

**NHS 24  
BOARD MEETING**

**8 DECEMBER 2022  
ITEM 7  
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 2022/23 Strategic Priorities and developing NHS 24 corporate strategy

**Executive Sponsor:** Chief Executive

### **1. INTRODUCTION**

- 1.1. The format of this report provides updates against the agreed strategic priorities for 2022/23. NHS 24 is developing its new strategy from 2023 and this report will provide an update on progress against that strategy to the Board.

### **2. URGENT & UNSCHEDULED CARE**

#### **2.1 Supporting the delivery of urgent and unscheduled care**

##### **Winter Campaign**

- 2.1.1 The Cabinet Secretary launched this year's winter campaign 'Healthy Know How' at NHS 24's Lumina Contact Centre on 25<sup>th</sup> November 2022. The focus of this year's campaign is to support the public to get the right care in the right place message, as well as promoting the key be prepared messaging, encouraging increased self-care and access to community services, notably pharmacy first. The winter campaign is being extended beyond the festive period to run throughout January 2023. In addition to supporting wider system readiness and managing pressures, the launch of the winter campaign also offered an opportunity to positively reinforce the work that NHS 24 undertakes. The Communications Team are also progressing a programme of planned activity throughout this period to help reduce pressure and to raise awareness of the role and impact of NHS 24.

##### **Vaccination Programme**

- 2.1.2 The flu and COVID-19 vaccination programme for staff has been extended following the initial period. The latest position is that 45.1% of staff have received the COVID-19 booster vaccination and 44.1% of staff have received the flu vaccination. This does not include staff who have received their

vaccinations out with NHS 24, which will increase that overall percentage. These figures are in line with the national position across Boards.

## Redesign of Urgent Care

- 2.1.3 NHS 24 continues to focus significant resource in the redesign of urgent care in supporting the wider system reform agenda for urgent and unscheduled care. The recruitment of call handlers and clinical supervisors to agreed funded target is an ongoing area of activity. Targeted recruitment, for instance of the student population, and expansion of roles such as call operators to both create a pipeline for staff coming into NHS 24, but also to help streamline certain call types, will free up call handler capacity.
- 2.1.4 A suite of high impact changes was submitted to Scottish Government Unscheduled Care Team in early September as with territorial Boards and the Scottish Ambulance Service, which set out a range of operational, clinical, technological, and workforce improvements to support delivery of the redesign of urgent care through improvements to NHS 24 access. This included:
- additional support for clinical supervision through a test of change for remote supervision to optimise surge capacity.
  - additional coaching for clinical supervisors to reduce variation and average handling time; expansion of call operator capacity to support dental and pharmacy calls and some seasonal demand.
  - extension of the winter communications campaign; and a range of technical updates to better route callers and streamline calls more effectively.
- 2.1.5 Given the revised timescales for both recruitment and conclusion of Connect 1c, this plan has been further refined to focus delivery through winter and the final quarter of 2022/23.
- 2.1.6 NHS 24 is also involved in the full Scottish Government evaluation of the redesign of urgent care following the initial two staging reports led by Sir Lewis Ritchie. This work will look to assess the experience of patients through the pathway from initial contact with the 111 service through to outcomes following input from Board Flow Navigation Centres. This is a complex piece of work given the variance in configuration of Flow Navigation Centres, and consideration of the user experience is critical, as is initiation of an economic evaluation of the pathway for the wider system. As such, NHS 24 data will be pivotal, and work is underway to support the organisation undertaking the evaluation to deliver early in the new year.
- 2.1.7 Data presented to the first expert oversight group for the redesign of urgent care has already shown the positive impact of this pathway. Over 650,000 patients have contacted 111 through the A&E line set up at the end of 2020. To date, self-presentation to Emergency Departments has reduced by 14% compared to 2019 (around 118,000 less self-presentations). NHS 24 refers around 2.5k callers per week through Flow Navigation Centres for further

consultation, rather than direct to A&E, an increase of 12% compared to 2019. Scheduled attendance at A&E is now at 5% as a result of flow navigation input, and 10% for minor injuries units. This data is all showing a positive impact for the pathway.

## **Mental Health Programme**

- 2.1.8 Recruitment for the Mental Health Hub in Cardonald and Dundee continues, as demand for the various mental health services remains high. Our PWP workforce is at its highest level since the inception of the Mental Health Hub and recruitment continues in line with demand.
- 2.1.9 We continue to work with Police Scotland through the Collaboration Strategic Steering Group on how best to continue to develop our joint programme of work. As part of the collaborative approach, it is the intention that the MH Nurse Practitioners will be involved in helping to shape Phase 1+ model and will assist in the engagement and awareness raising within the three Police Scotland Service Centre sites. MHNP expertise can then be used to assist in the development of further risk assessment tools and content of training to support Service Advisors in the early transfer of MH calls. This approach will not involve any clinical assessments by the MHNPs at Police Scotland sites.
- 2.1.10 The Surviving Suicidal Thoughts (SST) site went live on 9<sup>th</sup> June as a minimum viable product. Since then, additional content has been developed and deployed on the site. Three additional videos are nearing completion and will be ready to be published on the site shortly. Discussions are ongoing with Scottish Government around a formal commission for phase 2 of the site.
- 2.1.11 The “Mind to Mind” Mental Health Wellbeing micro site which launched in May has been further developed. A review of the finance related content has been completed and new content published in support of the cost-of-living crisis. Scottish Government has requested a phase two development and discussions are underway. The formal evaluation of the first phase will be presented in December.

## **NHS Online App**

- 2.2.1 NHS 24’s new app NHS Online has gone live. The first phase of the app, which mirrors content on NHS inform, includes the five most popular self-help guides and a ‘find your nearest’ directory of services. The content of the app will continue to be expanded and developed, providing omni-channel access to the public of a range of services via their smartphone or tablet and all in one place.

### 3. WORKFORCE

#### 3.1 Developing & empowering our workforce

##### Attendance Management and Health and Wellbeing

3.1.1 The Attendance Management Action Plan continues to progress. Dashboards have now been rolled out to all managers. The Wellbeing Team Managers have also been extended to June 2023 to support this work and to allow for the delivery of shift review phase 2. The plan will be reviewed and further updated for 2023.

3.1.2 Work on the Health and Wellbeing Strategy Action Plan continues to be progressed. The current focus is on Financial Wellbeing and how we can support staff wellbeing through winter. The plan will be further reviewed and updated for 2023.

##### Industrial Action Update

3.1.3 A joint industrial action group has been established with the Trade Unions and an action plan to manage the impact of any future action agreed.

##### iMatter 2022

3.1.4 The Health and Social Care Staff Experience Report 2022 (iMatter) was published on 16<sup>th</sup> Nov 2022. Notably, the report highlights that NHS 24 were the most improved Board regarding response rate, '*NHS 24 response rate up 8 pps from 2021 to 65%*' which is significantly above the national average response rate of 55%. A full comparative analysis of NHS 24 results against national results will be submitted to Staff Governance Committee in January 2023.

##### NHS 24 Induction

3.1.5 A project plan has been created to ensure an organised, consulted, and efficient approach to the re-introduction of a refreshed and integrated Corporate Induction Programme. The intent of the project is to ensure:

3.1.6 Every new member of staff will receive the same Corporate Induction:

- A modernised approach - mix of digital and face to face delivery.
- It digitally frontloads 'need to know information', linked to on-boarding.
- Face to face session(s) provide real added value, to increase sense of belonging and familiarity with the organisation, its ways of working and what is expected of them as a new employee/worker.
- Deliver a minimum standard checklist for Local Directorate Induction to be completed within 3 months, post Corporate Induction/ Initial Training.

3.1.7 Workforce Directorate will continue to work towards an implementation period of Q4 2022/23 and will work collaboratively with the Practice Education Team and each Directorate across the organisation, to ensure a seamless transition for new staff from Onboarding to Corporate Induction, then Initial Training and/or on to their local Directorate Induction. The full design of the programme will be shared with Staff Governance in January 2023.

### **Mandatory Training**

3.1.8 Mandatory Training compliance rate currently sits at 79%, a 19% improvement against baseline (60%) at 31<sup>st</sup> March 2022. A short life working group comprised of representatives from across the organisation has now concluded their deep dive review of Mandatory Training. The findings and recommendations of the group to ensure robust governance and continued compliance will be presented through Staff Governance in January 2023.

### **Appraisal**

3.1.9 The requirement to complete all 3 elements of appraisal (Objectives, Personal Development Plan and End Year Discussion) was re-introduced in April 2022. Prior to this, and due to COVID-19 pressures on the service, only the End Year Discussion element had been mandated. To that end, 'full' appraisal completion levels are currently reporting very low at 5%, with 30% only having recorded at this time an End Year Discussion for the previous 12 months and Objectives and PDP for the year ahead (not all 3 in the same appraisal year, therefore records as incomplete). A full appraisal review has been conducted and a proposal to refresh the organisational approach, directly aligned to the Organisational Strategy and Directors objectives shall be submitted to Staff Governance Committee for approval in January 2023.

### **Recruitment and Retention**

3.1.10 As with the rest of the health service across Scotland, the recruitment and retention of our workforce continues to present some challenges and we are working hard to provide long-term career options to a variety of clinical and non-clinical roles across our services. As of June 2022, there were a total of 6,010 full-time equivalent nursing vacancies in the NHS Scotland.

Key challenges to note for NHS 24 are:

- Rolling attrition has increased year on year over the past 5 years – currently 27.61%
- 36% of leavers leave within the first 12 months
- The average hours for our Call Handler leavers are 24 and the average hours for starters are 16. This means we are needing to recruit 2 new starts for every 1 leaver. To maintain the required WTE.

- Most of our clinical resource and PWP's are lost to elsewhere in the NHS, however for Call Handlers they are gaining employment out with the NHS

3.1.11 This means that we are in a continuous cycle of recruitment and not reaching a sustainable workforce. Recruitment continues across all key skillsets to meet targets by March 2023. Recruitment advertising has moved to an open/rolling programme to bring in as many people as possible over the next 6 months and a recruitment advertising plan was agreed by EMT.

3.1.12 The Retire and Return policy is now implemented and we are advertising more widely including at various colleges and university job portals, as well as through Cemvo Scotland, who are a national intermediary organisation and strategic partner of the Scottish Government Equality Unit and have a reach into over 600 equality groups and the Career Transition Partnership (CTP) for armed force leavers, veterans and their families.

3.1.13 There are eight key steps to building a retention strategy, each of these areas are contained within the Workforce Strategy 2022-2025 and defined within the Attrition Improvement Action Plan.

1. Develop a positive organisational culture.
2. Build an effective onboarding programme.
3. Improve line management skills.
4. Commit to managing staff health and wellbeing.
5. Build a culture of recognition.
6. Offer learning and development opportunities.
7. Investigate all possible flexible working options for your teams.
8. Develop two-way communication between the organisation and employees.

## 4. SUSTAINABILITY & VALUE

### 4.1. Delivering enhanced ICT & digital capability

#### Respond

4.1.1 The User Acceptance Testing for Respond has continued, with additional resources speeding up the rectification work. The validation and prioritisation process to address issues is underway, with daily check point meetings to monitor progress. 40 of the 47 defects identified have now been corrected.

4.1.2 The design of reporting dashboards should be completed in December 2022 and work continues to refresh the configuration manager plug in.

4.1.3 The training design and content has been delivered for review. The implementation plan for the second phase (post Festive) is being developed with a range of implementation options and discussions with Service Delivery to agree the optimum approach are underway.

### **Work Force Management (WFM)**

4.1.4 Informal market research has been undertaken with some market leaders of WFM systems. The findings are helping to validate a shortlist of potential suppliers to take through the procurement process. Currently there are 9 possible solutions including several market leaders. Discussions are progressing with ICT and Finance to agree the most appropriate way forward to sourcing the system.

### **Connect Update**

4.1.5 The SAP clinical system upgrade and migration to the new data centres in Sunderland and Newcastle has now been completed successfully. This work formed a major part of our ongoing Connect technology upgrade programme.

## **4.2 Continuing to strengthen NHS 24's organisational effectiveness**

### **Estates Programme**

4.2.1 Work is progressing with redesign of the Cardonald Atrium project. SAS are seeking final budget approval from Scottish Government ahead of any work starting. New layout drawings have been created and the project team are currently reviewing them. A Communications Plan is being developed and planning to mitigate the noise risk and disruption of building work being carried out in the live call centre. Landlord approval for the works will be sought in the coming weeks.

4.2.2 For the Lumina ground floor reconfiguration, amended drawings for the alterations have been sent to the landlord for approval. The first in a series of communications to all staff has gone out warning of the preparatory work scheduled to start on 9<sup>th</sup> December 2022. Tenders for the work are due to be submitted by 25<sup>th</sup> November 2022 for evaluation. The fire stop survey has been completed and discussions are ongoing with the Landlord for a contribution to the costs.

### **Climate Change Emergency and Sustainability**

4.2.3 Significant time and effort has been spent on starting to link into the various national groups and organisations that cover aspects of this programme. These include NHS Scotland Environmental Sustainability, Environmental Management Systems, eSIGHT Energy Management, Procurex and NHS Assure. Various internal, awareness building meetings have also taken place across the organisation.

4.2.4 The National Sustainability Assessment Tool (NSAT) is being used and evidence has been gathered to identify where, as an organisation, we

currently are. Work is continuing to identify the most appropriate Directorates to take on responsibility for each area of the NSAT.

- 4.2.5 As part of the ADP and the prioritised list of projects, funding has been secured to use experts to provide advice and guidance across a range of areas. This will be used primarily for NHS 24 but will also be fed back into the formal and informal networks to help other health boards with similar buildings.

## **5. RECOMMENDATION**

- 5.1 The Board is asked to note progress against NHS 24's agreed strategic priorities. 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.