

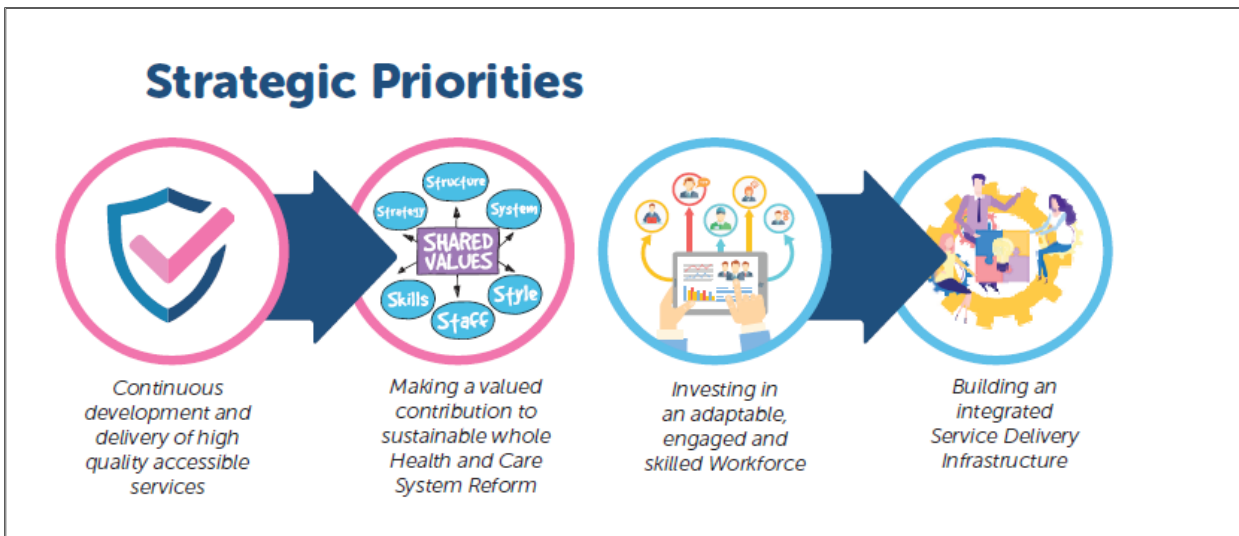
**NHS 24  
BOARD MEETING**

**25 FEBRUARY 2021  
ITEM 7  
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 four strategic priorities identified within the NHS 24 Operating Plan 2020/21-23.

**2. CONTINUOUS DEVELOPMENT AND DELIVERY OF HIGH QUALITY ACCESSIBLE SERVICES**

**2.1 Public Health**

The Covid pandemic has been associated with a genuine risk of widening societal equality gaps. Due to the nature of the processes to support the pandemic, bespoke questions were identified for addition and monitoring by Medical Directorate. These include frailty, long term conditions and obesity. This was specifically done to identify opportunities for data analysis and sharing to deliver public health priorities relating to health, wellbeing and delivery of response to Covid. We will share these data sets with national partners e.g., Public Health Scotland to gain insight into usable intelligence to support community and citizen wellbeing.

## **2.2 Clinical Development Team**

The Nurse Consultant, Telehealth and Telecare continues to work with Clinical Development Team (CDT). Currently the work is focusing on:

- Usage of Near Me technology for Dental D1 (emergency outcomes) has been live since Mid-December. This work is currently being evaluated.
- Callers with positive COVID-19 test results who become more unwell.
- Better Working Better Care work to embed more clinical content within the system which should allow consistency in the questions asked and reduce the time and amount of additional questions required for clinical supervision.
- Work to improve referral pathways and outcomes for bony injuries and eye problems within redesigning urgent care.

## **2.3 Redesign of Urgent Care**

To support the strategic initiative of the Redesign of Urgent Care (RUC), NHS 24's frontline application has been developed to enable referral of patients directly to Flow Navigation Centres for a range of outcomes.

As part of the strategic initiative of the Redesign of Urgent Care (RUC) it was noted that around 20% of NHS Fife patients previously self-presented to A&E within NHS Tayside. The clinical platform has been developed to support NHS 24 frontline staff referring patients appropriately to NHS Tayside therefore avoiding unnecessary travel for that cohort of NHS Fife patients.

## **2.4 United Nations Convention on the Rights of the Child (UNCRC)**

The general principles of the UNCRC (Incorporation) (Scotland) Bill were unanimously agreed by the Parliament in January 2021. The Scottish Government has now lodged amendments to the Bill. Amendments will be considered by the Equalities and Human Rights Committee at Stage 2. These amendments, if passed, will further strengthen the Bill delivering on ambition for the highest protection possible for children's rights within the powers of the Parliament.

NHS 24 UNCRC Progress Report 2017-2020, has been presented to the Clinical Governance Committee and will be published in accordance with Scottish Government timescale.

## **3. MAKING A VALUED CONTRIBUTION TO SUSTAINABLE WHOLE HEALTH AND CARE SYSTEM REFORM**

### **3.1 Collaborative working on national communications assets:**

The communications team have been working with colleagues in Primary Care, Unscheduled Care and Mental Health divisions of Scottish Government to develop a range of accessible public health content to support appropriate signposting for the public to available services. Much of this information was included in a national door drop leaflet in January which also included the Guide to Services poster which was first developed by NHS 24 several years ago.

### **3.2 Redesign of Urgent Care: Paediatrics**

The Scottish Government commissioned Short Life Working Group on the inclusion of paediatrics in the overall Redesign of Urgent Care pathway has now concluded. NHS 24 Medical Director was the NHS 24 representative and provided insight and guidance on safety, perceived risks and rollout timings for the inclusion of under 12s in the pathway. Interim report produced and will be circulated through relevant governance structures nationally. Update will be provided to next committee.

## **4. INVESTING IN AN ADAPTABLE, ENGAGED AND SKILLED WORKFORCE**

### **4.1 Internal communications and staff engagement:**

Our staff engagement team have been innovative throughout the past 12 months in finding new ways to engage and support our staff at every opportunity during the pandemic and staff welfare has been high on the agenda for this work. In addition to the delivery of regular content via Team Talk, videos and the intranet, a suite of dedicated digital content, partly based on staff questions to the management team, was developed in December and deployed via Turas. This was very positively received by the workforce.

In addition, the distribution of welfare boxes to all staff utilising the NHS Charities grant was extremely well received. This included a thank you card, rainbow badge and lanyard, as well as other small items such as tissues, wipes etc.

### **4.2 The National Trauma Training Programme**

The National Trauma Training Programme is currently funded until 2023, and is overseen by a National Steering Group, chaired by the Deputy First Minister of Scotland. The group includes representation from senior leaders from across the workforce including justice services, social work, health, education, housing, Scottish Government, the care sector as well as experts by experience. NHS 24 has identified the Lead Nurse for Mental Health and Learning Disabilities as Trauma Champion. Providing a strong signal of leadership to our workforce that the delivery of trauma informed care and practice across all services and sectors is a public health priority, NHS 24 have developed their pledge of support and this will be published within the Programme.

### **4.3 Infection Prevention and Control (IPC)**

There is a Senior Nurse for IPC seconded for an initial period of six months, their role will provide assurance on NHS 24 IPC arrangements across NHS 24 estates and to staff. The Senior Nurse is currently reviewing and updating educational resources to create a bespoke training resource for NHS 24, and advising and supporting staff across the organisation regarding IPC.

### **4.4 Flu Campaign 2020/21**

Flu campaign has concluded with 69.8% of staff NHS 24 and Acensos staff took an Influenza Vaccine in 2020/21 a significant increase from previous years

(2019/20 33.8%). The Senior Nurse IPC/Vaccination Programme coordinated and led the NHS 24 approach.

A report on the campaign is currently being prepared.

#### **4.5 COVID-19 Vaccination Programme 2020/21**

We continue to support the Covid-19 Vaccination Programme which commenced 6 February in Fife reaching 238 staff. Associate Nurse Director is liaising with Scottish Government in regard to vaccinating all frontline NHS 24 staff.

#### **4.6 Recruitment for 111 Services**

Recruitment has re-engaged with Nurse Practitioners on the NES Accelerated Recruitment Portal list to source temporary 111 and COVID-19 Clinical Supervisors as well as a pool of possible Immunisation Nurse Practitioners. . NHS 24 continues to advertise for permanent 111 Clinical Supervisors through the standard recruitment process and has received an encouraging response to date.

Recruitment continues to support the Urgent Care Programme Board by ensuring the resourcing plan is agreed and implemented to meet the needs of the service roll out, placing Call Operators and Clinical Supervisor candidates on induction sessions as and when these are scheduled by Service Delivery. During January the final temporary COVID-19 Call Operators and Clinical Supervisors went through their inductions sessions. Temporary Call Operators who have successfully progressed to permanent Call Handlers will receive their extended training during February/March.

The additional Team Manager, Senior Charge Nurse and Clinical Services Manager vacancies required for Lumina have been filled and recruitment progresses for Mental Health Hub in most skill-sets.

#### **4.7 Attendance Management**

The agreed Attendance Management Improvement Plan is progressing with the Attendance Management Training Plan having a good uptake from managers in both the eLearning module and facilitated online training session. As at mid February 2021, 70% of managers had progressed through the webinar and online training sessions. This training is mandatory for managers and we continue to promote and encourage managers to attend the training.

#### **4.8 Health and Wellbeing**

The Health and Wellbeing Strategy is currently been developed and will be ready for by sign off by end March 2021. Wellbeing initiatives are progressing at this time. We are working with the communications team to develop a staff engagement group to ensure wellbeing is embedded in all centres/directorates. As part of the Wellbeing Strategy the results from the recent iMatter Survey, Home Working Survey and Estates Survey will be incorporated into this strategy.

#### **4.9 Everyone Matters Pulse Survey National Support**

The analysis of the responses in the full Everyone Matters Pulse Survey National Report (Pulse Survey) - which was circulated to staff in September - was shared with the Executive Management Team in January 2021, with quantitative and qualitative data from the survey made available at National, Board and Directorate level. In addition to Pulse Survey action planning happening locally and in each Directorate, there will be a comprehensive plan encompassing actions required in relation to workforce, staff experience and wellbeing.

#### **4.10 Training**

We have enhanced the information available to staff for when they have to deal with urgent requests from Police Scotland and improved on the number of staff trained in data protection and cyber security.

### **5. BUILDING AN INTEGRATED SERVICE DELIVERY INFRASTRUCTURE**

#### **5.1 2020 Festive NHS 24 Network and Service Stability**

From early September 2020 extensive operational diligent activities with our suppliers have significantly improved network infrastructure and service management improvements to ensure network stability and minimise service downtime. These initiatives are still in progress and will remain in place as part of our continual service improvement ethos. All of these initiatives, together with Connect Programme delivery have contributed to no priority one incidents occurring during the festive period.

#### **5.2 Cyber Security**

We have improved both the physical and cyber security of the organisation. We have made improvements on how our staff (both homeworking and on site) access the internet to reduce our cyber risks and identified improvements for the security and resilience of the NHSInform web site.

#### **5.3 Home Working**

Home Working Device Provision & Business Continuity: We have provided some of our front line and our support staff with a homeworking solution to enable working from home. These staff can now work from home and perform their normal duties that they would fulfil when in the office. 180 laptops, 164 mobile phones, SWAN VPN and AO VPN have been provided.

### **6. CONCLUSION**

**6.1** 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.