise our full potential Communities - we live in communities that are inclusive, empowered, resilient and safe Education - we are well educated, skilled and able to contribute to society Health - we are healthy and active	NHS Recovery Plan Scottish Mental Health Strategy / Mental Health Delivery Plan The Coronavirus (COVID-19): Mental Health Transition and Recovery Plan	Steph Phillips	Carol-Anne Scott	Annie Robertson
2021-N24-12	4.3	Green	Green	Green		Due to the increase in service demand, the target PWP WTE has increased significantly. To support this, we are exploring introduction of a lower Band trainee PWP role to open up the market, create a career pathway and grow our own PWPs for the future whilst supporting service demand at this time.	• Increase recruitment of PWPs, including new site in Dundee,	31/03/2022	NEW	• Recruitment underway with the MH Hub operational in Q4 • A paper on clinic careers and career paths is going to EMT 07/12 re next steps • Further recruitment will take place once the hub is open in Dundee	Band 4 PWP has been postponed due to ongoing work with NES around an Enhanced Practitioner Programme (B4). The focus has shifted to introduce B5 MH Nurses which then creates a career path for MH staff. Workforce have supported Nursing and Care with an SBAR which will be submitted to EMT in March 2022 for approval. The MH Police Scotland pilot is underway and NHS 24 is still actively responding to these roles. The focus for February and March has been to recruit to all MH posts for both West and Dundee, interviews for most posts are underway. For the MH Hub NHS 24 will be at just over 50% of the recruitment target – the main reason this has not been met is the Dundee centre not up and running until December 2021 and Block B not available until March 2022.	NHS 24	There is a risk that NHS 24 will not meet its recruitment targets due to the competitive market and finite resource pool.	Develop a Strategy to promote NHS 24 as an employer of choice Regular Review of Recruitment & Retention through performance improvement framework	Children and Young People - we grow up loved, safe and respected so that we realise our full potential Communities - we live in communities that are inclusive, empowered, resilient and safe Education - we are well educated, skilled and able to contribute to society Health - We are healthy and active	NHS Recovery Plan Scottish Mental Health Strategy / Mental Health Delivery Plan The Coronavirus (COVID-19): Mental Health Transition and Recovery Plan	Jacqui Hepburn	Marnie Westwood	Annie Robertson
2021-N24-13	4.4	Green	Green	Green		Continue work on mental health digital services, including the development of a digital entry point into mental health service, such as cCBT directly through NHS inform. This will be in line with priorities from the Mental Health Digital Programme Board.	• Development of phase 1 of digital mental health platform within NHS inform, support enhanced online resources including video content and supporting a digital entry point into mental health service. Project to commence in September 2021 with Phase 1 to be delivered by March 2022. • Continued paid for social marketing to raise awareness of digital services. • Safer Online Suicidal Journeys (SOSJ) project commenced in August 2021 to be delivered by March 2022.	31/03/2022	Continued paid for social marketing to raise awareness of digital services. Safer Online Suicidal Journeys (SOSJ) project commenced.	•Signposting tool – evaluation of paid for social marketing to raise awareness of digital services presented to MH Board on 02 December 2021. •Safer Online Suicidal Journeys (SOSJ) project user research complete. Target date is now April 2022 to allow more time for creation of video content. •Mental Wellbeing Microsite - technical development planned for February/March 2022. Content development underway. Phase 1 delivery by end of March 2022.	• Planning completed and delivery of content underway to support Safer Online Suicidal Journeys (SOSJ) project. Target date is now April 2022 to allow more time for creation of video content. • All technical work due to be completed mid-April 2022 for the Mental Wellbeing Microsite. Content development underway. User testing due to start mid-April. Phase 1 delivery by mid-May 2022.	NHS 24	User behaviour may not align with digital service offering, resulting in continued high demand for 111 services.	Communication and marketing plans to encourage digital engagement and self-help.	Communities - we live in communities that are inclusive, empowered, resilient and safe Fair Work and Business - we have thriving and innovative businesses, with quality jobs and fair work for everyone Health - we are healthy and active Human Rights - we respect, protect and fulfil human rights and live free from discrimination	NHS Recovery Plan Scottish Mental Health Strategy / Mental Health Delivery Plan The Coronavirus (COVID-19): Mental Health Transition and Recovery Plan	Ann-Marie Gallacher	Jonathan Rush	Annie Robertson
	5					**Expanding Digital Access To Care**													
2021-N24-14	5.1	Complete	Complete	Complete		Engage with Scottish Government on the role of NHS 24 in the refresh of Scotland's Digital Health & Care Strategy.						NHS 24	Complete	Complete	Communities - we live in communities that are inclusive, empowered, resilient and safe	NHS Recovery Plan Scotland's integrated health and social care workforce plan Winter preparedness A Scotland where everybody thrives: Public Health Scotland's Strategic Plan 2020 to 2023 Digital Health and Social Care Strategy	Paula Spairs	Jonathan Rush	N/A
2021-N24-15	5.2	Green	Green	Green		Progress work with Scottish Government, the Digital Citizen Programme Board, the Alliance and other key stakeholders across health and care to develop a digital access to care. This will include incorporating NHS inform, GP Scot and other NHS platforms, web services and digital developments in health and care.	• Work in collaboration with Scottish Government, Digital Citizen Programme Board, the Alliance and other key stakeholders to develop digital access to care • Progress user cases on Digital Access to Care with the National Boards Collaborative • Continue to explore development of NHS inform and GP scot platforms in line with support of service delivery and public health priorities. • Develop opportunities for collaboration on digital and technology initiatives (i.e. NES, NSS and SAS).	31/03/2022	Commission of Mental Health platform accepted. NHS 24 Interim Head of Service Design appointed.	Mental Wellbeing microsite - formal commission accepted. Phase 1 delivery by end of March 2022. GP scot stakeholder engagement to re-commence in December 2021 after product development paused temporarily. GP scot development being revisited in December 2021. Research work in 2022 to inform any potential further development. Ongoing engagement with Digital Health & Care directorate at Scottish Government (SG) on the Digital Front Door (DFD) vision for Scotland, and the role of NHS inform. Design brief for the next iteration of NHS inform, moving towards the DFD vision, is being socialised for input and shared understanding.	Mental Wellbeing microsite - formal commission accepted. Phase 1 delivery by mid-May 2022.