

**NHS 24
BOARD MEETING**

**8 OCTOBER 2020
ITEM 7
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 Corporate Strategy since the last Board meeting.

Executive Sponsor: Executive Team



1. INTRODUCTION

1.1 The format of this report positions updates against the four strategic priorities identified within the NHS 24 Operating Plan 2020/21-23.

2. CONTINUOUS DEVELOPMENT AND DELIVERY OF HIGH QUALITY ACCESSIBLE SERVICES

2.1 Patient Participation Forum

A review of our Patient Participation Forum (PPF) was recently undertaken which considered the current format and arrangements for engagement and contribution by PPF and Youth Forum (YF) members. There were three elements to this which were recently approved by our EMT: i) a fresh approach to integrating the PPF and YF contributions into Service Development and Service Delivery, ii) an agreed set of principles designed by the members which sets out their future involvement role and iii) development of an approach which enhances their involvement.

2.2 Nurse Consultant

The Nurse Consultant, Telehealth and Telecare continues to work with Clinical Development Team (CDT) related to COVID-19. Currently the work is focusing on:

- Embedding BAME and obesity risk factors within the frontline protocol used by frontline staff.
- Removal of the travel question related to COVID.
- Working nationally to support research to understand how we support callers who are experiencing long term effects of COVID.
- Chat bot development - voice activated option now live.
- Better Working Better Care embedding frailty, sepsis, long term conditions and chest pain protocol within decision support.
- Remote Prescribing is now live and currently being tested.
- Redesigning urgent care (Emergency Department Outcomes) work to understand time stratifications and what is appropriate to be sent to ED.

2.3 Mental Health

NHS 24's Strategy 2017-22 outlined the intention to review Mental Health Service provision to align more closely with service user needs. The Mental Health Programme is aligned to the strategic intentions of both NHS 24 and the Scottish Government. The outcome has resulted in a dedicated mental health service, providing a compassionate response with the right care, at the right time.

A key element of the Programme is improving the care pathway for callers presenting to Police Scotland in mental health distress. These callers are now offered access to the 111 Mental Health Hub in NHS 24. This pathway successfully went live on 27th August 2020.

The Collaboration/Pathway meetings between Police Scotland, NHS 24 and the Scottish Ambulance Service (SAS) which were cancelled during Covid-19 have been re-established. The SAS Pathway design workshop took place on 16th September 2020. The Lead Nurse for Mental Health and Learning Disabilities is supporting SAS Clinical Leads in the development of the pathway from SAS to 111 Mental Health Hub.

2.4 Digital Content to Support Autism

The Associate Medical Director (AMD) (MH) and Digital Content Designer met with representatives of SG's Adult Autism representative group and subject matter expert to revise NHS inform autism content

2.5 NHS 24/NES Psychology

The AMD (MH) began advising a NHS NES psychology Short Life Working Group (SLWG), creating national guidelines for digital mental health treatment.

2.6 EU Exit

Following a Strategic Resilience Partnership EU Exit sub group meeting, the following update has been provided to NHS Boards.

EU negotiations are continuing and Boards must be prepared for all scenarios, including a possible no deal scenario. Border issues remain a focus for supply chain management. Whilst this may potentially impact on territorial Boards, it is not expected to be a significant concern for NHS 24 as we are not a large procurer of goods.

A revised set of reasonable worst case scenario planning assumptions have been received by Scottish Government to review for Scottish specific considerations. It is then expected these will be issued to all NHS Boards in the coming weeks to allow submission of a readiness assessment. SG will host a national deep dive health and social care workshop. The above work will inform an SG readiness revised plan that will include Covid 19 and Brexit.

Previous planning has indicated that this risk is low to NHS 24 in the short term, and we will engage with the Scottish Government preparedness assessment to determine the risk post COVID-19

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

3.1 Annual Review

The briefing to support the ministerial annual review on 19 October was submitted to our Sponsors on 25 September. The format for this year has been reduced, to reflect the continuing focus on the pandemic and ongoing planning for remobilisation and winter. The requirements do not include the need for a Self-Assessment and is more in line with the approach taken for the most recent Mid-Year Ministerial Review meeting. Our briefing covered 2019/20 performance (pre COVID-19), our immediate response to COVID-19, as well as a forward look towards our performance in 20/21. As Ministers will not be able to meet with staff in the usual way, our clinical partners and the Area Partnership Forum (APF) were also invited to provide comments for the Review. This included feedback from the National Out of Hours Group, Emergency Medicine Consultants, SG Primary Care Directorate, Community Pharmacy Scotland and Police Scotland.

It is our intention as an EMT to pursue a level of public engagement in relation to our Annual Review, albeit not a requirement, of the session itself. EMT are currently considering the best approach to this given current pressures in relation to Redesigning Urgent Care, continued pandemic response, and upcoming winter pressures.

3.2 Change Portfolio

Our approved governance and programme arrangements are now in place and focus on the four key programmes; Redesigning Urgent Care (RUC), Mental Health, Estates and our Connect Programme.

In recent weeks, a briefing to SG sponsor team has been shared which outlines our intention to formally close the Primary Care Triage (PCT) test of change. It clarifies that the learning and insights from the development across the partnerships is being firmly embedded in the development of NHS 24's

deliverable in association with RUC. This includes readiness assessments, clinical governance, leadership and communications and engagement.

3.3 Service Design Collaboration with GSA, NHS A&A and NHS 24

NHS 24 has taken up an opportunity with Glasgow School of Art (GSA) who are reimagining over a ten year period some key themes through the lens of Service Design and working with colleagues in NHS A&A and NHS 24. These themes are Urgent Care, Chronic Conditions and Health & Wellbeing. Participants will be undertaking their research during October with findings presented during November 2020. The outcomes of this will support our Service Development and Strategic Planning activity.

3.4 Public Protection

A Short Life Working Group has been established for The United Nation Convention on the Rights of Children (UNCRC) and how NHS 24 comply with these rights across the organisation. From there a report will be compiled for the Scottish Government. (This will be approved by EMT and National Clinical Governance group)

3.5 Learning and Development

NHS 24 Public Protection core induction has been reviewed and updated in line with legislation and national policy by the lead nurse for public protection and has been submitted to the Clinical Education Governance Group (CEGG) for ratification (due to meet on the 1st of October 2020).

3.6 Learning through Collaboration

Working with Scottish Government (SG) and Public Health Scotland (PHS) the Associate Medical Director (AMD) supported local board colleagues during a coronavirus outbreak in Lanarkshire. This allowed an update to guidance for board health protection teams on asymptomatic testing, and the benefit of early engagement with NHS 24.

3.7 Information to Support National Messaging for Parents & Schools

The AMD has met with representatives from the learning directorate for SG, PHS and early year's education to review the advice on COVID provided to schools and parents of school children. Working with NHS 24 Digital, an offer was made to coordinate NHS inform and gov.scot content to consistent messaging across boards and parentclub.scot. This led to updates to the advice previously issued by some territorial boards and review of the letter being provided to all parents regarding when children should be tested.

3.8 NHS 24 Health Board Collaboration on Mental Health Services

The AMD (MH) and Executive Lead for MH met with senior mental health leaders from NHS Tayside to begin a series of discussions around integration of NHS Tayside and NHS 24 mental health and wellbeing services. The learning from this collaboration will inform future engagement with other partners nationally.

3.9 NHS 24 Pharmacy Undergraduate Experiential Learning Programme

Head of Pharmacy (HoP) is leading a review of the NHS 24 Pharmacy Undergraduate Experiential Learning Programme planned for Feb/Mar 2021. Student intake will be halved to allow for easier compliance with COVID restrictions currently in place, with a number of the sessions now being delivered remotely via MS Teams. Planning for the necessary face-to-face sessions is underway but may require amendment or postponement to ensure both staff and students involved are not exposed to unnecessary risk due to COVID. It is hoped to have the proposed plan for the programme confirmed by mid-October 2020.

3.10 Winter Planning

NHS 24 are leading around national winter communications planning and this includes reframing our own winter campaign, in addition to leading the urgent care pathway national messaging work and delivering communications and engagement support to national primary care work. This is providing a consistent and joined up approach to communications activity for the public and the health and care system this winter.

4. INVESTING IN AN ADAPTABLE, ENGAGED AND SKILLED WORKFORCE

4.1 ICT/Digital Review

Following the presentation of the findings from the ICT review, work is continuing to progress in collaboration with our ICT and Digital teams. A business case to support the ICT and Digital Transformation Programme is being developed and will be presented to the Board in due course.

4.2 Digital Skills

In February 2020, a survey to measure Digital Skills and Confidence was circulated to all staff in NHS 24. These responses were collated and analysed and key themes identified, which have now been shared with the Executive Team. It is noted that since some staff have seen considerable change in their working practices during the Covid-19 pandemic, it is likely that digital skills may have been impacted and there is a need to explore some themes further.

A range of digital resources have already been identified which will support staff development in key digital areas and it has been agreed that ongoing actions to develop digital skills are progressed alongside, and in conjunction with, the implementation of Office 365 and other key organisational digital projects.

4.3 Professional Development of Mental Health Teams

The AMD (MH) and lead MH Nurse met with NHS NES psychology leads to expand the current educational framework for psychological wellbeing practitioners and more broadly for mental health and wellbeing staff within NHS 24.

4.4 Integrated and Urgent Care (IUC) Lead Pharmacist

Head of Pharmacy (HoP) is now attending the Integrated and Urgent Care (IUC) Lead Pharmacist Network to link with other pharmacists involved in

delivering NHS 111 services across the UK. This will allow greater sharing of information and best practice with NHS 24 from a pharmacy perspective going forward.

4.5 Staff Engagement

Our staff engagement programme is delivering an internal campaign to maximise flu vaccination uptake and supporting attendance management activity, as well as the urgent care programme changes. We have developed, and in early October will deliver our first ever National Call Handler Day which is designed to recognise the largest cohort of NHS 24 staff who deliver frontline services through the call handler and call operator roles. There has been a significant and very positive response to this initiative from staff across NHS 24.

4.6 Supporting Staff during COVID

The Workforce Directorate continues to support the COVID 19 work by supporting the testing process, providing wellbeing support and initiatives to staff, issuing of up to date information and guidance to staff and managers, and supporting recruitment of staff during COVID.

4.7 Flu Campaign 2020/2021

A working group has been established to plan and deliver the flu campaign for this year in accordance with Scottish Government Guidance on the Adult Flu Campaign for 20/21. This work is progressing and the campaign will commence in early October 2020.

4.8 Attendance Management

The agreed Attendance Management Improvement Plan is progressing with the Attendance Management Training Plan having a good uptake from managers in both the eLearning module and facilitated online training session.

In an expansion to the Attendance Management Training portfolio the first eESS Manager training session is scheduled to take place on 23 September. The objective of this training is to demonstrate to managers' best practice on how to record attendance and case management information in eESS. In addition managers will be shown how to access absence reports and dashboards for their teams to support them in decision making.

Absence dashboards have been developed to support managers to manage absence for their teams. These will provide assurance that the absence information held is of a high quality and will improve the accuracy of reporting. These dashboards will be demonstrated to managers as part of the new eESS Attendance Management Training sessions.

4.9 Coaching and Mentoring Framework

Following endorsement of the Coaching and Mentoring Framework by the Executive Management Team in September 2020, the opportunity to complete Institute of Leadership and Management (ILM) coaching and mentoring qualifications has been advertised and the selection process has been completed.

One Director and one Senior Manager will commence the ILM 7 Diploma for Executive and Senior Level Coaches and Mentors in 2020. Six colleagues from the Service Delivery Directorate will complete the ILM 5 Certificate in Effective Coaching and Mentoring, four of whom will commence the course in 2020. The two remaining colleagues will commence the course in 2021 and will be joined by a further four colleagues, who will be selected following re-advertisement of the opportunity.

4.10 Recruitment

Recruitment is currently supporting the Urgent Care Programme Board by ensuring the resourcing plan is agreed and implemented to meet the needs of the service roll out. Working closely with Service Delivery, recruitment has attracted a large number of candidates to support the re-design of Urgent Care – Phase 1. Urgent Care Call Operators commenced employment from mid-September and this inflow will continue for a number of weeks.

The Recruitment team continue to work with Service Delivery to resource the 111 Service. Call Handler and Nurse Practitioner core induction programmes are being aligned with the high volume recruitment to Urgent Care. A number of Call Handlers will receive Covid Call Operator core induction to fast track them into the organisation.

Ongoing recruitment to the Mental Health Hub (MHH) is being reviewed to take advantage of the functionality available on Jobtrain. The ability to include additional, specific questions to support shortlisting should enable the MHH management team to more easily identify candidates with the required skills and experience.

Jobtrain version 7 was implemented in early September. The Recruitment team have been working closely with the National Project Team to ensure NHS 24's standard volume recruitment process can be delivered via Jobtrain. As Jobtrain moves out of the implementation phase, the ongoing development of Jobtrain will be managed by the National System Governance Group, of which NHS 24 is a member.

Work has commenced on a Recruitment Development Plan with resource aligned to activities and a timeline agreed which will add to the governance around recruitment processes.

5. BUILDING AN INTEGRATED SERVICE DELIVERY INFRASTRUCTURE

5.1 Connect Programme

Governance arrangements and revised programme arrangements in relation to our Reframed Connect Programme have been set during September. The first Strategic Oversight Group meets early October, strengthened with external stakeholders. The focus of our Technical Assurance Group is in providing scrutiny of our developing Phase 1c options which will be presented to Board in December 2020.

6. CONCLUSION

- 6.1** 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.