

NHS 24 BOARD MEETING		28 APRIL 2022 ITEM NO 9.2 FOR ASSURANCE	
STRATEGY PLANNING UPDATE			
Executive Sponsor:		Director Service Delivery/Steph Phillips	
Lead Officer/Authors:		Service Development Manager/Annie Robertson,	
Action Required		The Board is asked to note the update and next steps in the development of NHS 24's strategic intent.	
Key Points for the Planning and Performance Committee to consider		<ul style="list-style-type: none"> • NHS 24 is developing a strategic intent document setting out the direction of travel ahead of the development of a full strategy beyond 2022/23. • Strategic intent sessions have taken place with SMT and EMT during March 2022 which helped inform the Board development session held on 24 March 2022. • Further consultation and engagement is scheduled after which the intention is to bring NHS 24's Strategic Intent for review to the Planning and Performance Committee on 16 May 2022, with formal sign off anticipated at the NHS 24 Board on 16 June 2022. 	
Timescale/Governance Process		Strategic intent document to be developed by June 2022 with fuller strategy developed in 2022/23. This was presented to the EMT on 19 April 2022.	
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 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 developing policy landscape, not least the development of the National Care Service, 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 strategic intent and subsequent strategy.	

1 BACKGROUND

- 1.1. The national planning landscape is moving from short-term remobilisation towards more medium term, integrated and outcome focused operational plans from 2022/23 onwards. These plans will closely reflect the priorities and commitments set out in the NHS Recovery Plan and the National Care Programmes as well as several policy drivers, including the National Care Service for Scotland. Scottish Government has set out three key time horizons to help focus planning over the periods; 2023, 2025 and 2031.
- 1.2. NHS 24 recognise that a level of uncertainty remains across the whole health and social care system to respond to and recover from COVID-19 and is therefore working to set out its high-level strategic intent, building on the significant organisational and service changes delivered over the last two years, and recognising the opportunities

2. UPDATE

- 2.1. A strategic intent document is being developed, which will set out NHS 24's strategic direction in the short, medium and long term. NHS 24's strategic intent document has been informed by the 'gathering views' engagement and horizon scanning work that was undertaken during summer 2021. This has provided a breadth of internal and external views to inform thinking.
- 2.2. Strategic sessions were held with SMT and EMT during March 2022, which helped inform the Board Workshop on 24 March 2022. This outlined the insight, data and intelligence that had been gathered to date and outlined some initial strategic intent statements and NHS 24's wider ambitions that have emerged through the engagement and horizon scanning work to date.
- 2.3. An informative Board discussion provided broad support for the statements of intent and ambitions, although recognised further work was required in setting the right levels of tone and commitment for the organisation going forward.
- 2.4. Output from the sessions to date have been shared to ensure those contributing to the development of the strategic intent and statements of strategic ambition are kept informed as these evolve and are refined.

3. NEXT STEPS

- 3.1. An EMT session is scheduled for 29 April 2022 to review and finalise the statements of intent and NHS 24's wider ambitions.
- 3.2. 'Town Hall' events have been planned for Tuesday 03 May from 1.00 pm to 2.00 pm and Wednesday 04 May from 10.00 am to 11.00 pm. These virtual sessions will provide an opportunity for staff to hear from the Chief Executive about progress to date and strategic intentions going forward and will offer a further opportunity for staff to inform their development and offer feedback.

- 3.3. There will be an opportunity to discuss the emerging strategic intent with Scottish Government, specifically Caroline Lamb, Chief Executive of NHS Scotland and Director-General Health and Social Care on 04 May 2022. This session will offer the chance for some indicative feedback from SG on the ambition and direction set out in helping to shape NHS 24's future in the wider health and social care system.
- 3.4. The intention is to bring the strategic intent for review to the Planning and Performance Committee on 16 May 2022, with formal sign off anticipated at the NHS 24 Board on 16 June 2022.

4. RECOMMENDATION

- 4.1. The Board is asked to note the update and next steps in the development of NHS 24's strategic intent.