

**NHS 24
BOARD MEETING**

**3 OCTOBER 2019
FOR ASSURANCE**

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



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

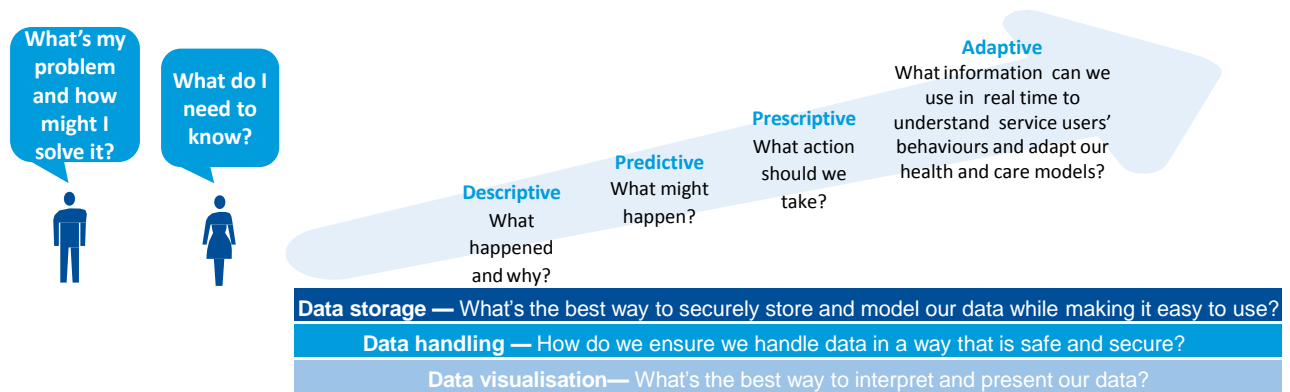
2.1 Ministerial Mid-Year Review 2019/20

The Scottish Government have confirmed that they will be holding Ministerial Mid-Year Reviews during October and November. We have been advised that the NHS 24 review will be held on 15 November and will be attended by representatives from the ministerial team, the NHS 24 Chief Executive and Interim Chair. We await formal guidance on the process from Scottish Government however our Strategic Planning Team have begun initial planning for the event and the preparation of the necessary information to support the review. In parallel we are preparing a formal briefing for the Cabinet Secretary on the performance of the 111 service to support the review process.

2.2 Developing an Integrated Approach to Data and Analytics

NHS 24 have clearly stated the intention to move towards delivering higher value analytics and intelligence by moving from descriptive analytics to a greater volume of predictive and prescriptive analytical tools and reports. Most importantly, a strong Business Intelligence (BI) strategy will help NHS 24 move from using data to describe the past, to instead using it to inform services, support NHS partners and inform the public.

To help set the context for our BI journey, the diagram below shows the full spectrum of analysis and describes the move that NHS 24 needs to consider as it seeks to provide greater value to patients and to drive change.



This key change will assist in making effective decisions, and underpin many of the aims and the overall direction of travel that NHS 24 needs to take over the next coming years. The Performance Team will be recruiting for a senior experienced individual to support this work in the next month.

2.3 NHS 24 Strategy Review

In undertaking our review of 2017-2022 Strategy we will seek to confirm not only that our strategic direction is still valid for NHS 24, the wider health and care service in Scotland and other public and third sector partners, but also consider any impact arising from Scottish Government priorities and policy developments advised since our Strategy was approved in 2017.

The Strategy Review began in July 2019 and has a scheduled completion date of December 2019. EMT held a preliminary session to explore the process in September and will hold a further discussion to validate objectives and priorities by the end of October. The outputs from this will be used to inform the initial discussion with the full Board at the Development Session on 14 November 2019.

2.4 Annual Operating Plan (AOP) 2020/21

During September the Scottish Government advised on the process and timing for the preparation and submission of the AOPs for 2020/21. The plans are referred to as Transformational AOPs with timescales starting much earlier than in previous years. AOPs will require to introduce a longer term

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planning horizon of at least 3 years. They will be more “outcome” focussed with an increased emphasis on improving population health including prevention and supporting self-management. There will also be a specific and more detailed section required on workforce. The AOPs will require to have very clear links with other planning cycles including internal financial and strategic plans and thematic areas such as Primary Care Improvement Plans and the Waiting Times Improvement Plan. This change in focus aligns well with the NHS 24 SPRA process, there will be no prescriptive format, other than for the financial plan, and Boards are asked to submit their AOP using reporting from their own strategic and operational planning processes.

Guidance is expected in October and draft initial AOP submissions by 13 December. Scottish Government will assess the submissions in January 2020 and feedback to Boards who will then resubmit final AOPs in February 2020. It is anticipated that during March 2020 the validation and formal sign-off process will complete.

The Strategic Planning Team will coordinate and draft the 2020/21 AOP working across directorates and will align other relevant planning processes including the 2019/20 AOP Mid-Year Review and the Strategy Refresh. They will also look to ensure the correct sequencing of EMT, Governance Committee and Board discussions to support this planning period.

2.5 Case & Adverse Events Reviews

Joint Case Review collaborative sessions have been completed with NHS Forth Valley and NHS A & A over the last month with learning identified for all services from the cases reviewed. NHS 24's review tool for the JCRs has now been accepted as part of the new national reporting set that will be standardised for Out of Hours services and systems.

The Medical Directorate has established a weekly cross directorate review of adverse events, current and in early process. Following feedback on the value of this weekly review for the west of Scotland area, the review has been widened to a national scope, facilitating access for validation of adverse events and minimising delay in establishing initial reviews.

2.6 Dementia Champions

September is World Alzheimer's Month. This year's theme has been "Let's talk about Dementia". Our Dementia Champions continue to support conversations about dementia in their local centres. We have two candidates in Cohort 10 of the programme.

The NHS 24 Alzscot Lead Nurse and one of the Dementia Champions delivered a session on Day 5 of Cohort 10 of the Dementia Champions Programme to provide insight into the services NHS 24 provides.

The Alzscot Lead Nurse has also joined SNUG (Scottish National Users Group), a group for GP IT users and had an article published in their Summer Newsletter, highlighting the importance of the Key Information Summary to support people with dementia using NHS 24 services.

The Alzscot Lead Nurse has been invited to the Alzheimers Europe Conference in The Hague to present a poster which describes the collaborative work that was undertaken with Erskine Care to develop an effective handover tool for registered nurses calling NHS 24 on behalf of residents within the Care Homes.

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. 3 candidates have now been selected to work in the Communications, Service Development and Technology Directorates and it is anticipated that these successful candidates will be in post in 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 and they all commenced in September.

3 of our current Graduate Apprentices have been nominated by the University for the Graduate Apprenticeship of the Year Award. Work is still underway to bring in 2 Foundation Apprentices in October and November to work within the Finance and Performance Directorate.

3.2 Open University Student Nurses

The first intake of 3 Open University students will commence the four year student nurse degree in September, whilst continuing with their role within NHS 24. Placements will take place in NHS 24, Greater Glasgow and Clyde and the Golden Jubilee National Hospital. The students will be supported by their Practice Teacher, who currently works with NHS 24 as a Practice Educator. Applications for next year's course will be available towards the end of 2019.

3.3 Recruitment

NHS 24 has progressed a number of Call Handler recruitment campaigns targeting specific groups during the recent months. Nurse Practitioner recruitment continues as well as for the Mental Health Hub and GP triage services. The successful Princes Trust candidates are going through pre-employment checks.

During October 2019, NHS 24 will have access to use Jobtrain, the NHS Scotland recruitment system.

The Patient Experience Officer is now in post and a key focus for the Patient Experience Manager is in strategically developing the Patient Experience function in collaboration with the Service Development and Service Delivery

Directorate to ensure that all insights and user experiences inform and shape organisational learning.

Our QI function recruitment is nearing completion and will ensure that the requirements of the organisation both in terms of business as usual and service development activity needs are met.

Trainee Advanced Nurse Practitioners (ANPs)

The first four Trainee ANPs have now qualified and will deliver care within NHS 24, 50% of their time. Following a cross directorate workshop and discussions with the Director of Nursing & Care and the Director of Service Delivery, it has been agreed that the first development area they will work within is teleprescribing. The trainees commence with other health boards on Monday 30 September which will absorb the remaining 50% of their time, two with NHS Highland on the Isle of Skye, one within NHS Lanarkshire Out of Hours Services and one with a GP practice in NHS Ayrshire and Arran.

Two other trainees will qualify during 2020/21 and interviews are scheduled during October to recruit an additional four trainee/qualified ANPs.

3.4 Workforce Service Improvement

In June the Workforce Directorate commenced a service design review of its services with the support of Service Development colleagues. This process has generated a commitment to a single shared HR vision and shared objectives in delivering the vision. The first phase of improvement activity focusses on the recruitment pathway.

A trial of a web chat facility for all staff and managers will begin in October 2019 and will be a new quick, easy and confidential method of contacting our teams for all human resource related queries. Full evaluation will follow.

3.5 Attendance Management

The Improvement Plan for 2019/20 to support Attendance Management is progressing with the Employee Relations Team working with the Service Delivery Directorate to ensure the successful implementation.

The 2019 Flu Campaign will commence in October, with the Nursing and Care Directorate undertaking the vaccinations within the main centres supported by partners undertaking vaccinations in local centres and the Golden Jubilee Hospital.

We have recently achieved the Disability Confident Leader status which commits us to spreading the word on being disability confident, good practice and engaging with disability networks and organisations in ensuring that disabled people and those with long term health conditions have the same job opportunities to realise their potential.

3.6 Staff Awards

In recognition of NHS 24's achievements in 2018/19 we are holding our national staff awards on 2 October to reward and recognise individual and

team achievements. More than 220 staff have registered to attend, which is an increase on previous years. Staff are coming from across skillsets and centres, with colleagues from north, east and west as well as our local centres coming. We have received 234 nominations, which is also an increase on last year, and including all those nominated in teams, that represents more than 300 staff nominated by their peers. There are also two new categories which staff asked for – Top Team and Long Time Service awards.

3.7 Shift Review

The Shift Review team has been working tirelessly throughout August and September to match Call Handlers and Nurse Practitioners in the 111 service to their new shift patterns. As at 25 September just under 75% of staff had been successfully matched to their new working pattern which will now commence on Monday 28 October.

For some members of staff the rota selection has been less straightforward and the Shift Review panel has met with circa 150 staff over the past six weeks to discuss their requirements and attempt to agree a shift pattern which meets the needs of patients and provides staff with the best possible work/life balance.

The level of engagement from staff has been excellent throughout the Shift Review process and the input has been greatly valued. Following the completion of the matching process, the focus will switch to team alignment and also developing a calendar of CPD activity which is now built into the rota for each staff member.

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

- 4.1** Following the approval of the Strategic Stakeholder Engagement Framework, a workshop session with EMT in October is scheduled to confirm Director level roles and responsibilities in strategic engagement across the sector. An output from this will be a follow up with Board members in relation to their role in this field. A detailed strategic plan will be an outcome of this work and will address current gaps in engagement activity.
- 4.2** A full review of all content management was commissioned by the Medical, N&C, Service Development and Service Delivery Directorates to a senior cross directorate team led by the Head of Pharmacy. This will be presented to EMT in early October with recommendations for actions which will ensure a fit for purpose and sustainable management of content governance across all channels.
- 4.3** Medical Director has secured membership for NHS 24 at the national Decision Support Oversight Group chaired by DHI which will ensure NHS 24 can influence strategic planning of content management nationally. Attendance will alternate between the Medical Director and Director of Service Development to ensure NHS 24 oversight of the development.
- 4.4** The Medical Directorate hosted the visit of the Chair of the Independent Inquiry into Tayside's Mental Health Services as a guest to meet and observe

the MH hub in operation. The AMD (MH), with the lead MH nurse, visited NHS D&G to establish links with MH leads and share the progress of NHS 24's MH hub development.

5. DELIVER THE CORPORATE CHANGE PORTFOLIO

5.1 Primary Care Reform (PCR)

The business case as commissioned by SG to set out NHS 24's extended role in supporting primary care is in development. The proposal sets out a role for NHS 24 in delivering local triage from simple signposting to clinical triage utilising NHS 24's capability and experience. This will be finalised during Q3 and will progress through EMT, Governance Committees and Board for approval by the end of March 2020.

An approach to the Health Economics Unit of Aberdeen University has secured agreement to scope an academic patient experience evaluation in relation to the GP triage delivery model. The first draft scope is anticipated will be received during October.

Strategic engagements with NHS Borders GP Executive Committee and NHS D&G'S GP Sub-Committee has secured commitments to expand whole scale (circa 265K patient population) across both regions during 2020-22. This marks a significant advance and scaling up of our GP Triage model. Internal workshop sessions are currently being scheduled to ensure that a robust cross-directorate approach to resources planning and delivery is in place.

The 'on-boarding' of NHS Borders will commence in Q4 2019-20 and provides increased confidence that our target of 100K population by end 2019-20 will be met.

5.2 Mental Health Redesign

The evaluation of our Mental Health 'hub', and online digital health including webchat provision is nearing completion and will be reviewed by the Mental Health Board during October with recommendations to our next Change Portfolio Board in November.

An outcome of the proposal submitted to SG in relation to the expansion of our mental health provision is awaited.

Discussions continue through the Police Scotland and SAS collaborative regarding the soft launch of the enhanced pathway to support an effective pathway of care for people in acute mental distress.

5.3 Waiting Times Improvement

A positive meeting with SG took place during August with clarity achieved on SG governance arrangements in relation to Waiting Times Improvement, Modernising Out-Patients, Access Collaborative and Patient Flow

programmes.

NHS 24 has been asked to present back a detailed proposal and the offer is being developed which will be discussed at EMT during Q3.

5.4 NHS 24 Operating Model

This programme board will be 'stood up' during October 2019, and will manage a range of internal programmes of change across the organisation.

5.5 Technology and Digital Enablement

Agreement has been reached across EMT to combine the Technology and Digital Boards before the end of 2019-20. The Technology Board will be stood up as a first phase towards a combined Board to ensure appropriate governance arrangements are in place for the effective delivery of the business case to deliver our technology refresh/strategic approach.

5.6 Estates

A separate report to Board is included in the papers for the meeting.

5.7 Business Intelligence

The Terms of Reference for this Board are being developed and the board will be stood up during Q3.

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

6.1 SG's Digital Health & Social Care Strategy Portfolio Board met during September and have agreed to reduce Domains A-F to two main themes; Empowering Citizens and Enabling Infrastructure with the underpinning components (i.e workforce etc) acting as enablers for delivery. The group are focussed on understanding the complex landscape and setting priorities for delivery.

6.2 NHS 24 has received its report in relation to the National Digital Maturity Assessment, and the full National Digital Report is expected shortly.

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.