

**NHS 24
BOARD MEETING****20 October 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 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 Surviving Suicidal Thoughts Project**

- 2.1.1 This project was represented by the NHS 24 Communications Team at the national suicide prevention celebration event with the Minister for Mental Wellbeing in attendance. The deputy head of communications was invited to speak about the compassionate and sensitive approach which was taken to developing content with participants who agreed to share their experiences for videos on NHS inform. The project was praised for its co-design approach. In addition to this, three further films are in production. To compliment the project and to assess its outcome and value, an academic evaluation is underway as well as an NHS 24 QI evaluation.

2.2 Police Scotland/SAS/NHS 24 Mental Health Collaboration

- 2.2.1 Access to Unscheduled Care Datamart and closer links with Public Health Scotland (PHS) have resulted in collaboration with PHS to conduct analysis of clinical pathways where calls interface between NHS 24 & urgent care stakeholders.

2.3 Leadership Walk Round

- 2.3.1 A new approach incorporating patient safety and staff engagement took place with an Executive Director, Non-Executive Director, Nurse Consultant, and the Communications Team in Aberdeen during August. The next

session will take place in Aurora during October and Norseman during November. Sessions for non-frontline staff are also being arranged.

- 2.3.2 Staff valued the engagement and having the opportunity to raise questions directly with members of the Executive Team and Board. Themes will be fed back to the Board after initial sessions have taken place.

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

3.1. Winter Health Campaign



- 3.1.1 Since 2011, NHS 24 has delivered an annual winter health campaign on behalf of NHS Scotland. The campaign has two main objectives:

- To encourage people to be prepared for seasonal illnesses which can be easily treated at home.
- To enable people to access the right care in the right place.

- 3.1.2 These objectives are achieved via a multi-channel media campaign with core assets provided to all health boards for use in their communications. This provides a consistent approach to messaging across Scotland for service users and patients and helps people to make the best choices about where they can access healthcare support over winter.

3.2 Public Health and Reduction of Health Inequalities

- 3.2.1 In response to the publication of the NHS Scotland Climate Emergency and Sustainability Strategy the NHS 24 Climate Emergency and Sustainability Programme will be formally presented to the Planning & Performance Committee in November and Board in December and will align very closely to the Public Health Action Plan
- 3.2.2 A cross directorate Data Intelligence short life working group is refining the organisational approach to the use of data and intelligence within NHS 24. This is informing the development of the new Organisational Strategy and will have a required focus on population-level health needs and how NHS 24 provides safe effective and accessible services that support population health and reduction of health inequalities.

4 INVESTING IN AN ADAPTABLE, ENGAGED AND SKILLED WORKFORCE

4.1. Staff Awards

4.1.1 NHS 24's Spotlight Awards will be delivered again this year with several events to recognise the hard work of staff over the past few years. Recent staff surveys indicated high levels of support for holding the events and this year we have received well over 400 nominations from colleagues for their peers. The events will include a special Chair's Award and recognition for long service in the year of our 20th anniversary as an organisation.

4.2 Staff Vaccination Programme 2022/23

4.2.1 NHS 24's Vaccination Programme for 2022-23 commenced on the 13th September 2022 within our six main centres as a peer led vaccination programme. The Scottish Government have updated their COVID-19 booster eligibility criteria to include NHS 24 staff, therefore we are offering both the Flu Vaccination and the COVID-19 booster at our in-house clinics to staff. Tailored communications are ongoing to encourage staff uptake of the vaccines and initial clinics have been well attended.

4.3 iMatter 2022

4.3.1 iMatter for 2022 final response rate was 65% which was an increase of 8% from 2021. All Managers received their reports from 5th July 2022. iMatter Action Plan submissions saw a 64% completion rate (a 6% increase from 2021). Full National Report is due in November, a comparative analysis of NHS 24 results against national results will follow thereafter and be reported through Staff Governance.

4.4 Management Essentials Programme

4.4.1 Full rollout of the new Management Essentials Programme commenced in July. Three cohorts have now completed the Management Essentials Programme. Cohort 4 commenced in September and cohort 5 will commence in October. The modular approach has also been rolled out, where delegates can attend more flexibly than the cohort approach. Updates on key programme phases and completion levels will be shared with Staff Governance Committee through the Quarterly Workforce Report.

4.5 Mandatory Training

4.5.1 The Mandatory Training Improvement Action Plan is underway, with current completion rate across the organisation rising to 75% in September (a 15% increase on baseline at the start of the financial year). A short life working group was assembled with representatives from across the organisation to review and refresh our approach to Mandatory Training. The findings and recommendations of the group will be presented through Staff Governance.

4.6 3 Year Workforce Strategy and Plan

4.6.1 On 30 September, NHS 24 received positive feedback from Scottish Government on the Draft 3 Year Workforce Strategy and Plan submitted at the end of July 2022. Structured internal feedback has been sought from the whole organisation through publication and a survey via Team Talk. All feedback will thereafter inform amendments, with final draft being submitted for approval to NHS 24 Board on 20 October 2022.

4.7 Attendance Management and Health and Wellbeing

4.7.1 The Attendance Management Action Plan continues to progress with the focus over the past few months being guidance to managers and staff on special leave, fit notes and return to work interviews. The majority of the actions identified by Grant Thornton in the audit report have been completed. Sickness absence rates have reduced over the past few months with the end of August absence rate being 5.66% with COVID-19 special leave being 3.76%. COVID-19 special leave has now ended, and all staff absence will be managed through the Attendance Management Policy.

4.7.2 Confirmation has been received on the retention of our Disability Confident Leader status following independent assessment. This positive news has been communicated to staff through our intranet.

4.7.3 Work on the Health and Wellbeing Strategy Action Plan continues to be progressed. A recent focus has been on Financial Wellbeing and how to support staff during this time of financial challenges on households.

4.8 Industrial Action Update

4.8.1 Following notification of potential strike action a joint industrial action group consisting of senior managers and trade union colleagues has been set up. Notification has been received from 5 trade unions of their intention to ballot NHS 24 staff for strike action.

4.9 Dashboards

4.9.1 Dashboards continue to be rolled out with all line managers now having a Manager's Dashboard. This provides a one-stop shop to view their team's workforce information without having to use multiple systems. Previously key workforce information for team members would have to be viewed through different data sources e.g., eESS, TURAS, etc, and these can now be viewed together, in one place. The new dashboard will support line managers to manage their team's performance real time, and on an ongoing basis. Information available to view includes the following data and all managers have the ability to drill down on the information for everyone within their span of control:

- Current headcount and contract information
- Monthly and annual rolling turnover statistics including analysis of leaving reasons and exit interview completion rates
- Information on current open cases across the Disciplinary, Dignity at Work, Grievance and Capability policies
- Stats on current open attendance cases/figures
- Essential learning and completion of mandatory eLearning modules
- Current status of appraisal including appraisal, PDP, Objectives.

4.10 Digital Workflows for Workforce

4.10.1 Work is underway with the NHS eESS Support Team to implement an interface between JobTrain and eESS. This will streamline the journey from candidate to employee and reduce duplication in terms of double entry. The first new hires will be run through the interface in September. NHS 24 will be one of the first Boards to implement this.

4.11 Recruitment

4.11.1 Recruitment continues across all skillsets to meet targets. Recruitment has moved from September to an open/rolling programme to bring in as many people as possible over the next 6 months. This includes the implementation of the Once for Scotland Retire and Return policy, Armed Forces Leavers and Veterans programmes, employability partnerships and the targeting of students at colleges and universities.

4.12 Advance Practice for Pharmacists in NHS 24

4.12.1 Through collaboration with national stakeholders such as Scottish Government Chief Pharmaceutical Officer, Realistic Medicine leads, Scottish Pharmacy Clinical Leadership fellows and the National OOH Operations Group, the role of advanced practice for pharmacists within NHS 24 is being developed.

5 BUILDING AN INTEGRATED SERVICE DELIVERY INFRASTRUCTURE

5.1 Redesign of Urgent Care – Review of Flow Navigation Centre Referrals

5.1.1 The process of joint NHS 24 / SAS and Territorial Board review of Flow Navigation Centre referrals is approaching completion with sessions being arranged for the last remaining Boards. Output from these sessions is being collated and whilst the outcomes display a very positive use of the new pathways, highlighting patient benefit, lessons learned will be fed back through formal NHS 24 education programmes and shopfloor clinical sessions.

5.2 NHS 24 / SAS Joint Senior Clinical Forum

- 5.2.1 This joint initiative brings together senior clinicians from the two organisations to enable collaboration and work towards improved patient pathways. Current priorities focus on high volume clinical pathways, and provision of care as close to home as possible.

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.