

NHS 24 BOARD		16 June 2022 ITEM NO 9.1 FOR APPROVAL
NHS 24 STRATEGIC INTENT		
Executive Sponsor:	Director Service Transformation, Strategy, Planning & Performance, Steph Phillips	
Lead Officer/Authors:	SDMs: John Barber / Annie Robertson	
Action Required	The Board is asked to approve NHS 24's Strategic Intent and note the next steps in the development of the full organisational strategy.	
Key Points to consider	<ul style="list-style-type: none"> • NHS 24 has developed a Strategic Intent document that aims to set out organisational ambitions and a proposed direction of travel as a precursor to the development of a full strategy beyond 2022/23. • The Strategic Intent is based on intelligence and insight that was gathered from policy review and extensive engagement. This has been further refined via feedback and distilled to the presented overarching and supporting statements. • The document sets out at a high-level the strategic ambition for NHS 24 as a precursor to a full strategy review. • The intention is to formally approve the Strategic Intent document and proceed to developing the framework and engagement plan to underpin the development of the full strategy 	
Timescale/Governance Process	Strategic Intent document is to be developed by June 2022 with fuller strategy developed in 2022/23. The document has had input from EMT, SMT, Board and P&P committee as it has developed.	
Financial Implications	Delivery of the strategy once approved will be through established planning, inclusive of finance and workforce, on a 1 to 3-year basis, approved by the NHS 24 Board.	
Strategic alignment and link to overarching NHS Scotland priorities and strategies	The role of NHS 24 has evolved over the last two years and this is an ideal point at which to be reviewing NHS 24's strategic intent. The emergent policy landscape and whole health and care system drivers will influence the strategic framework for NHS Scotland and NHS 24.	
Equality and Diversity	At this stage there are no issues, however, this will be a clear imperative in the development of NHS 24's future strategy.	

1 BACKGROUND

- 1.1. NHS has developed its strategic intent recognising the impact of the global pandemic on our organisational ability to engage more widely on a fuller strategy refresh and, the uncertainty that the pandemic generated in terms of longer-term planning.
- 1.2. The national planning landscape is moving from short-term remobilisation to a medium to longer-term basis. However, it was recognised that territorial Boards need time to consolidate and recover and as such they have been commissioned by Scottish Government (SG) to provide Annual Delivery Plans (ADP) for 2022/23. These closely reflect the priorities and commitments set out in the NHS Recovery Plan and the National Care Programmes. National Boards are awaiting final guidance, but it is expected that the ask will be similar and NHS 24 are developing an ADP aligned to the territorial Board priorities and the emerging priorities set out in our strategic intent.
- 1.3. There is discussion with SG about moving towards more medium term, integrated and outcome focused operational plans and to consider three key time horizons; 2023, 2025 and 2031. The strategic intent aligns with these timescales, whilst also indicating future ambitions and direction of travel for NHS 24; and acting as a precursor and providing a foundation for the full organisational strategy re-write and delivery in 2022/2023.

2. DRAFT STRATEGIC INTENT DOCUMENT

- 2.1. The development of the Strategic Intent was underpinned by a process of reviewing the current and anticipated policy landscape and stakeholder engagement and feedback to gather insight and intelligence. This provided an internal and external picture that considered strengths, weaknesses, threats and opportunities to ascertain NHS 24's current and future priorities. This has been refined through further engagement with SMT, EMT, Committees and the Board to arrive at the four overarching intent statements and supporting statements.
- 2.2. The Strategic Intent as presented is a culmination of this process and has been drafted as a standalone document, with enough detail to provide the rationale for why and how it was developed. It aims to communicate NHS 24's ambitions and a potential and future direction of travel; and to provide a means of sense-checking and unifying organisational plans to ensure alignment and a focus on improving outcomes and experience.
- 2.3. The primary audience at this stage is the NHS Board and sponsor team at SG, to secure approval of the statements of intent and the key deliverables within. It is not a detailed strategy or plan and will be used as the basis of further engagement as we develop that.
- 2.4. Discrete external sense-checking is currently being sought from NHS Ayrshire and Arran and the Scottish Ambulance Service, recognising previous collaboration and

established operational links; and from the other National Boards recognising the potential for further system-wide collaboration. This has been caveated with the aforementioned circumstance and purpose of the Strategic Intent and that wider engagement and consultation with the full range of stakeholders will be undertaken as part of the full strategy development.

3. NEXT STEPS

- 3.1. Strategic Intent presented to the Board for approval on 16 June 2022.
- 3.2. Subject to that approval the document will be shared with sponsor team at Scottish Government with the expectation that this will endorse the ambition set out in the document and the development of a full organisational strategy in-line with that.
- 3.3. A stakeholder engagement plan will be developed to support the next stages and shape the detail of the full strategy refresh over the coming months; this will focus on our people, our partners and some broader insights work in terms of population needs.
- 3.4. Alignment of NHS 24's clinical roadmap, public health framework, digital roadmap, and strategic workforce with the Strategic Intent will be required.
- 3.5. Internally, the Strategic Intent and development of the new strategy will be supported by an under-development [intranet page](#) to provide transparency, further narrative and as repository for background information.
- 3.6. A framework for the development, oversight and delivery of our new strategy will be developed.

4. RECOMMENDATION

- 4.1. The Board is asked to approve the draft strategic intent and note the next steps in the development of the full strategy.

NHS 24 Strategic Intent

Foreword

NHS 24 is developing a new organisational strategy setting out a clear ambition for the organisation and our contribution across the wider health and care system. The strategy will provide a blueprint and underpinning principles to build, grow, and transform our services to meet the needs of Scotland's population and in line with NHS Scotland's national care and wellbeing programme. It will describe how everyone across the organisation can contribute to improving outcomes and experience for those who use and deliver our services.

NHS 24's role within the health and social care system has evolved in the last two years. We have played a key role in Scotland's response to the coronavirus pandemic, delivering a national pathway through 111 offering access to care for those with symptoms of COVID, and a national helpline offering a trusted source of advice and information. The national redesign of urgent care has seen NHS 24 further expand its 111 service, now fully available 24 hours a day, and, in addition to this, NHS 24 has transformed its mental health services, offering 24/7 support and an expanded range of online resources.

Whilst it is important that we take time to consolidate these developments, we also recognise the opportunities for NHS 24 to add further value across the health and care system and to look beyond immediate recovery and renewal from the pandemic. Our strategic intent describes our ambition and our commitments and provides a foundation for our new strategy to be developed in the coming months.

Our strategic intent has been informed by feedback, intelligence and insight provided by staff, external stakeholders and Scottish Government. It acknowledges the significant change, growth and expansion over the last two years and recognises that our recent and future success is due to the professionalism, dedication and effort constantly demonstrated by NHS 24 staff.

The contribution of our people and our partners will be critical to the successful delivery of our strategy and their achievements, commitment and feedback has been key in shaping this strategic intent and our future strategy.

*Jim Miller
Chief Executive, NHS 24
June 2022*

Introduction

This document sets out NHS 24’s strategic intent and how this will be delivered at a high level. Our strategic intent is a precursor to a full organisational strategy, which will be developed in 2022/23, and sets out NHS 24’s future ambitions and proposed direction of travel for the organisation.

The statements of intent have been informed by national policy and stakeholder feedback, insight and intelligence to understand the role that NHS 24 does and could play in line with the national care and wellbeing programmes and wider strategic developments within the health and care system. The statements encapsulate what NHS 24 does well and the key enablers required to deliver this, whilst seeking to understand how it will continue to meet evolving population and wider health and care system needs.

The strategic intent was also developed to complement NHS 24’s purpose, mission and values:

Our Purpose **Helping to deliver a healthier Scotland by connecting people to health and care advice, information and support - 24/7**

Our Mission **Delivering a healthier Scotland together. Connecting, caring, collaborating**

Our Values **NHS 24 has adopted the NHS Scotland values of:**

- **Care and compassion**
- **Dignity and respect**
- **Openness, honesty and responsibility**
- **Quality and teamwork**



NHS 24 Strategic Intent

In developing the following four statements of intent, NHS 24 considered how **people need care and wellbeing help and support at all times of the day and night in a complex healthcare environment.**

Our **strategic ambition** is that:

- NHS 24 is the service of choice for accessible high quality, clinically safe and effective services for everyone that needs them. We provide care, information, support and advice 24/7
- NHS 24 provides easy to use services designed with people in mind every time
- NHS 24 has the right people, technology, infrastructure and working environment to support staff to deliver excellence
- NHS 24 provides sustainable, valued services closer to home; the right care at the right place

To **deliver this**, NHS 24 will:

- Offer (omni-channel) access to the right care, right place, right time
- Integrate pathways of care that support seamless patient journey across both health and social care
- Facilitate triage, assessment and co-ordination of planned care reducing delay and optimising national capacity
- Support national remote health monitoring to enable increased self-management of care
- Develop and deliver a range of integrated information, advice and signposting to help citizens access the care and information they need
- Enhance its digital infrastructure and capabilities to link effectively with national systems and developments

To **enable this**, NHS 24 will:

- Work collaboratively with our people and our partners to design services that meet the needs and expectations of our population
- Develop a workforce to deliver a range of care and information services, digitally enabled and able to work across health and social care
- Enhance its analytical capabilities and intelligence, facilitating easy information sharing to deliver care and support to the public health agenda
- Enhance its ways of working, infrastructure and organisational capacity to be effective and always seeks to offer value for money
- Develop its service offering and organisational capacity to meet user needs, ensure universal access and help reduce health inequalities and digital exclusion

Background

NHS 24’s current strategy covers 2017-2022 and work had been progressed in 2021 to begin the refresh of that strategy, recognising the impact of the global pandemic that has both evolved the services provided by NHS 24, but also required a focus on recovery as well as longer-term strategic ambition. Given the impact of the pandemic, this strategic intent has been developed to set out at a high level the overall ambition of NHS 24, with the full review of the organisational strategy progressing through the remainder of 2022/23.

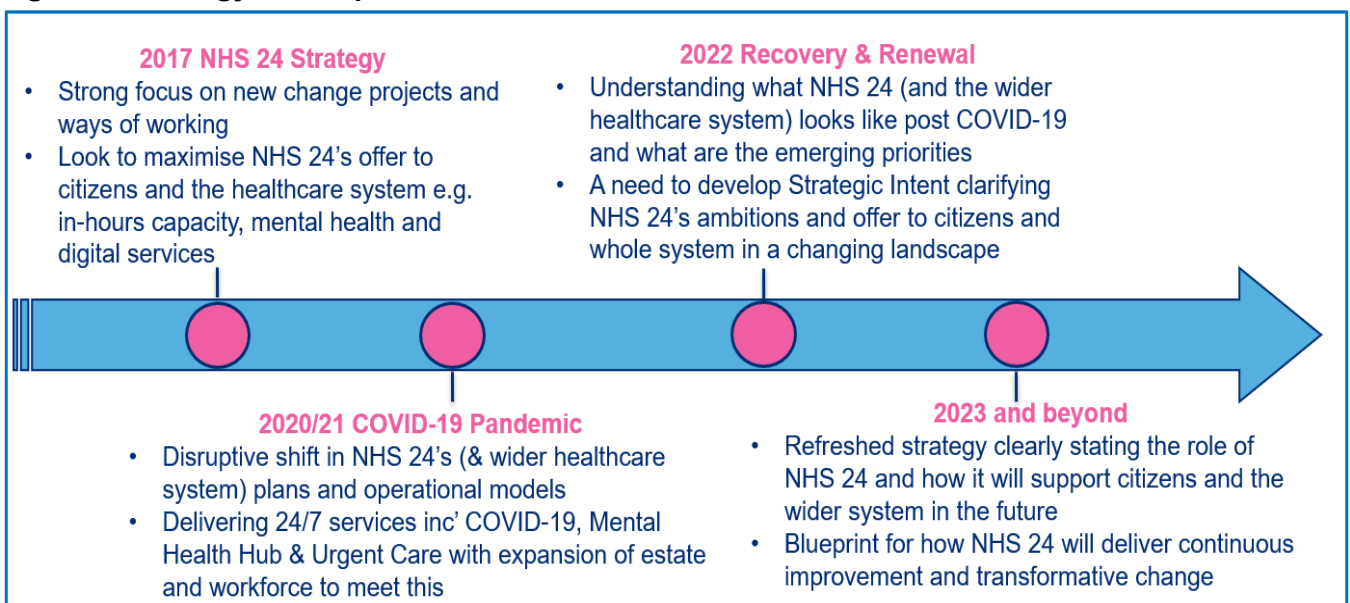
Whilst it is important that NHS 24, as with the wider health and care system, takes time to consolidate and clarify immediate emergent needs and priorities, it is also imperative to start the process of planning beyond recovery and renewal. This is the purpose of this strategic intent - to begin describing NHS 24’s future ambitions and provide a foundation for the new strategy. This document is not intended to set out the full detail at this stage, rather to describe the key areas of development for NHS 24. The production of the full NHS 24 strategy will require further engagement, refinement and alignment with emergent NHS Scotland strategies.

Development

The timeline outlined in figure one illustrates that in developing the Strategic Intent NHS 24 has looked to:

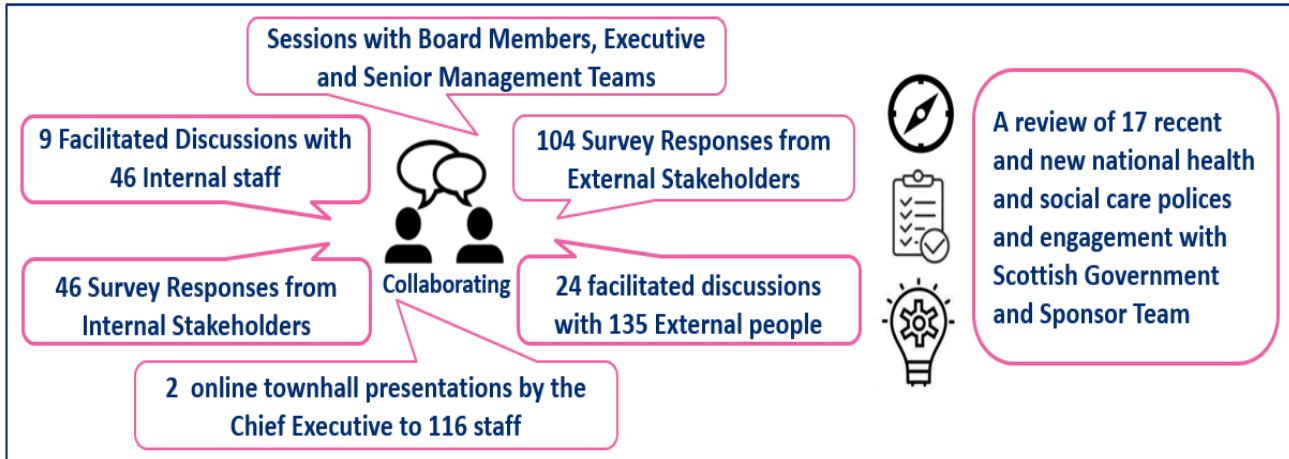
- Understand and capture knowledge, learning and insight from the previous strategy
- Consider the impact of the pandemic response and current circumstance
- Begin exploring future horizons, changing needs and the potential role NHS 24

Figure 1: Strategy Development Timeline



The development of the strategic intent was underpinned by a process of engagement, refinement and validation with stakeholders, as summarised in figure 2 below. Intelligence and information were gathered to develop an internal and external picture that considered NHS 24’s strengths and weaknesses, and any threats or opportunities.

Figure 2: Summary of Engagement and Information Gathering



It was recognised that throughout the pandemic, NHS 24’s role expanded and developed to provide services that met population needs; and to support the wider system by safely and effectively triaging, managing and streaming demand to the right care, right place, right time. This required considerable expansion and growth across all areas of the business and has enhanced NHS 24’s role as a trusted provider of urgent and unscheduled care and access route to local healthcare systems, and as a trusted and valued national resource for healthcare information and advice.

When asked ‘what does NHS 24 do well?’, the most consistent and predominant feedback from stakeholders could be summarised as -

The national 24/7 provider of care, information, advice and support across a range of services.

Underpinning this was the provision of safe, effective, person centred care delivered at the first point of contact through a clinical triage model. It was recognised that NHS 24 is a trusted source of information, advice and access to a range of conditions and services across the health and care system. It was also recognised that the commitment, compassion and professionalism displayed by staff was fundamental to NHS 24’s success.

However, there was also feedback that beyond the growth and expansion in response to the pandemic and as a result of national redesign of urgent care, there is now a requirement to focus on how NHS 24 can continue to improve the services it delivers and how it does so . There are areas where the organisation is facing challenge, none more so than improving access at peak out-of-hours periods. Crucial to this is developing and retaining a skilled

workforce and providing a working environment, culture and values that enable excellence now and into the future.

There was widespread recognition of the need to be 'more digital' and use technology to meet needs and expectations – to improve journeys, process and performance for those who use, deliver and support NHS 24 services. It was noted that integrated products, services and systems should also provide easier access to a range of data and business intelligence to support decision making, demonstrate value for money and support a continued shift upstream to improve health and wellbeing.

Across all of this was consideration of an emergent and changing landscape, reflecting citizens' and the health and care system needs post COVID-19, and the more immediate focus on recovery and renewal. Additionally, and importantly it also considered future opportunities for potential NHS 24 services and areas where NHS 24 could collaborate and share expertise, including beyond traditional healthcare partnership working expanding, for instance, closer working with the third sector. This acknowledged that digital disruption and technology advances will continue to drive changes to service provision, not only impacting how people access and interact with services, but also in developing infrastructure and workforce requirements.

The intelligence and feedback gathered was reviewed and informed the four statements of intent and supporting statements above that outline NHS 24's ambitions and future direction of travel.

Next Steps

The strategic intent forms the platform for the development of NHS 24's full strategy. This will require further engagement as the organisation develops detailed plans to deliver against each of these ambitions. The timelines for delivery will align with those of NHS Scotland in both the need for recovery and consolidation over the next 12-18 months, the mid-term 2025 timescale and longer-term to 2031/32.

NHS 24 will ensure alignment and engagement with the national care and well-being programmes as the organisation looks to strengthen and build the role that NHS 24 can offer across the health and care system.

NHS 24 will ensure alignment internally, bringing together work already undertaken to develop thinking in terms of public health, clinical developments, digital and technology opportunities, and the underlying strategic workforce requirements. And NHS 24 will develop an approach to service design that is informed and intelligence-led and based on population needs now and in the future.

The full strategy refresh will, therefore, be further informed by feedback, intelligence and insight and NHS 24 will develop an engagement plan ensuring all stakeholders continue to be involved in shaping NHS 24 services and the organisation to meet their needs.