

<p>NHS 24 NHS 24 BOARD</p> <p>20 October 2022 ITEM NO 9.1 FOR ASSURANCE</p> <p>NHS 24 Strategy Development Update</p>	
<p>Executive Sponsor:</p>	<p>Steph Phillips, Director of Transformation, Strategy, Planning & Performance</p>
<p>Lead Officer/Authors:</p>	<p>John Barber, Service Development Manager</p>
<p>Action Required</p>	<p>The NHS 24 Board are asked to note the progress towards the development of a new NHS 24 strategy.</p>
<p>Key Points for this Board to consider</p>	<ul style="list-style-type: none"> • The Strategic Planning Group (SPG) is established to provide both oversight and subject matter expertise to lead, review and contribute to the delivery of a new strategy. This will be through an iterative, inclusive user-led engagement process to improve overall transparency and ownership across stakeholders. <ul style="list-style-type: none"> ○ A Communications & Engagement workstream has been established as a subset of the SPG to provide coordination of this and ensure consistency of approach. • It was expected that the Strategic Intent would be the precursor to and platform with which to begin engagement about a future NHS 24. However, the extant national circumstance has led to an interim review of this to reaffirm ambitions before wider communication and engagement. • SPG and Board workshop outputs have provided further clarity on what a future NHS 24 might look and feel like to stakeholders and will inform the development of content to begin the engagement process. • Supporting materials will be developed and a plan, with delegated roles, responsibilities and methods for engagement revised and implemented in-line with this. <ul style="list-style-type: none"> ○ A ‘partial launch’ is planned in October, where this is later than expected and might impact overall timescales for delivery using the agreed approach.
<p>Timescale/Governance Process</p>	<p>The new strategy is expected to be delivered by the first quarter of the 2023/24 financial year. The SPG will provide oversight and monitoring of the development of the strategy with updates provided to EMT, the Planning & Performance Committee and the NHS 24 Board.</p>
<p>Financial Implications</p>	<p>Delivery of the strategy once approved will be through established planning, inclusive of finance and workforce, on</p>

	a 1 to 3-year basis, approved by the NHS 24 Board.
Strategic alignment and link to overarching NHS Scotland priorities and strategies	The NHS 24 strategy will be aligned to the strategic roadmap for Scotland and, in particular, be cognisant of the care and wellbeing programmes, changing policy landscape and developing NHS Scotland strategy.
Equality and Diversity	At this stage there are no issues, however, this will be a clear imperative in the development and delivery of all NHS 24 strategies and plans. There will be an initial equalities screening of the engagement approach and the draft Strategy.

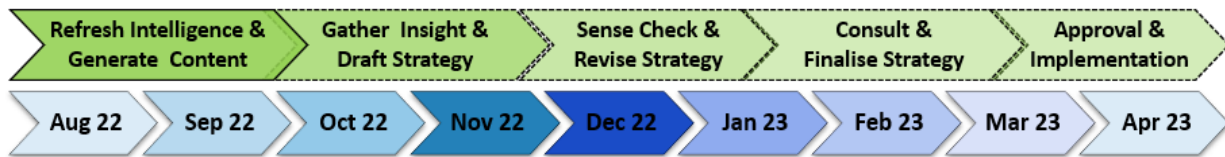
1 Background

- 1.1. NHS 24 has begun development of a new organisational strategy with expected delivery early in 2023/24. This builds upon previous work paused in late 2021 due to COVID-19 that led to the development of NHS 24’s Strategic Intent. The Intent was approved by the Board in June 2022 and begins to describe NHS 24’s future ambitions and direction of travel as a foundation for the development of the new strategy.
- 1.2. A Strategic Planning Group (SPG) has been established with broad representation and subject matter experts drawn from across NHS 24 to provide oversight and input for the effective delivery of the new strategy. The SPG will ensure the strategy is developed through iterative stakeholder engagement and ensure synergy across NHS 24 frameworks and roadmaps. A Communications and Engagement (C&E) workstream has also been established as a subset of the SPG and meets weekly to develop and monitor delivery of a C&E plan.

2. NHS 24 Strategy Development Update

- 2.1. The second meeting of the SPG was on 26 September 2022. An aim of the meeting was to review feedback submissions from members (summary in Appendix 1), as subject matter experts, and consider the content required for stakeholder communications and engagement. This will be developed to support the iterative approach to developing the strategy and designed to illicit insight from stakeholders i.e. what do we want to say about the future NHS 24 and what thinking and concepts do we want to test and validate?
- 2.2. SPG members focussed on where they considered NHS 24 can and will continue to add value i.e. what is within current/known scope and future intentions related to capability and capacity; noting that the NHS 24 Board would review the Strategic Intent to reaffirm ambition in new/other areas. There was consensus in some key areas e.g. increasing use of technology and improved digital capability, and agreement to focus on what the future ‘interface, interaction, experience and outcome’ would be for those who use and deliver NHS 24 services.

- 2.3. An NHS 24 Board workshop took place on 29 September 2022. An objective was to review and reaffirm the direction of travel and ambitions set out in the Strategic Intent, with Board members considering them against extant or emergent strategic intelligence about NHS Scotland and key policy drivers i.e. is there any significant change and will timescales and horizons for decision making need to be reconsidered. This in turn informed discussion about what a future NHS 24 might look and feel like to stakeholders, where this will be used to help direct engagement at all levels.
- 2.4. The outputs of both the SPG and Board Workshop are being analysed and will be combined and sense checked with members to inform the development of high-quality content. This will be crucial to effective engagement and facilitating conversations to gather insight and inform an initial draft strategy in-line with the agreed iterative approach and delivery plan.



- 2.5. Engagement will be coordinated by the C&E workstream to develop a cohesive plan and identify key audiences, the means of engagement and to centrally capture and collate feedback. This will include dispersed responsibilities for specific engagement through subject matter experts, where consistency will be ensured with the creation of standardised briefing materials and toolkits to support this; including the development of an NHS 24 (nhs24.scot) webpage to host content and invite feedback. Whilst the webpage will be a principal resource, there will be targeted community engagement with identified groups and partners undertaken to provide other opportunities and limit digital exclusion.
- 2.6. Other C&E developments include establishing links with Health Improvement Scotland’s Community Engagement Team to join workstream meetings and extend reach via their networks. The NHS 24 Public Partnership Forum have also been engaged to formalise links with members to act as a sounding board to sense-check and offer perspectives on thinking and content development for wider public engagement.
- 2.7. A ‘partial launch’ and communications campaign is planned to initiate stakeholder engagement through the webpage, Team Talk and potentially social channels in October 2022. This will be supported by an animation that provides information about NHS 24 services and is designed to provide stakeholders with an appropriate level of detail about core services to enable them to make informed opinions as we know many lack this level of knowledge and understanding.
- 2.8. Whilst the agreed iterative approach is progressing, the level of uncertainty that persists at a national NHS Scotland and Scottish Government policy level is recognised as a limiting factor. It was originally envisaged that the Strategic Intent would be the precursor to and act as a springboard to launch NHS 24’s engagement

for the new strategy, but as described the extant national situation has required that these are reaffirmed.

- 2.9. The SPG and Board workshop outputs will provide clarity and consensus on the areas where we can begin to engage and hear feedback. However, there are others that require further internal consideration, or specific strategic engagement before communicating more widely; hence the partial launch. This in turn could push timescales to enable meaningful engagement and ensure that the strategy is developed with and informed by stakeholders.

3. Recommendation and Actions

- 3.1. The NHS 24 Board are asked to note the update and progress towards the development of the new strategy. As agreed, this will be inclusive, user-led and underpinned by meaningful engagement opportunities to improve transparency and ownership. The extant national circumstance has led to reconsideration of the Strategic Intent and this in turn has delayed initial engagement plans. However, review by the SPG and Board have identified areas where content can be developed to initiate engagement and be included in a draft strategy.