NHS 24
BOARD MEETING

26 AUGUST 2019
FOR ASSURANCE
ITEM 8

EXECUTIVE REPORT TO THE BOARD

This paper provides an overview of progress on the high-level issues associated with the delivery of the NHS 24 Corporate Strategy since the last Board meeting.

Executive Sponsor: Executive Team

Improving Services to ensure continuous quality, safe and effective patient care	Resetting our culture, creating capacity, capability and confidence in our people and teams	Significantly improve our Stakeholder Engagement. Ensure our services match our stakeholder needs	Deliver the Organisational Improvement Programme	Fully align the NHS 24 Strategy with the National Health & Social Care Delivery Plan	Confirm the role of NHS 24 in delivering within the digital health and care landscape

Transformation Programme

1.   **INTRODUCTION**

1.1   The format of this report positions updates against the key priorities identified within the NHS 24 Corporate Strategy.

2.   **IMPROVING SERVICES TO ENSURE CONTINUOUS QUALITY, SAFE AND EFFECTIVE PATIENT CARE**

2.1   **The Lead Nurse for Mental Health & Learning Disabilities**

The Lead Nurse for Mental Health & Learning Disabilities has been appointed and start on 5 August, 2019. Once the Lead Nurse has had the opportunity to review the services and produce a work plan, this detail will be shared in the October update.

2.2   **Lead Nurse for Public Protection**

Lead Nurse for Public Protection has been appointed and start on 20 August, 2019. Once the Lead Nurse has had the opportunity to review the services and produce a work plan, this detail will be shared in the October update.

2.3   Safe Staffing Legislation

The Lead Nurse for Safe Staffing and Workforce Planning has met with the Executive Management Team to discuss the legislative requirements of The Health and Care (Staffing) (Scotland) Act 2019. The Bill for this Act of the Scottish Parliament was passed on 2 May 2019 and received Royal Assent on 6 June 2019.

The aim of this legislation is to provide a statutory basis for the provision of appropriate staffing in health and care service settings, enabling safe and high quality care and improved outcomes for service users. It will do this by ensuring that the right people with the right skills are in the right place at the right time creating better outcomes for patients and service users, and supporting the wellbeing of staff. The workload measurement approach in Scotland is a triangulation methodology.

There are three sets of indicators combined with local context information on which to base judgements, these are:

NHS 24 workload tools have been developed and the calculator is ready for testing. This will take place following the completion of testing of the new model of care delivery. However, further observational work may be required.

The Lead Nurse for Safe Staffing and Workforce Planning is currently preparing NHS 24 to provide assurance that the legislative requirements of the Health and Care (Staffing) (Scotland) Act will be met.

2.4   Update on Dementia Champions

The Dementia Module has been reviewed by the Promoting Excellence Team at NES and meets the Informed Level of the Promoting Excellence Framework for Health and Social Care. They have recommended that with slight adjustment it would meet the Skilled level.

The Lead Nurse for Dementia and the Dementia Champions are reviewing the module and it will be re-launched with enhanced content. To date the module has been completed by 626 members of staff. Evaluation of the module has been favourable.

The group gave presentation at the Dementia Champions Graduation at Murrayfield on 13 March, 2019. It also highlighted the role of NHS 24 in the provision of information and Out of Hours care for people living with dementia and their carers.

Collaboration working with the Dementia Nurse Consultant and Delirium Nurse at Crosshouse continues and is mutually informative.

2.5   Medical/Service Delivery Cross-Directorate Workshop

Head of Pharmacy (Medical) and Associate Director of Nursing and Operations (Service Delivery) developed a cross directorate workshop to look at how both directorates can work better and more collaboratively. This took

place on 31 July, 2019 on the back of the Medical Directorate's most recent iMatter assessment/review, and will be the directorate's first in a series of direct engagements with other directorates. Although Service Delivery was the first directorate chosen, representatives from Nursing & Care, Service Development and ICT were invited to be part of the day session which proved very productive and successful. Actions were agreed with a follow-up in 6 months to assess progress.

2.6 Advanced Clinical Support (ACS) – Teleprescribing

Head of Pharmacy and Head of Clinical Service (Cardonald) implemented the teleprescribing test of change onto the live clinical floor in Cardonald Contact Centre on 28 June, 2019. The test stage is ongoing at present and involves a single Regional Pharmacy Adviser (Cardonald), who is a qualified prescriber, testing the operating model/process in the first instance to ensure it is practical and workable. An Associate Medical Director has also agreed to provide the prescriber with mentoring and support whilst we assess the call review process to ensure any undertaken prescribing activity is in scope.

Since introduction, the prescriber has issued a prescription for 10 callers to the service who were presenting with urinary symptoms, thereby avoiding 10 OOH GP appointments and improving the patient journey. Work is ongoing and next steps are to identify additional prescribers from the Pharmacy Advisor pool in Cardonald to help build some more capacity

2.7 Corporate Governance Framework

The NHS 24 Corporate Governance Framework encompasses the key governance documents of the organisation. In relation to the functioning of the NHS 24 Board, it includes the Standing Orders (including Terms of Reference for Governance Committees and the Code for Conduct for Board members), NHS 24 Framework Document, Reservation of Powers to the Board, Scheme of Delegation, Standing Financial Instructions, Executive Management Team structure and Terms of Reference.
The framework should be reviewed for approval on a periodic basis and the intention is to bring the NHS 24 Corporate Governance Framework to the November Audit and Risk Committee and the December Board.

3. RESETTING OUR CULTURE, CREATING CAPACITY, CAPABILITY AND CONFIDENCE IN OUR PEOPLE AND TEAMS

3.1 Youth Employment - Apprenticeships Programmes

NHS 24 is currently working in partnership with Who Cares? Scotland to recruit 3 Modern Apprentices, which aligns both to our commitment to Youth Employment, but also in our role as a Corporate Parent. Adverts for the post are now live and are supported by short video clips giving an insight into the roles. These roles will be in the Communications, Service Development and Technology Directorates and it is anticipated that successful candidates will be in post late September/early October. In June, NHS 24 were awarded a

further 7 Graduate Apprenticeships for current staff to study a BA (Hons) in Business Management at Caledonian University commencing in September.

3 of our current Graduate Apprentices have been nominated by the University for the Graduate Apprenticeship of the Year Award. Work is also underway to bring in 2 Foundation Apprentices in September to work within the Finance Department.

3.2 Recruitment

NHS 24 launched an initial Call Handler recruitment campaign in May. The first cohort of Call Handlers commenced in June focusing on weekend only staff. A further Call Handler recruitment campaign was launched in July, again focusing on weekend only staff but also included weekday staff on higher hours. A Band 6 Nurse Practitioner recruitment campaign was launched mid-June with a revised Service Delivery 'national' approach to the end-to-end process. This includes the opportunity for interested candidates to have a telephone discussion with an NHS 24 Senior Charge Nurse and arrange for a pre-visit prior to making a formal application. Recruitment continues for the Mental Health Hub and GP triage services. The recruitment team attended planning meetings to provide support to the Princes Trust cohort starting August 2019.

3.3. HR Service Improvement

In June the HR Department commenced a review of its services with the support of Service Development colleagues. The first workshop focused on the need for changes ensuring the service provided is adding value to support the delivery of NHS 24 strategic aims. A follow up workshop with the entire HR team is planned for in August, which will focus on generating improvement ideas and developing a shared understanding of methods for these improvements. Areas of prioritisation will be discussed and agreed in order to drive service improvement forward in the year ahead.

3.4 Attendance Management

The Improvement Plan for 2019/20 to support Attendance Management is now being progressed. The Employee Relations Team are currently working with Service Delivery and the Learning and Professional Education Team to progress the plan, in particular, promotion of wellbeing information, progressing the pilot in the East Contact Centre with a review of the pilot to be undertaken in October, promotion of Carers Leave and information on the intranet pages with a survey gathering information on who are carers within the organisation, submission of the Disability Confident status information for assessment.

3.5 Service Model Implementation

Throughout May and June staff were again given scheduled offline time to understand the core outputs from the modelling of rota options, notably the underlying person-centred principles embedded into all rotas, the feedback that staff had given and how these had informed that modelling work, and to

understand the process for matching staff to rotas. A series of roadshows by both the Executive Management Team, supported by Service Delivery, and then by the shift review team gave staff a further opportunity to discuss and inform the modelling outputs. Over 200 staff attended these roadshows and 300 staff took time to feedback directly to the shift review mailbox. This final stage of the development of the rotas further demonstrated the input directly from staff in designing the final shift patterns.

The matching process was concluded in July with staff receiving their individually matched rota offers at the beginning of August. At the time of writing, 65% of staff had returned their rota with 82% either accepting without change or requesting a change to their contracted hours, which has been processed. The matching process will be completed by the beginning of September with a review panel assessing the requirements of any staff unable to accept any of the rotas offered through the matching process.

Recruitment is progressing well for both call handlers and nurse practitioners to reach the workforce plan targets. Additional weekend staff have been recruited with a second campaign underway. Training for staff to support the clinical supervision model is also nearing completion. Since June, the model has been optimised Monday to Friday. A full test on a key public holiday July tested the model nearer to 100%. Demand for the day was over 5,500, closer to normal weekend levels, with service access in line with forecast and 92.7% of care delivered at first contact, which was extremely successfully.

A review of the timetable for implementation of the supervision model will be undertaken in September once the matching process is complete and the outcome of that second recruitment campaign is concluded. This will clearly identify any further gaps in the workforce model and allow for assessment ahead of implementation.

4. SIGNIFICANTLY IMPROVE OUR STAKEHOLDER ENGAGEMENT. ENSURE OUR SERVICES MATCH OUR STAKEHOLDER NEEDS

4.1 Advanced Nurse Practitioners

NHS 24 have 4 ANPs who will complete their training in September 2019 as agreed they will spend 50% time within NHS24 and 50% in a face to face patient care environment. Discussions are at an advanced stage with colleagues in NHS Highland, Lanarkshire and Ayrshire & Arran around shared posts.

A cross directorate workshop around the ANP role within NHS 24 is scheduled for 19 August and a further update will be shared in the October update.

4.2 NHS Inform

The Associate Medical Director (MH) along with the Medical Director and Head of Digital met with the Chair of the RCPsych in Scotland to scope out

mechanisms to develop and govern mental illness and conditions content on NHS inform. We identified options for collaboration and a mechanism to identify local sub-speciality experts as needed. Mechanisms are in place for mental wellbeing and psychological content.

4.3 Scottish Pharmacy Board

Head of Pharmacy was re-elected onto the Royal Pharmaceutical Society (professional body for pharmacy) Scottish Pharmacy Board where he will continue to engage with the wider profession around NHS 24, unscheduled care and out of hours working.

4.4 Annual Operating Plan Letter

Scottish Government have now formally approved the NHS 24 2019/20 Annual Operating Plan, noting the clarity of the plan including the link to national priorities such as primary care sustainability, waiting times improvement, support for mental health and digital transformation. The Annual Operating Plan includes a supporting financial plan which has also been approved as part of this process.

This finalised Annual Operating Plan will be used as the basis for engagement with Scottish Government to monitor performance against our strategic objectives in 2019/20.

4.5 2018/19 Annual Review Preparation

NHS 24 Strategic Planning Team have developed an approach to for the development of our 2018/19 Annual Review Self Assessment. The date for submission to Scottish Government has still to be advised and the supporting guidance received identifying our key priorities. In relation to timelines we have proposed a timeline which will report back to EMT the first draft of the self assessment in September 2019 and the Board in October 2019 incorporating key priority areas identified from the guidance which should by then have been received. A final version will then be produced for approval and submission to the Scottish Government at the end of the year (pending date still to be agreed) and then published.

It has also been advised that this year's Annual Review will not have Ministerial presence so the full arrangements set in place in 2017/18 will be a little different planning for 2018/19.

4.6 NHS 24 2019/20 Winter Plan

NHS 24 Strategic Planning team have developed an approach to the 2019/20 Winter Plan which will be submitted to Scottish Government for publication in October 2019. Self-assessment guidance including identified key priorities for the 2019/20 plan is expected from the Scottish Government Health Directorate (SGHD) in August 2019. A timeline has been developed to support the draft and final winter plan being presented to the appropriate governance committees, EMT and the Board between August and October 2019.

Inputs to developing the winter plan are detailed below:

- Review of 2019/20 Winter Planning Arrangements
- Engage with Key Stakeholders
- Data Collection and Analysis
- Develop Draft 2019/20 Winter Plan

5. DELIVER THE CORPORATE CHANGE PORTFOLIO (previously Service Transformation Programme)

5.1 Change Portfolio Board

The first Change Portfolio Board met during August, with key decisions being taken in relation to programme scope, criterion for assessment of strategic change, and approach to strategic stakeholder engagement. There are 8 Programme Boards aligned to the Change Portfolio; highlights where relevant are highlighted below:

- Primary Care Reform (PCR)

A recent approach by Scottish Government in relation to their spending review requested an NHS 24 submission to support further expansion and growth of the GPT model over a 4 year period from 2020-21 and associated resources to deliver. An output is awaited.

The development of our business case to support the expansion of NHS 24's offer to PCR beyond the current GPT model is currently in flight and is intended to be submitted to SG during Q3. The focus of this is in developing a National Telephone Triage Training Academy intended to deliver accredited telephone triage locally.

The PCR Board with a revised set of Terms of Reference met during August. Routes for the development and delivery of an academic evaluation in-year are being explored.

During 2019-20 there is a formal commitment to up-scale the model to circa 78,000 population (NHS Lothian and NHS D&G). Discovery with NHS Borders is underway to agree commitment. Early interest from NHS Ayrshire & Arran continues.

A strategic stakeholder engagement approach is being further refined for the Change Portfolio, specifically in relation to Primary Care Reform. Significant challenge in gaining sufficient strategic exposure across the system has been a key learning and one which will be addressed during the course of this year.

- Mental Health (MH)

The evaluation of the MH programme including the hub, webchat and enhanced self-help guides is underway, scheduled to be delivered by

September.

Parallel to this is an agreed programme of 2019-20 activity supporting the growth and expansion in line with Programme for Government Funding.

The collaboration with SAS and Police Scotland is progressing. A decision in relation to data sharing across the services may result in a 'work-around' process for an interim period. It is expected that the soft launch of the service will take place during September/October.

- Digital

The Digital Board is focussed on the Digital Framework and implementation during 2019-20, as well as key national relationships at a Scottish Government and UK level.
Aligned to each Programme Board is a digital stream of activity, which supports a digital first approach to enabling change.

- NHS 24 Operating Model

An improvement stream of activity has been progressed with our HR function, and a service design approach is being applied. Initial activity is focussed on a key priority in relation to the recruitment process, and is positively engaging the team on their vision for the future HR function.

- Waiting Times Improvement

A meeting with Scottish Government takes place mid-August to discuss the role and scope of NHS 24's contribution.

- Technology Transformation

This Board will be 'stood up' to support implementation of the Board decision during October.

- Business Intelligence/Analytics

This Board will be established following an internal review and agreement on scope intended to be in place during Q3.

- Estates

The focus of this Board is the re-location of the Clyde Contact Centre. Formal notice has now been received and the PMO are now working towards a July 2020 date.

6. **CONFIRM THE ROLE OF NHS 24 IN DELIVERING WITHIN THE DIGITAL HEALTH AND CARE LANDSCAPE**

6.1 A Scottish Government spending review request through the TEC Programme enabled a submission to be made which offered three key areas for an NHS 24 digital contribution for consideration, specifically i) health and care 'virtual' hub, ii) remote and rural urgent care 24/7, and iii) health inequalities service design. An output is awaited.

6.2 The role of NHS 24 in delivering the commitments to the National Digital Health & Care Strategy, specifically Domain C is clearer. It is the intention that a commissioning model for key national boards will emerge, including NHS 24. Progress is underway to define the specific nature of NHS 24's commitment.

6.3 A meeting is being held with Scottish Government early August on NHS 24's Digital Maturity Assessment submission. This will formally validate the content for the national report to be received during September/October.

6.4 VC Programme Board

The Associate Medical Director will represent NHS 24 at the National VC Programme Board. The Programme Board will oversee:
- The Technology Enabled Care (TEC) Attend Anywhere scale-up programme
- The National VC Service
- VC infrastructure and contracts managed by NHS National Services Scotland

This has the potential to support ongoing delivery of care in rural and remote settings by NHS 24 Advanced Nurse Practitioners in collaboration with local Health Boards.

7. CONCLUSION

7.1 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.