

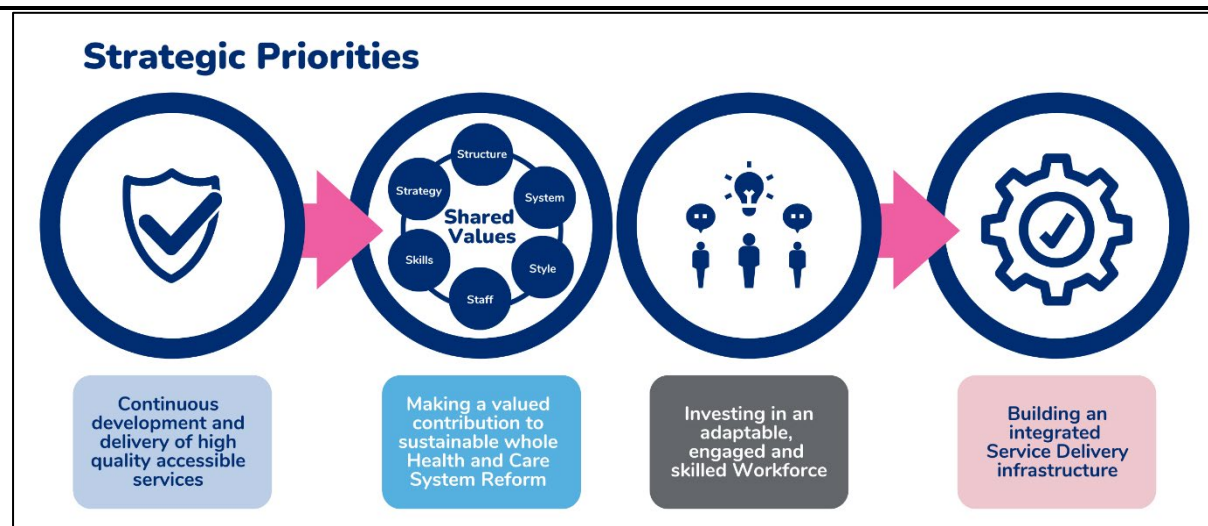
**NHS 24  
BOARD MEETING**

**16 JUNE 2022  
ITEM 07  
FOR ASSURANCE**

**EXECUTIVE REPORT TO THE BOARD**

This paper provides an overview of progress on the high-level activity associated with the delivery of the NHS 24 2021/22 Remobilisation Plan and developing annual operating plan, since the last Board meeting.

**Executive Sponsor:** Chief Executive



**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. NHS 24, SAS, NHS Tayside Flow Navigation Centre**

2.1.1 A successful joint SAS, NHS 24 and NHS Tayside Board review of Flow Navigation Centre referrals from NHS 24 has taken place. The outcome will support a standardised approach to undertaking similar reviews which can be replicated across other Boards. This provides a valuable feedback mechanism to aid both internal education and service development, and visibly strengthen national collaboration.

## **2.2 Sharing NHS 24 Contact Record with Community Pharmacy**

- 2.2.1 The Clinical Directorate has completed a Data Protection Impact Assessment (DPIA) for the transfer of the NHS 24 contact record to a community pharmacy whenever the service makes a referral to them. This will see community pharmacy become an integrated partner with NHS 24, expanding our capability to share information gathered during our clinical assessment with pharmacy beyond just those occasions linked to prescribing activity. Final sign-off on the DPIA is expected by June 2022, with preliminary discussions already underway on the technical requirements and changes necessary for implementation ahead of Festive 2022. This will mean that in future, patients will not arrive 'unannounced' in the community pharmacy when a referral from NHS 24 is made, which will lead to a better patient experience.

## **2.3 Patient Safety Leadership Walk round**

- 2.3.1 Work is progressing with the Nursing and Care Directorate and the Corporate Communications Team to develop an annual engagement plan for the whole organisation. Discussions have taken place with the Chair to consider the type of engagement sessions which will be possible based on Executive Team members commitments over the year. Focus will be placed on face to face Patient Safety Leadership Walk-round visits.

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

## **3.1. Advanced Practice**

A discussion paper with associated planned actions has been agreed and signed off by the Executive Management Team. The Advanced Nurse Practitioners are now working with Service Delivery and Medical Directorate to understand areas in which they can add extra value and support frontline colleagues and services.

## **3.2. Mental Health**

- 3.2.1. Following a scoping exercise in early 2021 on meeting the needs of people with Learning Disabilities and/or Autism within NHS 24, the Lead Nurse for Mental Health and Learning Disabilities presented a paper with recommendations to the Executive Management Team (EMT). The EMT agreed to the development of the role of Senior Nurse for Learning Disabilities to take forward the recommendations. . The post holder should take up their role in July 2022 for a one-year fixed term contract.

- 3.2.2. The Mental Health Leadership Team have continued to engage with NHS Tayside throughout the recruitment for and development of the Mental Health Hub with the NHS 24 Dundee site. There is an interest in shared posts within both NHS Boards which are being considered by workforce leads in a collaborative approach to developing services for the public.
- 3.2.3. The Lead Nurse for Mental Health and Learning Disabilities has worked with the Medical Director to develop the role of Consultant Clinical Psychologist for NHS 24. The recruitment process is now under way.

### **3.3. Children and Young People Steering Group**

- 3.3.1. The Children and Young People Health and Wellbeing Steering Group first meeting took place on 27 April 2022. This group will support the work of The Children and Young People (Scotland) Act 2014, which addresses a range of areas relating to the wellbeing of children and young people and contains a number of provisions and duties that apply to health boards.

### **3.4. Awards Shortlisting**

- 3.4.1 NHS 24's national winter health campaign which ran in 2020/21 as 'Show You Care' has been shortlisted in two prestigious marketing awards.

The campaign was based on the Clap for Carers initiative and featured many NHS 24 staff in the TV advert. It was very well received by the public and was shortlisted for best public sector campaign in both the Star Award (Marketing Society Scotland), and the Roses (The Drum Marketing Magazine).

### **3.5 Research Grant to Evaluate the NHS 24/DBI Care Pathway**

- 3.5.1 Our Associate Medical Director Mental Health (AMD-MH) was a successful co-applicant of a 3-year c.£1m academic grant, being led by Dr Joanne McLean at the National Centre for Social Research, which has been funded by the National Institute for Health and Care Research (NIHR) to evaluate the outcomes of the NHS 24/DBI care pathway. The AMD-MH role is to help the study team understand the provenance of the data generated by NHS 24, to understand NHS 24's pathways, and to ensure the reporting of the project and findings is accurate.

<https://fundingawards.nihr.ac.uk/award/NIHR132715>

### **3.6 Redesign of Urgent Care Evaluation Process**

- 3.6.1 Following the successful pilot of a multi-agency case review (NHS 24, Territorial Board, SAS, Scottish Government Unscheduled Care Directorate) and Patient Experience evaluation of Flow Navigation Centre (FNC) referrals, a standardised process is now being implemented across all Health Boards.
- 3.6.2 Early results highlight the value of referrals to Flow Navigation Centres for patients including provision of care closer to home and direct timely access to speciality assessment. Multi-agency collaboration has revealed a high level of agreement of the appropriate nature of FNC referrals and the results of Patient Experience evaluation have been very positive.
- 3.6.3 The process will continue and include review sessions with all territorial Health Boards. Themes of patient benefit from FNC referral and positive patient experiences will be incorporated into clinical levelling sessions and NHS 24 staff education. This will increase confidence of NHS 24 staff in using the FNC referral pathway and lead to more people enjoying the benefits of care delivered closer to home, avoiding unnecessary attendance to Emergency Department or other services.

### **3.7 NHS 24 GP.Scot Website Developments**

- 3.7.1 The Associate Medical Director is working with Scottish Government and NHS 24 Digital Team to continue to deliver on the mandate to develop websites for GP practices. There are currently legislative changes being worked on that will impact the GMS contract, essentially ensuring that all GP practices have a website by October 2022. NHS 24 is currently working with around 40 GP practices to help them set up a GP practice website as part of that contract. NHS 24 is engaging with practices and the Scottish Government to understand the challenges of those outlier practices and how to support uptake of the minimum viable product.

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

### **4.1 20<sup>th</sup> Anniversary**

- 4.1.1 To mark the 20<sup>th</sup> anniversary of our organisation, a weekend of celebrations was organised for staff across our centres from 6-9<sup>th</sup> May. A comprehensive programme of communications activity was organised including internal communications, a timeline looking at key milestones of the past two decades and an animation and films featuring long serving members of staff and reflections on how the service has changed.
- 4.2.1 The First Minister Nicola Sturgeon also attended our new Lumina Centre on Monday 9<sup>th</sup> May to meet staff with 20 years' service and officially open the building. She spoke of the high regard in which she holds our organisation and thanked all staff for their service, acknowledging the crucial role NHS 24

plays in the system. The communications activity also received significant positive coverage in the media and social media.

## **4.2 Opening of Aurora House**

4.2.1 Our Chair and Chief Executive attended the official opening of Aurora House in Clydebank in May. They had the opportunity to meet with staff and to thank Bernard Cannon, a long serving NHS 24 nurse who has reached 50 years NHS service.

## **4.3 Talent Identification Process**

4.3.1 The first exercise at sub Director level of the new Talent Identification process has been completed. The results have informed the sponsored nominations for 2 national leadership programmes; 'Aspire' the new Systems Leadership across Health and Social Care Programme and 'Leading for the Future'. This process will be rolled out further in the organisation over 2022 and utilised for future nominations to national programmes across all levels of leadership in NHS 24. Talent, Succession and Leadership development progress in NHS 24 will be shared with Staff Governance Committee.

## **4.4 Management Essentials Programme**

4.4.1 The new Management Essentials Programme Pilot commenced on 24<sup>th</sup> May 2022 and will be completed by 16<sup>th</sup> June 2022. A dynamic evaluation is currently underway, initial feedback is very positive with 100% of respondents agreeing that the knowledge they have already gained will assist them in carrying out their day to day role. Respondents are particularly enjoying the interactive and inclusive nature of the programme. Full rollout will commence on 5<sup>th</sup> July 2022 and the retrospective upskill to all line managers, up to and including Band 7, will be complete by November 2023. Updates on key programme phases will be shared with the Staff Governance Committee.

## **4.5 Training Project**

4.5.1 OD, Leadership & Learning have commenced a programme of work under the auspices of a 'Training Project', this will encompass 3 distinct areas;

- Training (Administration, Infrastructure and Reporting)
- Corporate Induction
- Organisational CPD

4.5.2 A review of Mandatory Training shall form the initial priority of the project group. The creation of a short life working group and comprehensive Mandatory Training Improvement Action Pan have been approved by EMT and Staff Governance Committee. Both aim to refresh and extend the initial review carried out in 2021, streamlining requirements and reporting methods.

- 4.5.3 A Training Prospectus has been developed and approved by EMT and Staff Governance Committee. This will act as a tool for line managers to engage their staff in meaningful Organisational CPD development conversations at monthly 1-1's and appraisal. It shall be implemented from 1<sup>st</sup> August 2022

#### **4.6 Workforce Strategy & Plan**

- 4.6.1 Our Workforce Strategy & Plan will be submitted to Scottish Government by 31<sup>st</sup> July 2022. Engagement activities have taken the form of facilitated workshops with staff from all Directorates and levels of the organisation, including Workforce Directorate; a session with the NHS 24 Board, which will include a further follow up session on 28<sup>th</sup> June. Plans are also in place across June and early July for Workshops with SMT, staff side members and PPF.

#### **4.7 Workforce**

- 4.7.1 The team has rolled out, in conjunction with Finance, monthly establishment control movement sheets for each Directorate. These provide an overview of each directorate budget, WTE of staff in post and vacancies as well as a movement sheet so any changes can be tracked to the structure/budget to ensure more accurate and consistent reporting across Finance and Workforce. The initial meetings took place in May and all Directors were asked to confirm that this is an accurate reflection of their Directorate. The team will then use this as a baseline for establishment control moving forward.

#### **4.8 Attendance Management**

- 4.8.1 A new Attendance Management Improvement Plan has now been developed and is linked to the Health and Wellbeing Strategy. This has been to the relevant committees and the action plan is now being progressed
- 4.8.2 Grant Thornton have undertaken an external audit to review and consider the design and operation of controls on the processes and procedures available to line managers to maintain attendance at work. This audit report has now been concluded and will progress through the various relevant Committees.
- 4.8.3 An evaluation has recently been undertaken of the Wellbeing Team Manager role to ascertain how effective the role has been and the feedback from both staff and line managers on the role. This will then be progressed to evaluation and any associated action plan through the various relevant Committees.

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

No updates to note which are not included in the Board papers.

## **6 CONCLUSION**

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.