

**NHS 24  
BOARD MEETING**

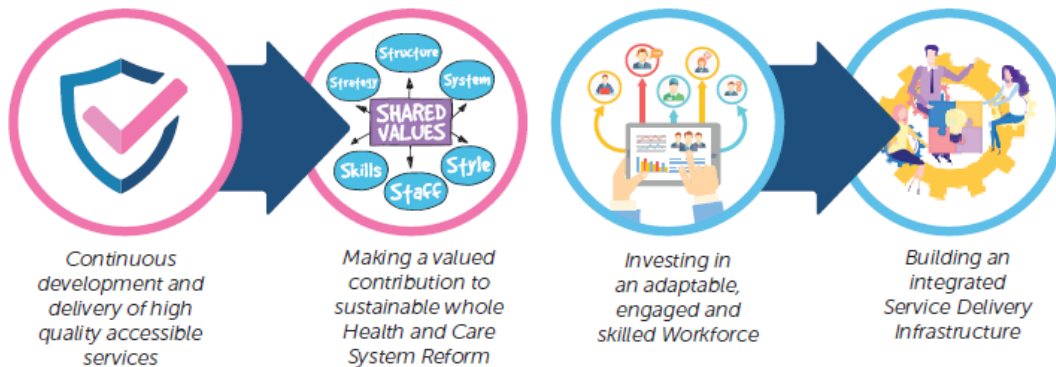
**22 APRIL 2021  
ITEM 7  
FOR ASSURANCE**

**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

**Strategic Priorities**



**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 Redesign of Urgent Care**

To support the national strategic initiative of the Redesign of Urgent Care (RUC), NHS 24 continues to develop the clinical pathways to enable referral of patients directly to Flow Navigation Centres (FNC). The Medical Directorate signs off content following liaison with subject matter experts. Discussions continue about amendments of the pathways to maximise the benefit of the RUC pathway and FNC usage for all age groups.

- 2.2** The Associate Medical Director for Mental Health (AMD (MH)) took a lead in drafting the terms of reference and agenda for the newly formed NHS 24 Mental Health and Wellbeing Care Governance Group, which met for the first time in March.
- 2.3** Medical Director leadership of liaison with Scottish General Practice Committee on the optimum handover process including scripting for those who call 111 in hours and following triage, would be most safely and appropriately supported by their own practice.

**2.4 Clinical Development Team**

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

- Improving access to the service by making reporting text and clinical information available to Clinical Supervisors
- Development of SBAR clinical summary
- Ability to add clinical supervisors name to clinical summary
- Reworking of clinical content to allow more direct referral

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

**3.1 National Suicide Prevention Strategy**

The AMD (MH) proposal to the Digital Interventions to Reduce Suicide Workstream of the National Suicide Prevention Strategy (to intervene in the moment of suicidal ideation combining Digital Marketing and Vlogs by experts by lived experience) has been given provisional approval, pending financial details being agreed.

**3.2 MH Unscheduled Care Transformation Programme**

The AMD (MH) supported Tayside's MH Unscheduled Care transformation programme option appraisal meeting, where a final option was selected which proposes "one entry point and one contact number 24/7 for the whole population regardless of age or postcode".

**3.3 National Digital Mental Health Programme Board**

The AMD (MH) joined the new National Digital Mental Health Programme Board to provide expertise, explore shared priorities and opportunities, and raise awareness of NHS 24's mental health activities.

**3.4 NHS HIS Digital Mental Health Webinar**

The AMD (MH) presented NHS 24's activities at NHS HIS digital mental health webinar, attended by over 300 participants.

**3.5 Communications – Marketing and Social Media**

Between December 2020 and March 2021, the 'Show you Care, Prepare' was delivered by NHS 24 communications on behalf of NHSScotland. This through

## NHS 24 GREEN

the line campaign was supported across the system and was designed to build on the winter health preparedness messaging of previous years. Promoting a digital first/redirection agenda the campaign objective was to alleviate service pressure during the busy winter period (particularly festive). Post campaign effectiveness evaluation is currently underway and initial results will be known by Friday 16<sup>th</sup> April.

Parallel to the Show You Care campaign a series of targeted Facebook adverts were delivered over a 4 week period (March) to determine the effectiveness of targeting by condition/symptoms in order to increase use of the self-help guides on NHS inform. This test has been hugely successful with a 55% increase in use of the tool and a high CTR:

<b>Reach</b> <i>(number of people)</i>	<b>Impressions</b> <i>(number of time ad seen)</i>	<b>CTR</b> <i>(click through rate)</i>	<b>CPC</b> <i>(cost per click)</i>	<b>ULC</b> <i>(unique links clicks)</i>	<b>Total spend</b>
180,573	524,652	3.5%	0.06	15,208	£1,021

The average CTR across all industries is approx. 0.9% (higher is better) and the average CPC is 0.78 (lower is better). This activity was developed and delivered in house and will be used to inform future paid-for social media activity with the longer term intention of linking it closely with service demand.

In addition to the paid-for activity, NHS 24's social media accounts were focussed on supporting service delivery during the Easter break. A suite of redirection assets were developed and shared with territorial colleagues to enable citizens to access care and information over the holiday weekend as quickly as possible. We also developed assets to thank NHS 24 staff working to deliver services over the short holiday period.

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

##### **4.1 Flu Campaign 2021/22**

Planning has commenced for the 2021/22 campaign with meetings arranged to agree the approach.

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

NHS 24 received approval from the Scottish Government to vaccinate staff as part of the Covid-19 Vaccination Programme with clinics commencing in 3 main sites on the 4<sup>th</sup> March 2021. As at 12<sup>th</sup> April 2021 the total number of staff including, those that have received out with NHS 24, that have received their first dose of the Covid-19 vaccine is 1421 We will continue to offer the first dose of the vaccine until the middle of April and second dose appointments are scheduled for 11 weeks' from first appointment.

##### **4.3 Lateral Flow Device (LFD) Testing**

967 members of eligible NHS 24 staff have registered for Lateral Flow Device (LFD) Testing with 813 testing kits collected. Those eligible are frontline staff and those who are in a centre at least once a week. Staff continue to upload their results onto the National Covid-19 Testing Portal.

#### **4.4 Infection Protection and Control (IPC)**

The Senior Nurse covering IPC secondment role has been extended to September 2021. The Senior Nurse has collaborated with the Scottish Ambulance Service (SAS) IPC team to align NHS 24 education materials suitable for a contact centre environment and ensure NHS 24 are in line with the Healthcare Improvement Scotland, Healthcare Associated Infection Standard 2; Education to support the prevention and control of infection as well as the National Infection and Prevention Control Manual responsibilities.

The standardisation of IPC products for use within NHS 24 is progressing, with an imminent meeting planned with IPC, the SAS procurement manager and NHS 24 Finance department.

#### **4.5 Child Death Review**

The National Hub requested feedback from NHS boards and local authority implementation leads to assess readiness for implementation of the new national child death review process in April 2021. Using this feedback, and considering the demands on services with respect to both the ongoing pandemic and the remobilisation efforts, Scottish Government agreed to a revised implementation date of **1 October 2021**. However, where feasible, organisations are actively encouraged to go live if they are ready before October and NHS 24 are in a state of readiness to implement.

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

The final interviews for internal temporary Call Operators to permanent Call Handler vacancies will complete early April and successful staff members will be offered a place on two week Call Handler core induction training during April.

NHS 24 advertised externally for permanent Call Handlers at the East and West centres. We have not advertised externally for Call Handlers since 2019 and this is the first time we have advertised for Call Handlers using Jobtrain. As expected, there has been a high level of interest and we intend to recruit 100 WTE between May and October from this pipeline.

Recruitment continue to support the expansion of the Mental Health Hub with open adverts for both Nurse Practitioners and Psychological Wellbeing Practitioners.

Breathing Space have posted internal adverts for permanent supervisor and advisor vacancies; the plan being to convert as many staff members who are currently on temporary contracts.

#### **4.7 Attendance Management**

The agreed Attendance Management Improvement Plan continues to progress. As part of that plan proposals have been submitted and approved to introduce temporary Attendance Management Co-ordinators in the West sites. This came about as a result of a test of change in the East Site, the success of which improved the Attendance Management process resulting in consistency of practice and message to all staff who experience sickness absence. Staff

across the organisation are also currently engaging with the Scottish Government representative from NHS 24 who is reviewing NHS 24 attendance management practices. The Attendance Management training has had a good uptake from managers via both the eLearning module and facilitated online training session. As at end of March 2021, 83% of managers had progressed through the webinar and/or online training option. 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 and Corporate Action plan is due to be presented to the Executive Team and APF for approval, followed by roll out. We are working with Corporate Communications to ensure the plan is visible and that staff are well informed on the differing initiatives on offer. This plan links into the Attendance Management Improvement Plan and Remobilisation Plan.

#### **4.9 iMatter Survey 2021**

Dates for the NHS 24 iMatter Cycle for 2021 have been provided to the Scottish Government. Options for the approach to implementation in NHS 24 will be presented in a paper to the Executive Management Team in due course.

The key dates are as follows:

- Team members confirmation: 16/08/21 until 10/09/21
- Questionnaire sent: 13/09/21 until 01/10/21
- Report received if paper copies submitted: 18/10/21
- Report received if no paper copies submitted: 05/10/21
- Action planning commences the day after the report is completed and is likely to be for 8 weeks only (compared to 12 weeks in previous years)

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

### **5.1 Connect Programme**

Since Board approval to proceed with Phase 1c of the Connect Programme in February 2021, a number of meetings have taken place with our two Managed Service Providers to agree a detailed plan of work for implementation. The timetable was formally approved at the end of March by all three organisations. A tri-partite Project Board will meet weekly to monitor progression and will feed in to NHS 24's Delivery Board to monitor Connect overall programme delivery and to remove any barriers to progress if they arise.

### **5.2 Estates Programme**

The recent Estates Programme Board endorsed a paper highlighting the main variables in play regarding our future estates strategy. It was agreed that there are a number of actions required outwith the remit of EPB and that these would be taken through the Change Portfolio Board to address a programme of work that encompasses various workstreams. The outputs will then be fed back to EPB to consider any actions.

**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.