

**NHS 24
BOARD MEETING**

**27 FEBRUARY
FOR ASSURANCE
ITEM 7**

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 draft Operating Plan 2020/21-23.

2. CONTINUOUS DEVELOPMENT AND DELIVERY OF HIGH QUALITY ACCESSIBLE SERVICES

2.1 NHS 24 Service Model

The terms and conditions associated with Advanced Nurse Practitioners (ANP) are being reviewed as a result of the recent resignations of ANP colleagues from Highland. The variable nature of salary scales for this role across the country is a national challenge which is being addressed.

The tele-prescribing project, albeit small scale, is demonstrating positive results for the patient experience as well as the pharmacist role. It is the intention to scale up this model during 2020-21 and to further integrate this with the role of the ANP.

2.2 NHS 24 Estates Programme

The Outline Business Case has been presented to and approved by EMT, prior to submission of the Full Business Case to the Board.

The planning and the relocation of Clydebank staff to the frontline service area is complete and 40-50 GJNH staff will be transferring to the open plan area and office space imminently.

2.3 Business Intelligence and Analytics Programme

The Programme Board for Business Intelligence, chaired by the CIO, has now been established. This is the final board to be established providing the required governance. The Terms of Reference and detailed scoping is currently underway.

2.4 Coronavirus

From December 2019, there has been an escalation of cases and concern regarding coronavirus COVID-19. As at 18 February 2020, there are no positive cases in Scotland. The medical directorate have worked with cross directorate teams to ensure the NHS 24 response to the situation as well as the other services are safe, effective and person centred. The response by NHS 24 has been swift and met the requirements of a dynamic situation. Digital offerings on NHS Inform have been well received and are supported by a successful campaign lead by colleagues in NHS 24 communications. All public facing content, both clinical and general advisory, has been approved by the Medical Directorate in close collaboration with Health Protection Scotland (HPS) colleagues. This includes the content used by the dedicated Helpline and an interactive self help guide on NHS Inform.

Nursing & Care Directorate support the organisation's response to the Coronavirus from a patient safety and clinical and staff governance perspective.

System changes were developed and introduced successfully to capture and report specifically against Corona Virus related calls. This development has been designed to ensure that the functionality can be quickly and easily switched on or off. The design also enables a rapid change from 'Coronavirus' to anything else that needs to be specifically captured and reported from calls.

2.5 Public Protection

Gender Based Violence (GBV): NHS Health Scotland are working on the revision of the GBV employee policy as part of the Once for Scotland programme. There will be a roll out of some training around this in March 2020 and leads for GBV will be invited to attend training sessions. The overall view is that GBV will remain as a policy with supporting documents.

2.6 Public Protection Procedures

The updated Public Protection referral form is now operational and was implemented in January 2020. The Public Protection team are in the process engaging with frontline staff around bespoke public protection training to ensure staff are fully cognisant and focussed on identifying and addressing Public Protection issues.

2.7 Public Protection and Clinical Governance Committee

The Lead Nurse for Public Protection delivered a presentation to the Clinical Governance Committee (CGC) regarding the outcome of her review which commenced in August 2019. The review was benchmarked against the Chief Executives responsibilities for Public Protection. The presentation focussed on governance, accountability, the referral and information process and quality control assurance and improvement and was well received by the CGC.

2.8 Distress Brief Intervention Programme Board

Along with colleagues from the other national boards, Scottish Government and University of Glasgow, the Lead Nurse for Mental Health and Learning Disabilities represents NHS 24 on the Distress Brief Intervention Programme Board. NHS 24 are moving forward with a proposal to begin engagement with the Programme which will see a further care pathway for those who call the Mental Health Hub.

2.9 Better Working, Better Care

Full centre testing of the new supervision model at both Cardonald and Aberdeen took place in February. This entailed 100% application of the supervision model, inclusive of local centre remote supervision, for a full week in the respective centre. This was the first time the model had been fully tested across the weekend at peak periods of demand.

Detailed analysis of both performance in terms of care delivered at first contact, service access, impact on clinical queue, and key metrics such as average handling time and abandonment rate were also validated. Importantly, the views of call handlers and clinicians providing supervision were gathered and overwhelmingly, the experience of staff working this model remains extremely positive. The intention remains to transition to this model early in 2020/21

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

3.1 Primary Care Reform

Primary Care Triage

The Harbours Practice came on-board on 21st January. However, since then local challenges to the Primary Care Triage development has resulted in a halt to the on-boarding of the final two practices in East Lothian.

The on-boarding of a further 5 NHS D&G practices which are scheduled to be brought on-board has been delayed as a result of the challenges in relation to the East Lothian 'hive' expansion.

Triage Academy

Significant work has been progressed in developing a 'Triage Academy' model which utilises NHS 24's triage expertise in building local capacity and capability to support primary care reform.

Investment has been made into discovery research to assess need of local systems and healthcare professionals to help define the requirements of the Academy. This research piece is expected to complete at the end of March.

As part of strategic engagement opportunities, a test of change has been

NHS 24 GREEN

identified within NHS GGC and 18 practices have indicated their intention to be part of this initial development.

NHS 24 has also engaged with both Healthcare Improvement Scotland and NHS Education for Scotland to scope and define possible roles in this development.

3.2 Mental Health

The Mental Health 'hub' expansion is on track to align its hours of operation with that of the 111 service by April 2020. Patient and staff feedback continues to be positive and the data continues to deliver 60% of outcomes managed by the 'hub' without the need for onward referral.

The testing for the Police Scotland, SAS and NHS 24 collaboration pathway commenced 20th February for a 2 week period and will be closely monitored and assessed prior to launch.

The focus for 2020-21 will be the continued expansion of channel choice and integration of a seamless mental health pathway for service users across the range of services NHS 24 offers.

The Lead Nurse for Mental Health and Learning Disabilities has provided the Clinical Governance Committee with an overview of the current strategic, professional and legislative landscape for mental health and learning disabilities. The role involves ensuring clear structures for governance and assurance for NHS 24 to ensure care is safe, effective and person centred. Initial scoping has led to the development of a 3 year action plan in collaboration with Public Protection and Service Delivery Leads. This clinical role is key to influencing and shaping mental health and learning disabilities services within NHS 24 and wider. As a member of national, professional and strategic programme the Lead Nurse for Mental Health and Learning Disabilities ensures that NHS 24 meet any national requirements.

3.3 Pharmacy

There is a review of inclusion and exclusion criteria for the community pharmacy 'Pharmacy First Patient Group Direction (PGD) for Urinary Tract Infection'. This review is being led by the Head of Pharmacy and the Associate Medical Director ahead of a joint meeting between the NHS Primary Care Pharmacy Leads Group, Community Pharmacy Scotland (contractor body) and Scottish Government pharmacy representatives. The approval of a national PGD template to improve consistency across health boards in the first instance, with NHS 24 proposed criteria revision also being tabled for initial thoughts/views. Further consideration of the NHS 24 proposed changes to the criteria will begin following the agreement and implementation of a basic national PGD template prior to the launch of the upgrade to the community pharmacy Minor Ailment Service in April 2020. Both pieces of work will help standardise the range and scope of presentations that can be treated by community pharmacists in each Board enabling NHS 24 to make more referrals to community pharmacy rather than to the GP OOH service.

3.4 Analytics

The proposal from NHS 24 to the Scottish Atlas of Healthcare Variation (SAoHV) for mapping NHS 24, OOH and SAS activity has been accepted and prioritised from the 48 proposals submitted nationally. An atlas of 'pre hospital care' has been agreed for release by the SAoHV Governance Group. NHS 24, together with other stakeholders, will be contributing to the scope of the maps developed for this release.

3.5 Dental

The Scottish Emergency Dental Service is currently undertaking a Test of Change. This offers dental patients an alternative Health Board appointment if the clinic of their own Health Board is closed or full and has been operational since October 2019, excluding the Festive Period 2019/ 20.

4. INVESTING IN AN ADAPTABLE, ENGAGED AND SKILLED WORKFORCE

4.1 Leadership

As part of the 'Improving our Leadership' offer in early February, the Medical Director co-delivered the Empowerment session with the Director of Service Delivery.

4.2 Achievement

The Medical Director has been awarded MSc Global eHealth by the University of Edinburgh in late November 2019. The course was partially supported by NHS 24 bursary arrangements.

4.3 Training

NHS 24 staff continue to develop their knowledge, competency and skills in relation to Public Protection through a variety of online and face to face training opportunities made available to them. NHS 24 also encourage reflective learning through clinical supervision to further develop skills, confidence and to promote best practice. In addition to the training, NHS 24 policies and procedure further support staff to understand their roles and responsibilities regarding recognition and response to Public Protection concerns.

4.4 Clinical Supervision

The Lead Nurse for Mental Health and Learning Disabilities has commenced embedding an evidence based model of Clinical Supervision. This is aligned to the NHS Education for Scotland (NES) Framework. Recognition is given to the various pressures and challenges in providing care in today's busy, complex health and care services. These challenges and pressures can impact on personal resilience and wellbeing. Clinical supervision is a space where there can be exploration into the effects of work content and make sense of the feelings this evokes. The model allows for individual and team

identification of learning and development opportunities. Evidence in both past and current literature clearly recognises that well supported, valued and developed staff can contribute positively to outcomes for service users. Consequently various reports, policies and strategies including *Everyone Matters: 2020 Workforce Vision* (Scottish Government, 2013), *Relationships, Rights Recovery* (Scottish Government, 2010) and *Nursing 2030 Vision* (Scottish Government, 2017), highlight the need to address the support and development needs of health and care practitioners through the provision of and engagement with clinical supervision and reflective practice. In addition, both the Nursing and Midwifery Council (NMC) through the revalidation process and Health and Care Professions Council (HCPC) for re-registration, ask that practitioners demonstrate part of their continuing professional development through participation in reflective practice, which includes clinical supervision (NMC, 2017; HCPC, 2017). The modules for this resource are now accessible on NHS 24 Turas Learn.

4.5 Shift Review

The shift review, phase 1, was successfully implemented on 28th October 2019. At time of writing, 96% of staff have transitioned across onto their new shift pattern with a small number of staff still to agree a new shift pattern which is currently in process.

Regular briefings for staff and planned CPD time has now been introduced and has been very well received by staff. Informal 'temperature checks' are being conducted through the staff engagement sessions in each of the centres in relation to the shift review ahead of a formal evaluation of phase 1.

The shift review working group has been reconvened with discussions now ongoing around planning of phase 2. This second phase will include team managers, senior charge nurses, scheduled care and health information staff. The analysis and engagement stage of the review will commence shortly.

4.6 Attendance Management

As part of the implementation of the Once for Scotland Attendance Management Policy on 1st March 2020, the Workforce Directorate will be working with managers to implement the updated policy and support implementation and training of all managers in the new way of working. The internal audit into absence has been presented to the Audit & Risk Committee. The resultant actions from this audit will form the basis of the new robust Attendance Management Implementation Plan which will be managed through the Staff Governance Committee and Area Partnership Forum.

4.7 HR Connect

HR Connect was launched on 27th January 2020. The Workforce Directorate will continue to develop the Workforce information on the portal pages and engage with staff to encourage them to use the new site will continue over the coming months.

4.8 Webchat Test of Concept

The Webchat Service has now been rolled out to the whole of the Workforce Directorate who now operate this service. This has increased the availability of the service and extended hours of operation. This offers the service at times that more suitable for internal customers. The use of this service will continue to be monitored.

4.9 Appraisal and Incremental Progression – Once for Scotland Statutory and Mandatory Training

NHS 24 is represented on the 'Statutory and Mandatory Content' workstream (one of four workstreams) work continues to develop a process for content for each Board, to help ensure a uniform and consistent approach to statutory and mandatory training, delivered and reported via a single learning platform. This will be ready for April 2021.

4.10 Investment in Updated Library Stock

NHS 24's Knowledge Lab spaces offer access to spaces for personal learning, group collaborative work, online research and study as well as stocking a wide variety of books. These books are also available to other Boards via the NHS Scotland intra/inter-library loan system. In order to provide up-to-date access to the latest research and evidence-base, there will be investment this year in purchasing new books for the main Knowledge Lab spaces in Cardonald, Clydebank and Norseman (available to borrow by staff across all sites). This also coincides with new configuration of these spaces in line with the estates review.

4.11 Recruitment

Work continues with the recruitment of Call Handlers and Nurse Practitioners during the fourth quarter, working towards reaching the target of 435 WTE Call Handlers. Attendance by NHS 24 at a range of Job Fairs in the west and the north have resulted in an additional talent pool of applicants. Attendance at the RCN Job Fair scheduled for March will seek to attract Nurse Practitioners for the 111 service and Mental Health Nurses for the mental health hub. The new recruitment system, Job Train, continues to be rolled out for non-volume vacancies.

NHS 24 has successfully recruited a new Executive Director of Nursing & Care and it is hoped that the candidate will take up post on a full time basis from May 2020.

4.12 Developing the Young Workforce

NHS 24 will be featured in Scottish Apprenticeship Week in March, with two current Modern Apprentices submitting their story. In addition NHS 24 has been awarded further Graduate Apprenticeships places in Business Management, in partnership with Glasgow Caledonian University, which will be advertised in February.

4.13 Cycle to Work Scheme

A cycle to work scheme has been introduced this month. The salary sacrifice scheme is available through Cycle2Work and will enable NHS 24 employees to purchase a bike and accessories and repay over 12 months. Cycle2Work allows employees to source bicycles from approximately 460 Halfords stores and 21 Cycle Republic stores in addition to a network of independent bike shops.

5. BUILDING AN INTEGRATED SERVICE DELIVERY INFRASTRUCTURE

5.1 Connect Programme

Following the approval of the Business Case for Phase 1, all associated projects have started and are progressing as planned. The development of the Outline Business Case is in development and will be presented to the Board in April. The membership of the Technical Assurance Group (TAG) has been confirmed and will be convened during late February. Their engagement with the development of the options is critical to informing the OBC.

Procurement is underway for a Programme Director for the Connect Programme. This is expected to be awarded by late February with mobilisation anticipated late March.

5.2 National Template

The AMD has led a national subgroup to develop a national template for communication following deaths in the community. This template is intended for all health, social and police services, including Police Scotland, Care home staff, NHS 24 and SAS.

5.3 Community Pharmacy

Head of Pharmacy (HoP) attended the NHS Scotland Directors of Pharmacy/Pharmacy Special Interest Groups one day seminar/workshop in January 2020. HoP was able to discuss the idea of making community pharmacy a defined outcome from NHS 24 triage. This would enable the transfer of the NHS 24 Clinical Summary information to the community pharmacy when referrals are made there, with the Scottish Pharmacy Clinical Leadership Fellow (SPCLF) for Community Pharmacy. The post is sponsored by NHS Education for Scotland and Scottish Government with an expectation they deliver on a project within their allocated sector. There has been early interest and a follow-up meeting/discussion with the SPCLF and key staff/stakeholders is being planned to explore the idea further.

5.4 Pharmaceutical Advisor

In his role as Pharmaceutical Advisor to the Scottish Ambulance Service (SAS), Head of Pharmacy (HoP), has agreed to become the Chair of the UK

NHS 24 GREEN

Ambulance Pharmacists Network for the next 2 years where he will continue to support the group. This will ensure best practice from the NHS Ambulance Trusts is shared and brought to the attention of the SAS where appropriate.

5.5 Public Protection

The Lead Nurse for Public Protection is focused on the continuous improvements required within the service around intelligence led systems. Some investment is required to support bespoke public protection training from subject expertise. Engaging with service delivery and increasing the capacity across NHS 24 remains a focus. Since the development of the Mental Health hub, Public Protection referrals have increased by 27%, there is a likelihood that referrals will increase further when the hub is operational seven night per week.

5.6 Communication Huddles

The Lead Nurse for Mental Health and Learning Disabilities has established key communication huddles for Mental Health, Learning Disabilities and Public Protection. These bring together key team members to ensure and provide both psychological safety and professional relationships. Furthermore, the introduction of monthly communication meetings with Mental Health Nurses and Psychological Wellbeing Practitioners to assure the sharing of strategic, professional and legislative updates. These meeting will have defined Terms of Reference.

5.7 Directorate Alignment

The Quality Improvement function of the Clinical Governance & Quality Improvement Team reverted to the Nursing & Care Directorate in January 2020. This function was previously within the Service Development Directorate, however, given that Quality Improvement sits alongside Quality Assurance and Quality Control, and is inextricably linked to improving the quality of nursing, clinical and patient care, amongst a number of other reasons, it was agreed that this should be aligned to the Nursing & Care directorate.

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. As this is the first time this report has been structured around the four strategic priorities in the draft Operating Plan, feedback from Board members on this new format would also be welcome.