

**NHS 24**

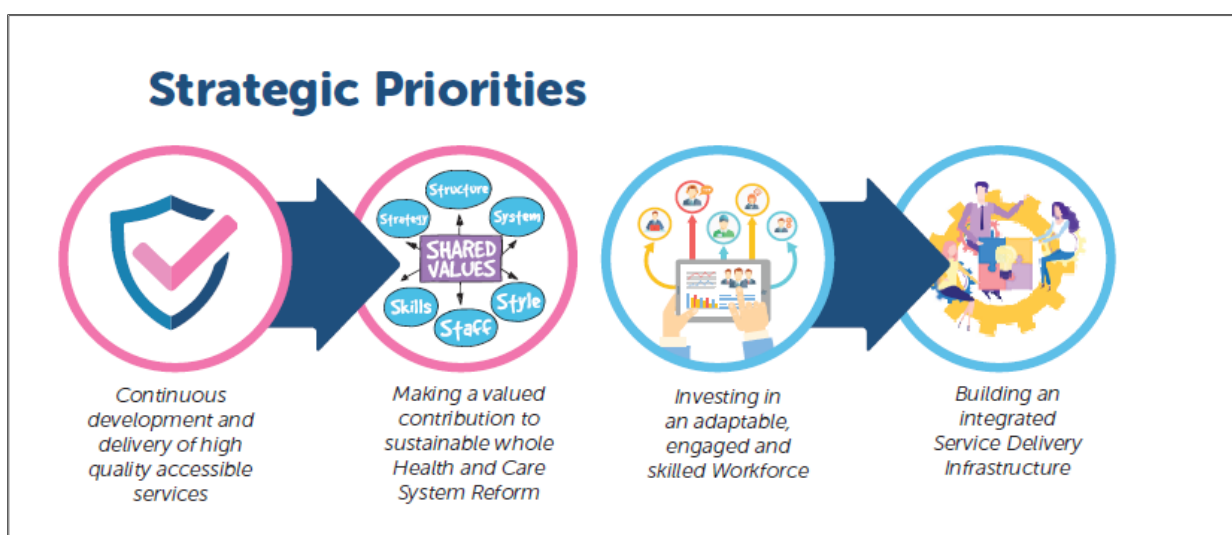
**BOARD MEETING**

**16 DECEMBER 2021  
ITEM 6  
BD (2021/22) 023  
FOR ASSURANCE**

**EXECUTIVE REPORT TO THE BOARD**

This paper provides an overview of progress on the high-level issues associated with the delivery of the NHS 24 2021/22 Remobilisation Plan, since the last Board meeting. The format of this report positions updates against the four agreed strategic priorities identified within the NHS 24 Operating Plan 2020/21-23.

**Executive Sponsor:** Executive Team



**Introduction**

1. In light of the increased demand on service and continued pressure across the entire Health & Social Care system, the Executive Management Team (EMT) continue to critically review management meetings and have scaled many of these down in order to focus on meeting service delivery objectives.

**Continuous Development and Delivery of High Quality Accessible Services**

**Recruitment**

2. The first new staff joined Dundee on 29 November 2021 and will complete their training for the centre opening on 17 December 2021. Recruitment continues to progress for Dundee with interviews for call handlers taking place during December. We intend to bolster the staffing by also recruiting Temporary Call Operators, a model which has worked well in the West and East.

3. Intakes for the Mental Health Hub for Dundee have not materialised as we would have hoped however due to this still being a relatively new area for NHS 24 and the PWP role being unique to us in Scotland we are anticipating that once the centre opens word of mouth will generate lots of interest when we re-advertise in January. We continue to explore alternative feeder roots such as international recruitment, agency and bank staff as well as working with employability partners such as SDS, Remploy and the Job Centre.
4. Workforce targets for RMP4 have been agreed and a fortnightly report to EMT shows actual, vs projection, vs target allowing the organisation to identify if any targets are at risk.

### **COP 26**

5. As a key partner in the health planning of COP26, NHS 24 engaged with multi agency partners to prepare for the planned transport infrastructure challenges, and potential increase in demand for services. In support of this, NHS 24 were provided with real time information from the Multi Agency Command Centre (MACC) and Police Scotland daily briefings to respond to any immediate challenges. The NHS 24 IMT supported communication and co-ordination of information with a comprehensive communications plan for NHS 24 staff and the public to keep them updated with any relevant issues.
6. Expert medicines advice was provided by NHS 24 to SAS in advance of COP 26 to support safe potential prescribing. In addition, discussions with NHS GGC Director of Pharmacy and their Board Prescribing and Controlled Drug teams took place and provided a level of assurance around the arrangements for medicine provision during this critical time. Liaison with the Chief Pharmaceutical Office (Scottish Government) raised awareness and provided assurance around general medicine governance arrangements.

### **COVID-19 Incident Response**

7. The resilience team continue to support the response to the COVID 19 pandemic. The incident management team meet daily to provide tactical decision making forum on a day to day basis to meet service pressures and organisational demand. This maintains communication and understanding across all directorates and discussion on a range of operational issues. The IMT implement the corporate escalation process and communicate the level of service pressure to the EMT Escalation Group on a weekly basis.
8. The group consider our response to COVID 19, including intelligence gathering and scenario planning for the winter period and the potential impact of the new variant on NHS 24.
9. NHS 24 has contributed to the redraft of the NHS Scotland Major Incident with Mass Casualties' (MIMC) highlighting the new include the role of the urgent care pathway. NHS 24 continue to engage with Board resilience leads to ensure there is appropriate pathways available in Boards in response to a significant increase in demand, or reduced capacity. This will then be reflected in the NHS 24 mass casualty planning and response.

## **Clinical Development**

10. There have been a number of updates to clinical content, which are more fully communicated via Clinical Governance Committee. Some examples of these are:-

- Inclusion and removal of travel question for COP 26
- Review of patient journey and pathway. Reduction in steps to complete Initial Data Capture to create record.
- Update in back keyword following staff feedback to improve questioning and flow plus ability to rule out high risk symptoms.

## **Making a Valued Contribution to Sustainable Whole Health and Care System Reform**

### **Re-design of Urgent Care**

11. As Phase 2 of the Redesign of Urgent Care programme progresses, NHS 24 continues to engage with territorial Boards and partner agencies to improve patient care and experience. Ongoing clinical content review aims to promote use of new referral pathways provided by the programme whilst also contributing to improve call handling efficiency. NHS 24 is also providing leadership across Phase 2 workstreams such as Pharmacy and Musculoskeletal; delivering patients alternative unscheduled care pathways.

12. Running in parallel with Phase 2 is a programme of work around 'Rethinking Urgent Care' based on design/user-centered design principles. It is recognised that much of the work to date has been described through the lens of the system by focusing on existing services rather than through the lens of people needing/using the service. This workstream is being led by Healthcare Improvement Scotland and the Office of Chief Design with a collaborative working group established across a range of National Boards, including NHS 24 and Scottish Government. The findings from this work will feed into the wider Redesigning Unscheduled Care programme along with insights from people delivering services.

### **Mental Health Workforce**

13. The role of the Band 5 Mental Health Nurse will be introduced to complement the existing workforce skillset within the Mental Health Hub. The Mental Health Leadership Team are finalising the planning of the role which includes the competency framework, clinical supervision, continuous professional and personal development requirements and a career framework. The aim is to have the preparation complete for recruitment in January 2022.

### **Mental Health Collaboration**

14. As the Board are aware, NHS 24 are collaborating with SAS, and Police Scotland on understanding of motivation of individuals who frequently contact the 111 service and who have complex care needs. An initial output and evaluation of this

SAS Public Protection test of change has demonstrated a 50% reduction in calls following simple intervention approach.

15. There is also an exploration underway of a joint data analytical working group including analysts from Public Health Scotland, Police Scotland, SAS, NHS 24 and Distress Brief Intervention with early dataset production expected in January 2022. These data sets will support greater understanding and optimisation of individuals who regularly flow through all of these agencies.

### **Trauma Implementation Steering Group**

16. It is the Scottish Government and COSLA's ambition to have a trauma-informed and responsive workforce and services across Scotland. This means that universally, across all systems and services, we recognise where people are affected by trauma and adversity, respond in ways that prevent further harm and support recovery, and improve life chances for people affected by trauma. Led by NHS Education for Scotland, the National Trauma Training Programme (NTTP) has produced a knowledge and skills framework for the Scottish workforce, alongside training resources appropriate for all levels across the workforce. This is designed to support everyone in Scotland's workforce to have the knowledge and skills they need to support the ambition.
17. Whilst staff training is a key component of any organisation's journey to becoming trauma informed and responsive, equally important are the processes, policies and environments across all of our services, organisations and multi-agency systems that can enable and maintain the ambition of a truly trauma-informed nation.
18. The NHS 24 Trauma Champion with the support of the Executive Management Team has developed Terms of Reference for an NHS 24 Trauma Implementation Steering Group. The first meeting will be scheduled for early in 2022 and will report into the Mental Health Clinical Governance Group.

### **Pharmacy First**

19. Senior NHS 24 clinicians attended the Pharmacy First Scotland service Advisory Group with representatives from Scottish Government, territorial Boards (primary care pharmacy leads) and Community Pharmacy Scotland to discuss the national criteria for the Urinary Tract Infection Patient Group Directive and proposed changes. If the changes are implemented, it will mean a larger number of callers to NHS 24 with urinary systems can be referred directly to a community pharmacy for treatment.

### **Clinical Strategy and Public Health**

20. A draft refreshed Clinical Roadmap developed by the Senior Clinical Forum, led by Andrew Moore and John McAnaw, has been distributed internally for consultation during the month of December.
21. NHS 24 has recently recruited a part time Public Health Consultant to work within the Medical Directorate, and with other Directorates on the Realistic Medicine

Agenda and NHS 24 Public Health Framework, which will support our Clinical Strategy development and support ongoing work to support accessible services that align with organisational strategy to support reduction of health inequalities.

### **Engagement Guidance**

22. Scottish Government has recently issued communication on the postponement of the review of the draft Community Engagement and Participation guidance 'Planning with People' The review, which was planned for Autumn, has been postponed due to service pressures across the health and care system. NHS 24 will continue to apply all aspects of the draft guidance and continue to work with HiS Community Engagement to ensure best practice and legal duties are met.

## **Investing in an Adaptable, Engaged and Skilled Workforce**

### **2021/22 Flu Vaccination Programme**

23. The flu vaccination programme commenced on 15 September 2021 and to date 49% of NHS 24 staff have received the flu vaccine. The strategic peer to peer vaccination model is currently working well with several substantive NHS 24 staff members deemed competent to vaccinate. Communications have underlined the importance of receiving the flu vaccine to staff.

### **COVID-19 Vaccination Programme**

24. The initial COVID-19 vaccination programme is now complete, the uptake for NHS 24 staff was 90.8% (dose 1) and 87.9% (dose 2). The COVID-19 booster programme commenced in November for those staff who received the COVID-19 vaccines within NHS 24. Currently 28% of staff have had their booster, although this number is likely to be higher as staff take up their booster in their communities.

### **Lateral Flow Device (testing)**

25. Registration figures have stayed consistent with 56% of NHS 24 staff registering for a LFD testing within our programme, although it is worth noting that staff may be accessing LFD testing in the community. We continue to encourage staff to use LFD testing twice weekly and staff have been advised that they must test daily with LFD testing if they live with someone who is positive for COVID-19 and the staff member has been risk assessed to return to work. LFD tests have been sent to the new Dundee site to encourage new members of staff to register and take part in LFD testing.

### **Health & Wellbeing**

26. The Health & Wellbeing Action Plan continues to be progressed, with the Wellbeing Steering Group meeting on a regular basis to progress the wellbeing actions, with progress summarised below:

- Promotion of our Employee Assistance Programme (EAP) service, which has resulted in an increase in the use of the service.
- Currently promoting the REMPLOY Service, which provides confidential mental health support to help staff remain in work.

- We have been allocated a sum of money by Scottish Government to spend on Wellbeing support for staff and we have agreed with the Wellbeing Steering Group that we wish to use the money in a sustainable way.
- Reviewing the use of a Mental Health App which would be available to all of our staff. The proposal is to purchase for a test of change for a period of one year.

### **Workforce People Plan**

27. EMT, APF and Staff Governance Committee have agreed a 6 month Workforce People plan. The plan is structured around three broad areas: Employee Relations, Resourcing and Planning and Organisational Development, Leadership and Learning. The plan will help build strong foundations for the development of a 3 year Workforce Plan which is due to be submitted in July 2022. To deliver the plan some temporary internal moves have been undertaken including the centralisation of data management and the movement of core HR into Employee Relations. A full re-structure is planned in early 2022.

### **Attendance Management**

28. Progress continues on the Attendance Management Plan with the Attendance Management Improvement Group meeting on a regular basis to monitor delivery of the plan and regular meetings also set up with senior managers to ensure that Attendance Management is a focus at all relevant meetings.
29. The Wellbeing Team Manager Test of Change is working well and has been extended until May 2022. There remains a focus on our hotspots including weekend sickness, absence, short term sickness absence and mental health absence.

### **Workforce Performance Dashboards**

30. Dashboards have now been rolled out to key roles including Wellbeing Team Managers; Heads of Clinical Service and Clinical Service Managers. The dashboards provide managers with a tool to clarify and assign accountability for KPIs for their staff. Work is also underway with NES to get all of our data into the Azure Cloud to make overall reporting easier, absence data has been migrated and we are now working on recruitment.

### **Workforce Planning**

31. The operational Workforce Planning group is now established and met for the first time in November 2021. They have a clear workplan to achieve over the next 6 months to set out a medium and long-term plan for resourcing. To complement the work of this group and the Strategic Workforce Planning Group an Establishment Control Group will also be established. They will have oversight of all job evaluation outcomes, restructures, requests to recruit and any other changes which impact on our establishment.



**Staff Experience**

32. The iMatter team action planning phase commenced on 5 October and concluded on 30 November 2021. Currently, 58.5% of action plans have been submitted, which reflects the competing priorities being faced around current service pressures. Managers are working with teams to develop action plans as soon as is possible. The national Health and Social Care report will be received in mid-January 2022 and a paper will be submitted in February 2022 to the Executive Management Team, providing an analysis of the Board report in relation to the national report.

**Leadership Development and Succession Planning**

33. The scoping phase of the organisational Leadership Development Framework has concluded and the design phase commenced. A paper will be submitted to the Executive Management Team in January 2022 detailing the Framework. The Framework will clearly articulate the Leadership Competency and Values Framework underpinning it and the development offerings at each leadership level across the organisation.
34. A paper was submitted to the Executive Management Team on 7 December 2021 detailing a new Talent Management & Succession Planning Process. This includes interactive tools to aid talent identification and succession planning. If approved, a further paper will be submitted to Staff Governance Committee for noting in February 2022. It is recommended that initially, the new talent management and succession planning process will be utilised to identify aspiring Directors, who will thereafter be sponsor supported in their application for the new senior Health and Social Care Development Programme (working title 'Systems Leadership').
35. The design phase of the Management Essentials Programme has concluded and a paper and presentation were submitted to Staff Governance Committee in November 2021. Based on the extensive research, scoping and mapping work that has informed the design of the Programme, Staff Governance Committee were asked to affirm their commitment to and approval of the Programme, which they did. The build phase continues alongside ongoing engagement with key stakeholders to inform the rollout plan and approach prior to commencement of the first cohort in 2022.

**OD, Leadership & Learning National Benchmarking Exercise**

36. The exercise is complete and a report has been produced. Presentation of key findings to the HR Directors was postponed to Jan 2022. Internally, the findings have informed resourcing of an up-skilled Organisational Development Leadership and Learning (ODLL) function, to deliver whole function best practice and the transformation of ODLL within NHS 24.

**Launch Professional Development Award in Telecare (PDA)**

37. The first cohort of five participants commenced the PDA on 19th October 2021 as planned. The next five will commence on 18th January 2022. There will be a full evaluation of the initial two cohorts to help inform future viability

## NHS 24 GREEN

and next steps, should the programme be approved for implementation from 2022 onwards.



### **Develop a Coaching and Mentoring Framework**

38. A collaborative National Board approach is being explored, to inform the development of the NHS 24 Coaching and Mentoring Framework, with the purpose of future-proofing the Framework and providing a user-friendly, accessible and interactive self-service approach.

### **Building an Integrated Service Delivery Infrastructure**

#### **Estates**

39. Estates works are progressing to timetable. An additional 20 workstations opened in Cardonald on 6 December, with Norseman and Dundee both on track for completion of works on the 17 December, providing much needed additional capacity across the country.

### **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.