

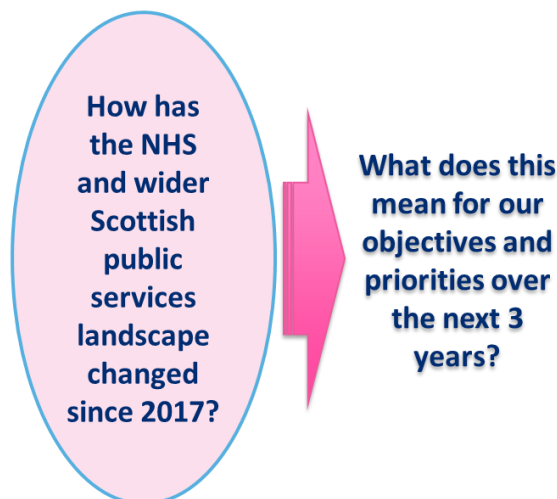
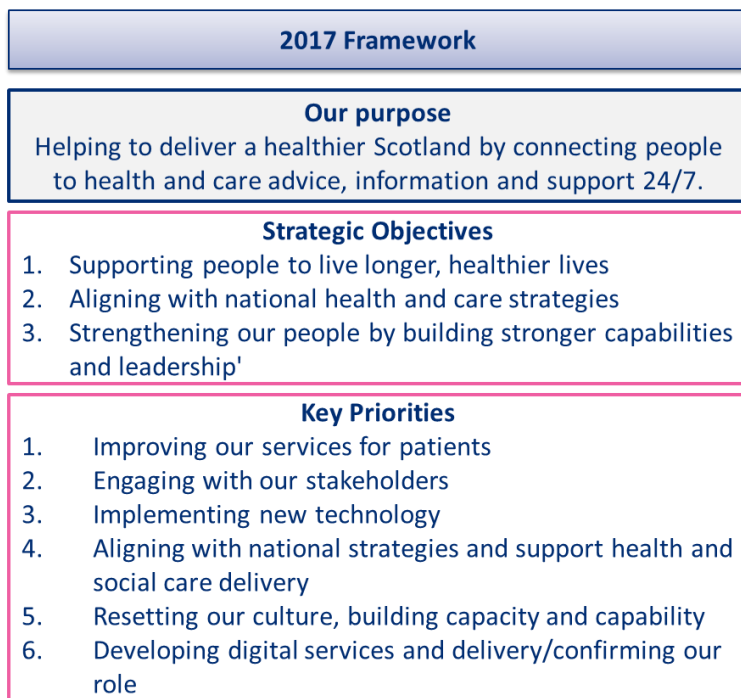
<b>NHS 24 BOARD</b>	<b>12 DECEMBER 2019 ITEM NO 10.1 FOR REVIEW</b>
<b>NHS 24 REVISED STRATEGIC OBJECTIVES</b>	
<b>Executive Sponsor:</b>	Chief Executive Officer
<b>Lead Officer/Author:</b>	Director of Finance and Performance / Associate Director of Planning and Performance
<b>Action Required</b>	<p>The Board are asked to review the proposed Strategic Objectives as discussed and revised at the EMT Strategic Planning session on 26 November 2019.</p> <p>The Board are asked to identify any material gaps in the proposed objectives, to then allow further work to take place on developing the 20/21-22/23 Corporate Priorities, for further discussion at the January 2020 Board Development session.</p>
<b>Key Points</b>	<p>The Board agreed that it would be appropriate, at this mid-point, to undertake a review of the 2017-2022 Strategy to validate our direction of travel, and specific priorities, in the remaining two years of the Strategy.</p> <p>As part of this review, the Board agreed in November that the EMT would undertake a review of the current set of objectives and priorities to ensure they were still relevant and reflected continuing priorities. These were revised at an EMT Strategic Planning Session on the 26 November 2019.</p> <p>The proposed strategic objectives are presented to Board for review and to identify any associated gaps. A follow up session will take place at the Board Development Session in January 2020.</p>
<b>Date presented to EMT and relevant Committee</b>	<p>The revised Strategic Objectives were discussed at the EMT Strategic Planning Session on 26 November and further reviewed at the EMT Business meeting on 3 December 2019. The proposed objectives are to be presented to the following Committee groups:</p> <ul style="list-style-type: none"> <li>• Board Meeting – 12 December 2019</li> <li>• Board Development Session – 16 January 2020.</li> </ul>
<b>Summary of key discussion points/actions arising from respective Committees</b>	<p>At the Strategic Planning Session in November 2019, the EMT reviewed and assessed the 2017 strategic objectives and priorities for the organisation in order to inform the development of the 3 year Operational Plan (OP) and subsequent development of the respective annual operational plans.</p>

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	<p>The EMT determined four revised objectives that were considered alongside the ministerial priorities and current programmes of work. These four objectives were taken back to EMT Business meeting on 3 December 2019 for further discussion and review.</p> <p>The NHS 24 Board are now asked to consider the revised objectives and provide feedback.</p>
<b>Strategic alignment and link to overarching NHS Scotland priorities and strategies</b>	<p>The proposed revision of the Strategic Objectives ensures that the NHS 24 Strategy is kept up to date with ongoing service delivery and service development changes and with the national priorities for Health and Social Care.</p> <p>The revision of our Strategic Objectives, will form the framework of the 2020/21-23 Operational Plan (OP) which will directly contribute to and align with the Scottish Government (SG) Priorities.</p>
<b>Key Risks</b>	<p>The development of the revised Strategic Objectives and OP will take into consideration the risks identified in the Corporate and Strategic Risk Registers and ensure that these are mitigated through future strategic planning arrangements.</p>
<b>Financial Implications</b>	<p>Any financial implications as it relates to NHS 24, will be considered as part of the Strategic Planning Resource Allocation (SPRA) process.</p>
<b>Equality and Diversity</b>	<p>The proposed revision of the Strategic Objectives and subsequent development of the OP will be assessed for impact in relation to equality and diversity.</p>

### 1. INTRODUCTION

- 1.1 The 2017-2022 Strategy and the associated Strategic Delivery Programme (SDP) Business Case was approved by the NHS 24 Board in June 2017.
- 1.2 The Board agreed that it would be appropriate, at this mid-point, to undertake a review of the Strategy to validate our direction of travel, and specific priorities, in the remaining two years of the 2017-2022 Strategy. We will also align with the National Planning Framework (NPF) to determine how we may want to further refine objectives, in line with the NPF.
- 1.3 Set out below is the overarching framework set out in the 2017 Strategy and the key points for consideration, as objectives and priorities are further refined.



## 2. ORGANISATIONAL PURPOSE

- 2.1 The purpose that was contained within the 2017-2022 Strategy had been in existence within NHS 24 for a number of years prior to the development of the Strategy.
- 2.2 There was an exercise undertaken to look at our branding and following this work it was agreed that the purpose would be replaced by a mission statement:  
  
**“Delivering a healthier Scotland together. Connecting, Caring, Collaborating”**
- 2.3 Following discussion, EMT propose that it would be more appropriate that this becomes our vision, rather than mission and that it will replace the previous purpose.

## 3. REVIEWING OUR STRATEGIC OBJECTIVES AND KEY PRIORITIES FOR THE NEXT 3 YEARS

- 3.1 Since 2017, there have been a number of changes to Scottish Government (SG) and policy announcements across the public service landscape. For example:
  - Auditor General Annual Reports on the NHS in Scotland
  - The new GMS Contract / MoU and Primary Care Improvement Plans
  - SG Mental Health Strategy
  - SG Health and Social Care Medium Term Financial Framework
  - Digital Health and Care Strategy

- Programme for Government priorities – Waiting Times Improvement programme, Integration of Health and Social Care, Mental Health, Primary Care Sustainability and Governance
  - Realistic Medicine and Excellence in Care
  - Health and Care (Staffing) (Scotland) Act
  - Transforming Nursing, Midwifery and Health Professions Roles
  - Blueprint for Governance
- 3.2 It will be important that any review of our Strategy closely aligns with the Ministerial and policy priorities detailed above. These priorities may provide us with a significant opportunity to progress aspects of our strategic priorities and may support us in internally prioritising how we reassess our ambition in these areas over the coming years.
- 3.3 We are also clear that we operate as part of a wider health and care community and our strategic intent sets out our position with regard to how we optimise our collective resources to deliver sustainable quality health and care into the future.
- 3.4 The EMT have reviewed and assessed the 2017 strategic objectives and priorities for the organisation in order to inform the development of the 3 Year Operational Plan (OP) and subsequent development of the respective annual operational plans. The 2017 Strategy sets out three strategic objectives and six associated priorities. These are intended to be a clear description of what we want to achieve over the next 3 years.
- 3.5 The EMT have reviewed these, in line with the horizon scanning and propose the following as key strategic objectives for the next three years. These revised objectives were considered alongside the ministerial priorities and current programmes of work.
- 3.6 The Board are asked to note that the Communications team will work with the Strategic Planning team to review specific wording of the objectives and ensure they are able to be clearly understood by all stakeholders, including staff, public and patients.

#### Proposed Strategic Objectives

1. Delivery of high quality accessible **SERVICES**
2. Making a valued contribution to sustainable **WHOLE HEALTH & CARE SYSTEM REFORM**
3. Investing in an adaptable, engaged, skilled **WORKFORCE**
4. Building an integrated Service Delivery **INFRASTRUCTURE**

#### **4. NEXT STEPS**

- 4.1 The Board Development workshop in January 2020 will discuss and consider the emerging 3 Year priorities for 2020/21, 2021/22 and 2022/23, which will form the basis for the 3 Year Plan to be drafted and submitted to February Board / SG and then final version in March 2020.

4.2 These **strategic objectives** will form the basis for the development of emerging actions to be discussed at the January Development Board. These will be defined as measurable steps (i.e. how we will deliver the strategic objectives) to be taken by quarter and by year. We have provided an example below, using the second objective above, to illustrate the development of the associated set of Annual Priorities for 20/21 and 21-23.

<b>Strategic Objective</b>	<b>Annual Priorities (for illustration only)</b>
<b>Measurable contribution to sustainable SYSTEM REFORM</b>	In 2020/21, we will: <i>Support reform of Unscheduled Care through:</i> <ul style="list-style-type: none"> <li>- Developing a Test of Change with an identified Health Board to create a new pathway for access to unscheduled care</li> </ul> <i>Support access to Mental Health through:</i> <ul style="list-style-type: none"> <li>- 24 x 7 operation of the Mental Health Hub</li> <li>- Expand our digital mental health services, especially for Young People</li> </ul> <i>Support Primary Care Sustainability</i> <ul style="list-style-type: none"> <li>- Continue to roll out Primary Care Triage in hours to support implementation of PCIPs and redesign of GP Practices</li> <li>- Develop our Telephone Triage Training Academy to build capability within Primary Care</li> <li>- <i>Continue D&amp;G MSK work</i></li> </ul>
	In 2021/22, we will: <i>Support reform of Unscheduled Care through:</i> <ul style="list-style-type: none"> <li>- Following the test of change, evaluate and continue to roll out the new pathway</li> </ul> <i>Support access to Mental Health through</i> <ul style="list-style-type: none"> <li>-</li> </ul> <i>Support Primary Care Sustainability</i> <ul style="list-style-type: none"> <li>-</li> </ul>
	In 2022/23, we will: <i>Support reform of Unscheduled Care through:</i> <ul style="list-style-type: none"> <li>- Following the test of change, continue to roll out the new pathway on a national basis</li> </ul> <i>Support access to Mental Health through</i> <ul style="list-style-type: none"> <li>-</li> </ul> <i>Support Primary Care Sustainability</i> <ul style="list-style-type: none"> <li>-</li> </ul>

4.4 This will also support, and feed into, the upcoming development of the 2020/21-23 Operating Plan which will need to clearly highlight how we can support delivery of SG commitment in the short term (to 2021) and then following two years.

4.5 In January 2020, a Board Development session will discuss the emerging priorities for 2020-2023. In parallel, the existing SPRA process, commencing in early December, will provide the framework to develop associated, detailed plans.