

**NHS 24
BOARD MEETING**

**17 JUNE 2021
ITEM 8
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 2021/22 Remobilisation Plan, since the last Board meeting.

Executive Sponsor: Executive Team



1. INTRODUCTION

1.1 The format of this report positions updates against the four agreed strategic priorities identified within the NHS 24 Operating Plan 2020/21-23.

2. CONTINUOUS DEVELOPMENT AND DELIVERY OF HIGH QUALITY ACCESSIBLE SERVICES

2.1 High Volume Redesign and Clinical Development of Urgent Care Pathways

Ongoing clinical content review of high volume redesign of urgent care pathways and decision support development to ensure high quality and safe outcomes for service users and greater efficiency and effectiveness in call handling. This includes Associate Medical Director (AMD) working with Service Delivery colleagues on a test of change for management of medicine-related calls. It will be run over 3 weekday evenings before initial evaluation.

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The Nurse Consultant, Telehealth and Telecare is undertaking work with the Clinical Development Team (CDT) on a number of redesign areas:

- New back pain protocol live (14/04/2021), protocol being reworked based on staff feedback.
- Call summary tab is now live (12/05/21) which provides the clinician with access to all information collected by CT in order to assist with decision making. Frontline staff have been surveyed to gain feedback on the changes. The feedback received will assist in further development
- New urinary protocol live (26/05/2021) which will show all negative and positive responses to urinary related questions, this will show within call summary tab for clinical supervisors
- Headache protocol now been reviewed using feedback already received from staff.

2.2 Advance Nurse Practitioners (ANPs)

Paper re speak to Clinician/ANP now complete. This will focus on “speak to clinician” option with progression to use of Near Me technology thus improving the patient journey and completing it within NHS 24. Test of change live in Clydebank with roll out to Lumina at start of June.

Preferred candidate for Senior Nurse with responsibility for Advanced and Specialist Practice confirmed plan to start with NHS 24 Mid-August/ September 2021.

2.3 Ongoing development of NHS inform

Planning work on the strategic development of NHS inform has begun, with the first stage mapping out the current and future requirements for NHS inform, categorised as tactical requirements (for immediate delivery) and strategic requirements (for consideration alongside the wider strategic context for NHS 24).

In addition, NHS inform continues to be seen as the initial point of access for citizens seeking COVID-related information. As the use of NHS inform grows, it is critical that we develop an integrated national clinical governance approach as patient care boundaries reduce, become more fluid or become digitally facilitated.

To address this, the Medical Director and Director of Strategy, Planning and Performance have been working with SG to co-develop a De Minimis approach, through a Test of Change with Long COVID-19 and NHS inform to develop best practice integrated clinical governance and make clear accountability for individuals/organisations who co-create content or pathways nationally. A set of guiding principles have been agreed collectively and will be used as the basis for future commissioning of clinical content onto NHS inform.

2.4 Winter Campaign 2021: Effectiveness Evaluation

NHS 24 delivers the annual winter health preparedness campaign on behalf of NHSScotland. The campaign is designed to inform and encourage the

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public to be prepared for seasonal illnesses in order to alleviate pressure on services, particularly during the Festive period. In the context of the pandemic the campaign was adapted in two significant ways:

- A new creative was produced under Show You Care, Prepare branding. This was to ensure it worked in the context of significant levels of health communications while attracting stand-out.
- The campaign duration was extended from 6 to 12 weeks to better support services under pressure due to the pandemic.

Media activity including TV, radio, digital, pharmacy posters and traditional media ran between November and March, supported by a social media campaign using NHS 24 channels. A communications toolkit was issued to all Health Boards who deployed the assets across their own internal and external channels. Key findings of the recent evaluation included:

- Satisfaction levels of NHS 24's 111 service have remained very high at 89%
- Just under three quarters were aware of NHS inform. This is significantly higher than previous research and reflects the role of inform as the hub for all public facing information related to COVID-19.
- Spontaneous campaign recall was good (35%) with channel integration working well (44% of respondents had seen more than one channel with TV performing the strongest)
- 70% of respondents said they took action as a result of the campaign. The main action reported was checking and ordering repeat prescriptions. The campaign has been successful in driving action, particularly amongst parents and those with long-term health conditions.

The outputs of the evaluation will be used to help inform the planning of winter communications for 2021/22 and discussions are planned with Scottish Government's primary and unscheduled care teams to ensure that winter communications continue to be aligned with the Right Care, Right Place approach. A new creative is to be developed for the 2021/22 winter campaign.

2.5 Patient Safety Leadership walk rounds

SBAR paper with recommendations for Patient Safety Leadership Walk round complete, to be presented to Executive Management Team, with plans to restart July 2021.

2.6 Quality Management Assessment

The establishment of a Senior Clinical Forum (led by Nurse/Medical Director) is underway to bring clinical/professional leads together to support a quality management approach and the development of a clinical vision/strategy to inform the refreshed organisational strategy (NHS 24 has had a clinical roadmap in place for a number of years).

As a first step the Senior Clinical Forum have undertaken a baseline assessment of the current NHS 24 systems, processes and quality measures that are in place to support an integrated approach to managing clinical safety

and quality and identify change ideas to support further improvement and the development of revised quality measures.

2.7 UEFA 2020 Football Championships/COP26

Multi agency planning for major events including the UEFA 2020 football championships at Hampden and COP 26 are underway. NHS 24 are fully engaged and will aim to support the planning using their digital and telephony capacity and capability.

2.8 Transition of IMT

NHS 24 continue to support COVID-19 demand levels through the Incident Management Team (IMT). Based on learning from the RRR review, work is underway to consider the transition of IMT into a senior management team (SMT) and widen the scope of the group. The proposed ToR will be presented to the EMT on 8 June 2021 and subsequently to the Board in August 2021.

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

3.1 Provision of Service

Engagement with Scottish Government, Primary Care leads including Scottish General Practice Committee, OOH services and Royal College of GPs on optimising the interface and patient flows in NHS 24 and in hours GP, in light of NHS 24s 24/7 hour provision of service.

3.2 Mental Health and Learning Disabilities

NHS 24 have established a Mental Health and Wellbeing Clinical and Care Governance Group. The Group is chaired by the Lead Nurse for Mental Health and Learning Disabilities and Head of Clinical Services. The core purpose of the Group is to monitor, review, prioritise and co-ordinate the Clinical and Care Governance activities across NHS 24's Mental Health and Wellbeing services providing assurance to the organisation and National Clinical Governance Group of effective clinical governance and quality assurance.

NHS 24 have established a Mental Health and Learning Disabilities Professional Nursing Forum in order to provide up to date information on local, regional and national strategic and professional activity; utilise communication resources to disseminate information and best practice; plan, review and facilitate learning across services providing contemporary information on resources, service developments and CPD. External experts will be invited to attend at times to provide further learning opportunities. The forum is chaired by the Lead Nurse for Mental Health and Learning Disabilities.

3.3 Public Protection

Due to the expansion of Mental Health Services 24/7, Redesigning Urgent Care (RUC) and a variety of other various factors, NHS 24 has seen a significant increase in the operational demand within the Public Protection

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service. The clinical governance team are currently reviewing the data contained with the upward trend, nationally reports across other health boards have also seen an increase in particular, with child protection referrals. A paper in an SBAR format will be presented to EMT in July 2021.

Public Protection will become part of the Respond 8 system, planned go live date is September 2021, this is the first experience of the public protection service becoming part of this system.

3.4 Pharmacy First

Formal commission from SG completed for NHS 24 national sign off. Pharmacy First PGD complete and in use by Territorial Health Boards to support delivery of Pharmacy First. This maximises the ability of Community Pharmacy to deliver safe medicine prescribing in a standardised way across the country, thus supporting whole system sustainability.

3.5 NHSScotland Event

NHS 24 has always fully participated in the NHS Scotland Annual Event and continues to do so this year in the delivery of one of the key Parallel Sessions, focusing on our response to the pandemic, showcasing how we scaled up and delivered at pace, through a cross-organisational focus. This year the event takes place on June 22-24 and is being delivered virtually.

In addition to the parallel session, we have been successful in our application for eight posters to be presented during the event:

- A little SMS goes a long way in Healthcare - The digital health tool of the century
- Improving patient care with staff led changes – it's a good sign, that safety is always on their mind through Better Working Better Care.
- Scotland's Service Directory – single point to access all your local Health & Wellbeing services
- Improving the Patient Journey – NHS 24 Remote Prescribing
- Preparing the Workforce – NHS 24 Student Pharmacist Experiential Learning
- Use of AI to support peak demand for COVID public information enquiries
- Connecting for better mental wellbeing: creating a network of benches to encourage kindness in communities
- Enhancing the effectiveness of the patient journey for patients with potential cardiac symptoms calling 111

4. INVESTING IN AN ADAPTABLE, ENGAGED AND SKILLED WORKFORCE

4.1 Interim Workforce Plan 2021/22

A draft version of the Interim Workforce Plan 2021/22 was submitted to Scottish Government on 30th April 2021 for review. NHS 24 await feedback which is due to be issued imminently.

4.2 Health and Wellbeing

The Health and Wellbeing Strategy and Corporate Action plan has now been agreed and is being communicated to all staff. Working with the Corporate Communications Team we have started to engage with staff around attendance management information and data. We have are also working with the Centres and the Communications Team on re-establishing the Staff Experience Groups to ensure local engagement with staff.

4.3 Recruitment for 111 Services

Through the PIP work, clear targets have been set for each skillset and we are currently on target for all. We report and analyse monthly the actual, projected and shrinkage figures for each skillset compared to the targets in order to identify any issues as they may occur.

At the end of May we have 527 WTE call handlers with a further 60 WTE expected to start over June and July. We have a target of 677 WTE by October and are on target to meet this with a live recruitment campaign out now.

In addition we are aiming to recruit 50 additional FTE Temporary Call Operators, we have identified 25 FTE from the last Call Handler campaign and from the current campaign anyone who does not meet the requirements for the Call Handler role will be offered a TCO role for 12 months to support the COVID and Dental lines. Adverts are live for both Senior Charge Nurses and Team Managers to support the recruitment of additional Call Handlers.

Recruitment for the Mental Health Hub (MHH) continues. Interviews during April and May secured additional external Psychological Wellbeing Practitioners (PWP) as well as most of the existing temporary PWPs successfully securing permanent posts. MHH Core Inductions are scheduled for June, July and August. NHS 24 has re-advertised for Band 6 Nurse Practitioners to work with us and Police Scotland.

Role	Actual	Target
PWP	63.96	75
MH NP	15.12	36
MH SCN	7.58	8

Future work is being scoped in terms of a review of end of end recruitment processes as well as clear communication plans for future campaigns should we identify other locations such as Dundee.

4.4 Attendance Management

We await the report from the Scottish Government representative who has been reviewing NHS 24 attendance management practices. In the meantime, work on the agreed Attendance Management Improvement Plan continues to progress. The Wellbeing Team Managers are now in place and we are working to support them and agree KPI's as part of this work.

The Attendance Management training continues to be undertaken through the eLearning module and facilitated online training session. As at end of May 2021, 88% of managers had progressed through the webinar and/or online training option. This training is mandatory for managers (see also 4.5) and we continue to promote and encourage managers to attend the training.

4.5 Statutory and Mandatory Training

The Deputy Director of Nursing and Care has established an improvement group including representatives from service delivery, staff-side, organisational development and practice education to develop and deliver an improvement plan to achieve the required compliance for all mandatory training. This includes a clear trajectory towards the aim of 95% compliance.

Key activities identified on the improvement plan include clarifying the mandatory training requirements for all staff and for specific roles and actively communicating these to the organisation, providing regular reminders for staff, as well as reviewing module content through robust evaluation practices to help ensure a positive learning experience.

4.6 Organisational Development (OD)

Following the external review of NHS 24 learning and organisational development undertaken in autumn 2020, actions are now being progressed by the newly appointed Head of Organisational Development, Leadership and Learning. Early work has started on the development of an OD Strategy and a Framework which will underpin how this function operates to support organisational priorities.

In support of the external review, a Benchmarking Exercise is being undertaken to identify best practice in relation to whole function Organisational Development Leadership and Learning (ODLL) practices and structures. Data gathered will inform the transformation of ODLL within NHS 24, in NHS Scotland. The goal is to strengthen individual, team and organisational performance in order to meet strategic outcomes.

4.7 Continuing Professional Development

Options for a full suite of non-clinical Continuing Professional Development facilitated virtual micro learning sessions in the form of an annual CPD Calendar are currently being developed. This will be expanded in phases to allow for co-design and collaboration with other public sector bodies, ensuring a comprehensive, holistic and joined up approach is achieved, with the ambition of NHS 24 having an industry leading CPD offering over time.

In addition, the Business Disability Forum has now provided a draft of proposed activities intended to improve career opportunities for and the experience of disabled staff.

4.8 Multi-professional Interaction

Multi-professional interaction between call-handling/nursing/service managers with new the Emergency Medicine AMD to promote shared understanding of current organisational priorities and issues. Regular 'on the floor' presence to support and listen to staff providing NHS 24's clinical interface with service users. This will underpin development of multi-professional education sessions to clarify new pathways and gain understanding of frontline staff experience and user outcomes to guide new pathway development.

4.9 Workforce Data Platform

NHS 24 continues to work with NES and their developers on the new workforce data platform. Testing continues on the absence data and work is underway on the training data to establish a distinct suite of business rules for NHS 24 in relation to mandatory training data reporting. The establishment of one single workforce data warehouse is critical in the people data journey towards becoming an insight driven organisation.

The Workforce Planning and Development Team are working in collaboration with all teams within the Workforce Directorate to establish a performance dashboard for the Heads of Clinical Service (HOCS) to support them in managing their centre's performance and compliance reporting. Once established a session will be scheduled with the HOCS to demonstrate the dashboards and receive feedback, with the intention to present the finalised version to the Staff Governance Committee.

Key in delivering these workforce dashboards will be the development of training tailored to the relevant managers of these dashboards to make sure that they are comfortable accessing and interpreting the data presented.

The objective will then be to expand on this dashboard with other performance dashboards targeting corporate performance, operational performance and also dashboards for the newly established Wellbeing Team Manager role.

4.10 iMatter 2021

NHS 24 iMatter Sub-Reporting Levels were submitted to the Scottish Government on 21 May 2021. Previously, reports were provided at team, Directorate and Board level. This year, reporting is expected for all managers of managers. The sub-reporting levels will receive a report which displays the aggregated Employee Engagement Index (EEI) and Response Rate for their area of responsibility, as well as the EEI and Response Rates for every team that ultimately reports into them, in the same way the Directors do currently. This provides greater dispersed accountability and oversight on iMatter Key Performance Indicators, and the ability to identify where support is required for individual teams.

The NHS 24 iMatter Cycle for 2021 has been updated to reflect a reduction in the action planning phase from twelve weeks to eight weeks. Options for the approach to implementation in NHS 24 will be presented in a paper to the Executive Management Team on 8 June 2021. The key dates are as follows:

- Team members confirmation: 16/08/21 until 10/09/21
- Questionnaire completion: 13/09/21 until 01/10/21
- Report received: 05/10/21
- Action planning commences: 06/10/21

Deadline for Action Plan submission on Webropol: 01/12/21

4.11 COVID-19 Vaccination Programme 2021

81% of NHS 24 staff have now received their 1st dose of the COVID-19 vaccine, with a further 54% of staff having received both doses. We continue to vaccinate staff with their 2nd dose as part of the NHS 24 COVID-19 vaccination programme until the end of June. Staff are actively seeking advice if unsure about having the 2nd dose of the vaccine and the Vaccination Team are managing those discussions as needed in line with the JCVI and Green Book guidance. A plan is currently being developed to deliver a sustainable peer led approach to vaccination going forward.

4.12 Lateral Flow Device (testing)

55% of NHS 24 staff have registered for a Lateral Flow Device (LFD) testing kit and we continue to encourage staff to register and take part in LFD testing if they haven't already signed up. Currently NHS 24 staff have submitted 12% of the expected weekly test results to the national portal (national average 30%). A formal improvement plan has been developed and submitted to Scottish Government. A range of actions are being progressed to highlight the importance of LFD testing and make the submission of test results as easy as possible for staff. However, it must be highlighted that submission is not as user friendly as it could be, with a range of technical issues also being highlighted by staff. We continue to feed this back to NSS in real-time.

5. BUILDING AN INTEGRATED SERVICE DELIVERY INFRASTRUCTURE

5.1 Multi-Speciality Expert Advisory Group

The Associate Medical Director for Emergency Medicine (on secondment) is leading the development of a new national multi-speciality subject matter expert advisory group for emergency medicine to ensure appropriate clinical governance of clinical pathway development and provide clinical currency to practice.

It will promote greater liaison and mutual understanding and respect with partner services in territorial boards through regular interface with relevant primary care, emergency medicine, ambulance service and mental health services.

5.2 Estates Update

- Lumina site is now fully operational and proving popular with staff.
- Following agreement on the terms from our legal team, the lease for the Aurora site is scheduled to be signed off this week (w/c 7th June). We are still aiming for an early entry date and are working to an August timeline.
- The Estates Business Case is going to Board in June with recommendations around current sites and future requirements to future proof our ongoing requirements.

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.