

<p><b>NHS 24 BOARD MEETING</b></p> <p style="text-align: right;"><b>17 JUNE 2021 ITEM NO. 10.1 FOR APPROVAL</b></p> <p style="text-align: center;"><b>NHS 24 CONTINUATION AND REMOBILISATION PLAN 2021/2022</b></p>	
<b>Executive Sponsor:</b>	Director of Strategy, Planning and Performance
<b>Lead Officer/Author:</b>	Director of Strategy, Planning and Performance /Interim Head of Strategic Planning
<b>Action Required</b>	<p>This paper informs the NHS 24 Board that the Scottish Government have formally responded to the submission of our 2021/22 Continuation and Remobilisation Plan and the letter is appended.</p> <p>The Board are also asked to note the associated summary document as annexes.</p>
<b>Key Points</b>	<p>Following a request from Scottish Government in December 2020, NHS 24 was required to develop and submit an updated Remobilisation Plan for 2021/22 to Scottish Government by 26 February 2021.</p> <p>The plan has been developed through discussion with leads, stakeholders and a number of sessions with key groups; NHS 24 Board, EMT, IMT and discussion with the Public Partnership Forum.</p> <p>Scottish Government advised that this Remobilisation Plan will act as NHS 24's Annual Operating Plan until 31 March 2022 and therefore act as the point of reference for regular progress reporting to the Sponsor Team.</p>
<b>Governance Process</b>	<p>In order to develop and refresh key priorities and actions a number of sessions were undertaken with key groups; NHS 24 Board, EMT, NHS 24 Planning and Performance Committee, APF, IMT, meetings with key leads and stakeholders and discussion with the Public Partnership Forum.</p> <p>On 25 February 2021, the NHS 24 Board gave approval for the Continuation and Remobilisation Plan to be submitted for approval to Scottish Government on 26 February 2021.</p> <p>The document was reviewed and formerly signed off by Scottish Government on 26 March 2021 and is now presented to the NHS 24 Board for final approval.</p>

<p><b>Contribution to NHS 24 Strategy</b></p>	<p>All NHS Boards were required to develop a Remobilisation Plan to outline their response to the COVID-19 pandemic. Following the submission of NHS 24’s second Remobilisation Plan in July 2020, Scottish Government requested that all NHS Boards develop the next iteration of Remobilisation Plans, to cover the period until March 2022.</p> <p>This Continuation and Remobilisation Plan will be used as the basis for engagement with Scottish Government to monitor NHS 24’s annual performance over 2021/22.</p>
<p><b>Key Risks</b></p>	<p>The development of the Continuation and Remobilisation Plan has taken into consideration key organisational risks, including risks in relation to the Change Portfolio to ensure that all risks are mitigated through governance arrangements.</p> <p>The key risk through the Remobilisation Plan is the uncertainty of the progression of the COVID-19 virus and its implications to NHS 24’s workforce and the needs of the Scottish population.</p>
<p><b>Financial Implications</b></p>	<p>The Continuation and Remobilisation Plan 2021/22 includes a supporting draft financial plan which will require updating and approval as part of this process.</p>
<p><b>Equality and Diversity</b></p>	<p>The individual priorities of the Continuation and Remobilisation Plan 2021/22 will be assessed for impact in relation to equality and diversity.</p>

**1. RECOMMENDATION**

- 1.1 This paper informs the NHS 24 Board that the Scottish Government have formally responded to the submission of our 2021/22 Continuation and Remobilisation Plan and the letter is appended.

**2. BACKGROUND**

- 2.1 On the 31 May 2020, the Scottish Government published its NHS Scotland Framework: Remobilise, Recover, Redesign. This Framework sets out the steps being taken to safely resume some paused NHS services across Scotland. It ensured that the successful steps taken to maintain services during the pandemic are learnt from and built upon. This includes the significant innovations introduced across the NHS to assess patients utilising digital technology. This NHS Scotland Framework continues to underpin on-going remobilisation planning.
- 2.2 Following the submission of NHS 24’s Remobilisation Plan in May 2020, Scottish Government requested that all NHS Boards develop a next iteration of Remobilisation Plans, to cover the period from August 2020 until March

2021. This build upon NHS 24's previous plan and identified key areas of focus to the end of March 2021 and beyond.

- 2.3 In recognition of the complexity of planning very far ahead in current circumstances, as well as the significant and immediate pressures currently being faced by the system, Scottish Government requested, in December 2020, that all NHS Boards develop and submit a further one year plan to follow on from the end of March 2021.
- 2.4 The Plan should provide an update and further iteration of the existing Remobilisation Plan, summarising work in a number of key areas of activity to the end of March 2022.
- 2.5 Scottish Government have also indicated that, where appropriate and known, the updated Remobilisation Plan also includes NHS 24's longer term plans, where it is considered to be useful.
- 2.6 Scottish Government have again advised that Continuation and Remobilisation Plan 2021/22 will act as NHS 24's Annual Operating Plan until 31 March 2022 and act as the point of reference for regular progress reporting to the Sponsor Team.

### **3. DEVELOPMENT OF THE CONTINUATION AND REMOBILISATION PLAN**

- 3.1 The Continuation and Remobilisation Plan sets out an update of NHS 24's key priorities and outcomes for 2021/22. It is proposed that the plan will form the basis of NHS 24's key pieces of work for the next 12 months, supported by an updated Change Portfolio. In order to refresh key priorities and actions NHS 24 has undertaken a number of sessions with key groups; NHS 24 Board, EMT, IMT, meetings with key leads and stakeholders and discussion with the Public Partnership Forum.
- 3.2 It is recognised that engagement is more limited than NHS 24 would desire but reflects the reality of planning in a global pandemic. However, significant engagement has still been undertaken in the development of this document, and these discussions have informed the Plan, along the way.
- 3.3 This 2021/22 Continuation and Remobilisation Plan is an extension of NHS 24's earlier COVID-19 Continuation and Remobilisation Plan - August 2020 - 31 March 2021, outlining key COVID-19 continuation activities, alongside other key strategic priorities. NHS 24 remains committed to providing the best health and care services for the people of Scotland as a core priority. However, in order to provide the highest quality services through safe, effective, person-centred care, NHS 24 recognises that now, more than ever, there is a need to focus on the wellbeing of its staff.

NHS 24's key priorities through to 31 March 2022 are:

- 1. Supporting our Workforce and their Wellbeing**
- 2. On-going Management and Recovery from COVID-19**
- 3. Continued Development of National Urgent Care Pathways**
- 4. Development of a Suite of Aligned Mental Health Services**

**5. Expanding Digital Access to Care**

**6. Tackling Public Health Priorities and Health Inequalities**

NHS 24 has also developed enabling themes that will support the delivery of this plan and progression of wider priorities:

**7. Transforming our Ways of Working**

**8. Working Together to Develop our Organisation and Culture**

- 3.4 This Remobilisation Plan includes key actions which will allow NHS 24 to establish its role within the wider Health and Care agenda, with the development of focused collaboration with the public health community and on-going development of the new national 24/7 Urgent Care Pathway. The plan will continue to provide opportunity for collaboration across both local and national boards in Scotland, as well as on-going public consultation to gain insight into user needs and expectations of NHS 24 services.

**4. DELIVERY AND ONGOING REPORTING OF THE PLAN**

- 4.1 This Plan is a living document and it will therefore be adapted and modified as thinking further evolves and also as regular reporting with Scottish Government and the Sponsor Team is undertaken. The plan will be reviewed at the end of the summer to ensure it represents the challenges and opportunities as outlined.
- 4.2 In order to ensure the NHS 24 workforce understands the organisation's priorities for the year ahead, the Strategic Planning Team have worked with the Communications Team to develop a Plan on a Page and Summary Continuation and Remobilisation Plan (please see appendices).
- 4.3 Our intention is to disseminate these through our senior management team and then with their respective teams. Communications will provide a regular focus and updates on each of the key areas highlighted within it in Team Talk and on the intranet.
- 4.4 For the public, we will continue to work with our Public Partnership Forum and Youth Forum to ensure these work for the general public and will post on our corporate website and promote via a number of channels and stakeholders. Communications will also include updates via corporate news on NHS24.scot.
- 4.5 An Action Plan to review progress of the activities within this Continuation and Remobilisation Plan 2021/22 is currently being finalised. This will be reported through the NHS 24 Governance Committees and to EMT regularly.

**5 CONCLUSION**

- 5.1 The Continuation and Remobilisation Plan was reviewed by Scottish Government and NHS 24 received feedback on 18 March 2021. This document was updated and formerly signed off by Scottish Government on 26 March 2021 and now presented to the Board for final approval.

- 5.2 As NHS 24 moves beyond an emergency footing and into a more 'business as usual' approach, it is the intention to take a longer term view and many of the initiatives and transformations which are being developed and embedded now will clearly have implications for the future shape of NHS 24 services and wider health and care services. The work NHS 24 teams are undertaking together now will begin to create the framework for that longer term planning and development of our future NHS 24 strategy.