

NHS 24 BOARD MEETING		17 JUNE 2021 ITEM NO 10.2 FOR APPROVAL	
APPROACH TO DEVELOPMENT OF NEW STRATEGY			
Executive Sponsor:		Director of Strategy, Planning and Performance	
Lead Officer/Author:		Director of Strategy, Planning and Performance /Interim Head of Strategic Planning	
Action Required		The NHS 24 Board are asked to approve the proposed approach to development of the new NHS 24 Strategy and associated development of a Clinical and Quality Strategy.	
Key Points		<p>Our current NHS 24 Strategy runs to 2022 and, in light of the current pandemic, we included our intention to develop a new Strategy in our 2021/22 Remobilisation Plan.</p> <p>In addition to the development of the overall NHS 24 Strategy, it is also proposed that an underpinning Clinical and Quality Strategy is developed, under the leadership of the Medical Director and Director of Nursing and Care.</p> <p>As we move beyond an emergency footing and into a more ‘business as usual’ approach, the development of a new Strategy will enable NHS 24 to set out its role within the wider Health and Care agenda, including contribution to the national work on redesign of urgent care; increasing contribution to the Mental Health Delivery Plan and our role in working with others to reduce health inequalities and support national delivery of public health priorities.</p> <p>This paper sets out key aspects of our proposed approach to the development of the new Strategy, which will be published in April 2022.</p>	
Financial Implications		Any financial implications as it relates to NHS 24, will be considered as part of the Strategic Planning Resource Allocation (SPRA) process.	
Timing		The Strategy Development will begin formally in July, with engagement through summer, a Draft Strategy then consulted on in September, with the new 2022 Strategy approved by the Board in April 2022.	
Contribution to the National Health and Social Care Delivery Plan (Dec 2016)		This work on ensuring the NHS 24 Strategy is kept up to date with ongoing service delivery and service development changes within NHS 24 and that we continue to contribute to national and Ministerial priorities.	

Equality and Diversity	The Strategy Development will take account of departmental resource requirements in relation to equality and diversity.
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1. RECOMMENDATION

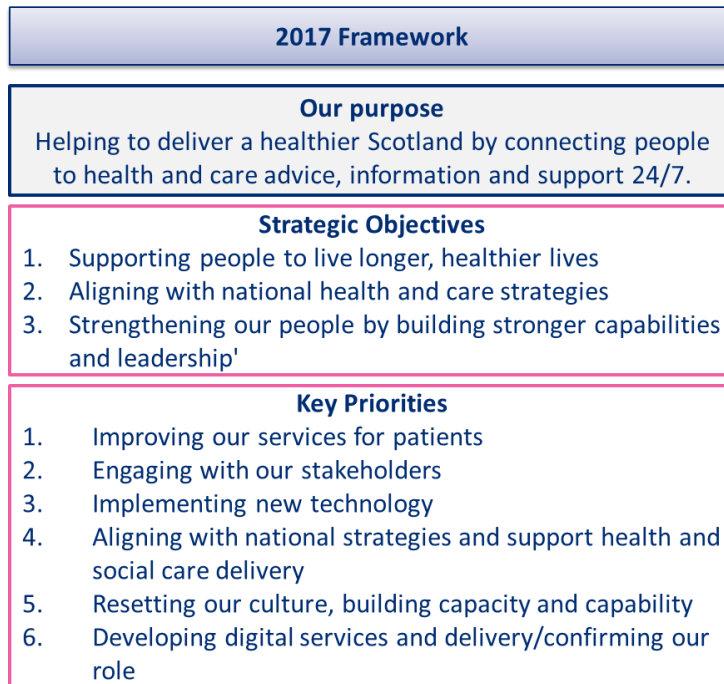
- 1.1 This paper is presented to the NHS 24 Board to approve the proposed approach to the development of the new NHS 24 Strategy, including development of a new purpose statement and new Clinical and Quality Strategy.

2. BACKGROUND

- 2.1 The 2017-2022 NHS 24 Strategy was approved by the NHS 24 Board in June 2017. In June 2019, NHS 24 commenced a review of this Strategy to confirm that its strategic direction was still valid for NHS 24, the wider health and care service in Scotland and other public and third sector partners, and to consider any impact arising from Scottish Government priorities and policy developments advised since our Strategy was approved in 2017. The review of the NHS 24 Strategy helped frame the development of our key Remobilisation priorities.
- 2.2 In light of the current COVID-19 pandemic, NHS 24 has even more reason to ensure our Strategy is thoroughly reviewed to highlight the role of NHS 24 within the broader health and care system.
- 2.3 The development of the Strategy will enable NHS 24 to set out its role within the wider Health and Care system. The new Strategy will also look to provide an opportunity for collaboration across both local and national boards in Scotland, as well as consultation to gain insight into user needs and expectations of our services.
- 2.4 The 2021/22 Continuation and Remobilisation Plan provides an update of our work in a number of key areas of activity to the end of March 2022. This includes an indication of our longer term plans and key actions to enable 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.
- 2.5 The Scottish Government is currently developing a national planning approach to support the Re-mobilise, Recover, Re-design agenda, and to put in place a robust planning system for NHS Services to support the on-going implementation of the National Clinical Strategy and the Health and Social Care Delivery Plan. To date, this has included a shared framework for remobilisation planning and going forward there is a commitment to three year planning and improved alignment of workforce and financial planning.

3. CURRENT STRATEGIC FRAMEWORK

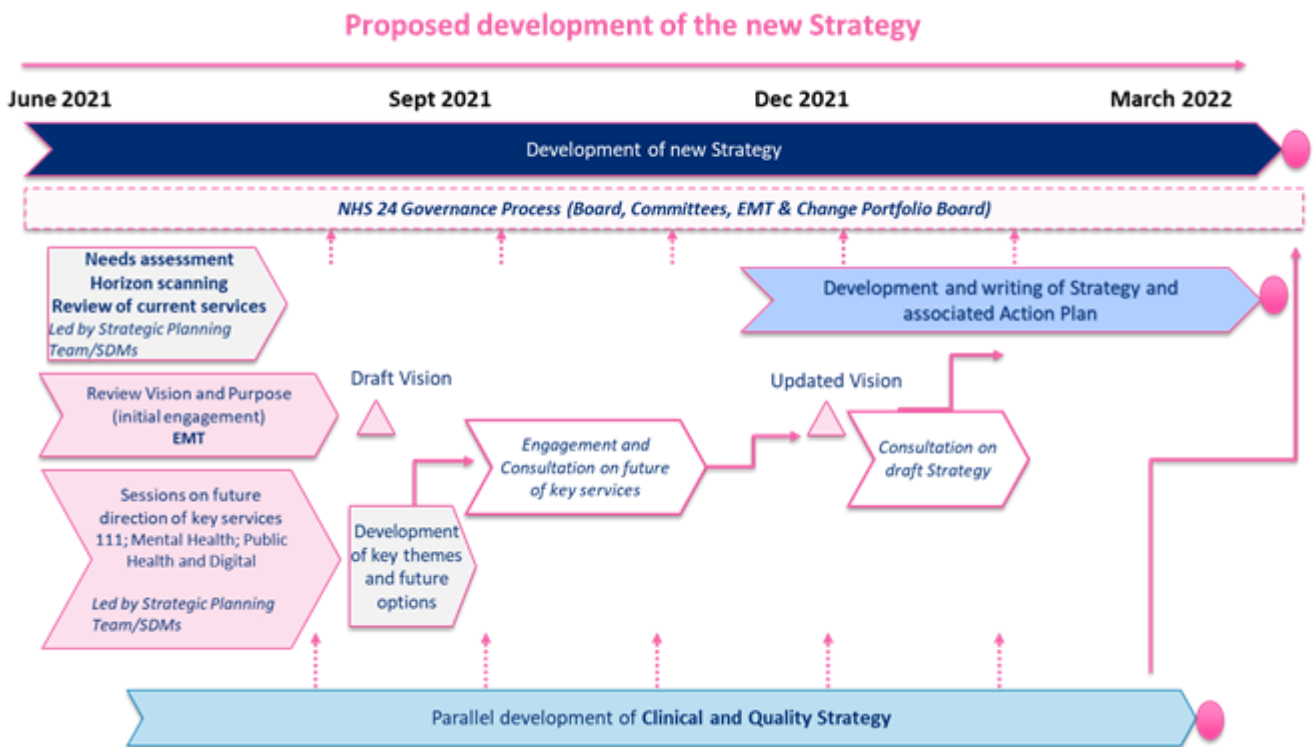
3.1 For information, the overarching framework set out in the 2017 Strategy is summarised below.



3.2 Four years on, we now need to consider how the NHS and wider Scottish public services landscape has changed since 2017 and the impact this has on our objectives and priorities over the next three years.

3.3 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. An exercise was undertaken in 2018 to review 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”**

4. PROPOSED APPROACH TO DEVELOPMENT OF NEW STRATEGY



- 4.1 NHS 24 is committed to achieving inclusive and meaningful engagement as the cornerstone of the design, development and delivery of services. However, due to planning in a pandemic, recent plans have lacked the more robust and meaningful engagement that would help support on-going buy-in and commitment.
- 4.2 It is proposed that the development of the new Strategy begins with an initial **review of NHS 24’s purpose and mission**, to ensure all stakeholders feel involved in the development of NHS 24’s on-going identity and strategy and to provide us with clarity on future direction of travel and with a North Star for us to move towards.
- 4.3 To inform this, the Strategic Planning Team, working with colleagues, will undertake a **needs assessment** to analyse the current and future health and care needs of our diverse population. We would then intend to engage on the development of the vision with the Board in September.
- 4.4 In parallel, the Strategic Planning Team and Service Development Managers will work across Directorates and services on horizon scanning to capture relevant policies and strategies. The team will also look to wider policies and

strategies outwith Scotland. As part of the horizon scanning, there are also a number of other areas to be considered. For example, Corporate Parenting, the Promise and other areas relating to children and younger people.

The desktop evaluation will also include a review of Scottish Government (SG) and relevant NHS and wider public sector partner strategies and their alignment and/or impact on the strategic intentions of NHS 24. For example, the development of the new National Care Service, the Four Care Programmes and the refreshed Digital Health and Care Strategy.

- 4.5 Following completion of the above, the Strategic Planning Team will engage with key stakeholders to validate emerging observations. This will also inform the Board workshop in September to discuss and develop the vision.
- 4.6 In discussion with the Medical Director and Director of Nursing and Care, it is proposed that we also begin parallel work on development of an underpinning **Clinical and Quality Strategy**, which will develop and define our clinical and quality strategy, which will frame the delivery of clinical priorities for NHS 24 and support alignment with national priorities. To do this, we will engage with our Senior Clinical Forum to undertake a review of our clinical services. This will also incorporate recommendations from the recently completed Learning Disabilities Review.
- 4.6 This activity will also consider the work, being led by our Medical Director, on development of a Public Health Framework to identify how we can support public health inequalities.
- 4.7 We will work with the **Area Partnership Forum**, staff-side and members of staff, throughout the various stages of development of the Strategy. In addition, we will continue to work alongside our Public Partnership Forum, which comprises of patients, carers and representatives of voluntary organisations and other interested members of the public.
- 4.8 We will also look to engage with relevant external stakeholders, supported by the Stakeholder Engagement Team. As part of this we will review and update our stakeholder engagement plan and confirm the role of the Stakeholder Engagement Team within this process.
- 4.9 To support a collaborative approach to the development of the new Strategy, it is proposed that we establish a **Strategy Planning Group** to both oversee development and also as a vehicle to engage across the organisation. In particular to oversee:
 - Overview of the Strategic Needs Assessment
 - Development of the Strategic Plan
 - Robust stakeholder representation is reflected throughout the development of the Plan.

Stakeholder representation will be from all Directorates/key areas.

5. PROPOSED TIMELINE

- 5.1 Following refinement and agreement by EMT of this proposed approach, a more detailed plan of activities is under development.

6. CONCLUSION

- 6.1 Over the last 15 months, NHS 24 has expanded significantly and our role in the wider health and care system has been well recognised. This period has seen us undertake innovative expansion of services, staffing, estate, ICT and digital and we now need to draw on this as we scale further, and become a key component of our health and care system.

The development of our new Strategy will set the framework for our contribution to the wider context of changes taking place across the system.