

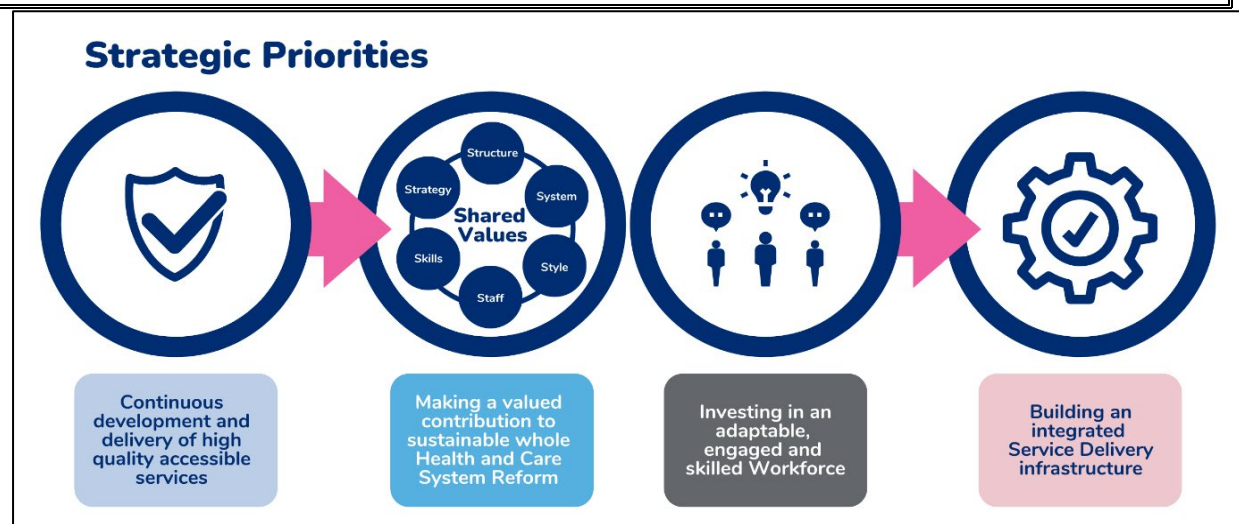
**NHS 24  
BOARD MEETING**

**18 AUGUST 2022  
ITEM 7  
FOR ASSURANCE**

### **EXECUTIVE REPORT TO THE BOARD**

This paper provides an overview of progress on the high-level activity associated with the delivery of the NHS 24 2021/22 Remobilisation Plan and developing annual operating plan, since the last Board meeting.

**Executive Sponsor:** Chief Executive



## **1. INTRODUCTION**

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

## **2. CONTINUOUS DEVELOPMENT AND DELIVERY OF HIGH-QUALITY ACCESSIBLE SERVICES**

### **2.1. NHS 24/SAS Review of Flow Navigation Centre Referrals**

2.1.1 A series of joint case review meetings on the patient pathway from NHS 24 to Board Flow Navigation Centres have now been held with NHS Highland, NHS Ayrshire & Arran, NHS Lanarkshire, and NHS Greater Glasgow & Clyde. Learning from this process for NHS 24 will be used internally to ensure our triage processes remain robust and continue to improve. This provides a valuable feedback mechanism for NHS 24 to aid both internal education and service development, and visibly strengthen national collaboration and clinical engagement.

## **2.2 Patient Group Directions and the Pharmacy First Scotland Service**

2.2.1 NHS 24 continues to work with the Scottish Government Pharmacy First Advisory Group and the Primary Care and Community Pharmacy Leads Group on new and revised Patient Group Directions (PGD) for use by community pharmacists under the Pharmacy First Scotland Service. PGDs provide a legal framework that allows the supply and/or administration of a specified medicine(s), to a pre-defined group of patients without the need for a prescription or an instruction from a prescriber.

2.2.2 Three national specimen PGDs have been signed off and will now go through each territorial board's own governance and sign-off processes before being distributed to community pharmacies for routine use. The PGDs will benefit NHS 24 and OOH partners as it will lead to more referrals to and treatment in community pharmacies and supporting a smoother patient journey between services.

## **2.3 Patient Safety Leadership Walk Round**

2.3.1 An engagement plan to incorporate staff engagement, the patient safety leadership programme and any Health & Safety issues at the same time, has been agreed. A timetable will be produced over the coming weeks and we are looking at starting off the sessions if possible during September 2022.

## **2.4 Clinical Content and Subject Matter Experts**

2.4.1 NHS 24 continuously reviews its content management governance process and an update was presented to Clinical Governance Committee in 21/22. To ensure safety, we engage subject matter experts (SME) to support assurance of our clinical decisions around content development. A further review of the process considering non-clinical content is underway and this includes our processes for public facing content approval as NHS 24 delivers several national campaigns including public health information across social media platforms.

## **2.5 Surviving Suicidal Thoughts Project**

2.5.1 The Surviving Suicidal Thoughts Project <https://www.nhsinform.scot/surviving-suicidal-thoughts> soft-launched on 9th June 2022. The project, which is using an iterative approach, has been co-designed with people with lived experience of suicidal thoughts and behaviour. Cross Directorate teams and the organisational lead, the Associate Medical Director for Mental Health have delivered this work which is based around the development of digital content

to support people experiencing suicidal thoughts. It is being developed in conjunction with the National Suicide Prevention Leadership Group and Suicide Research Lab.

- 2.5.2 The project features short videos of people talking about how they coped during times of crisis, how they sought help, and how they are recovering. The project was presented to the national suicide prevention leads, and translation into BSL, Easy Read, Polish, Bengali, and Simplified Chinese is underway.
- 2.5.3 User research and testing has resulted in design ideas for improvements that could be made, and these are currently in development.

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

#### 3.1 Public Health

- 3.1.1 The NHS 24 Public Health Framework has been developed and endorsed by the Clinical Governance Committee, with an intentional alignment with our internal strategic approach to embedding Realistic Medicine and Care throughout the organisation. The remit of this workstream has now been expanded to include environmental sustainability and will inform the NHS 24 Sustainability Strategy which is in development and will be presented to Committee and Board later this year (Q2/3).
- 3.1.2 A Public Health Consultant is leading the Data and Intelligence Working Group as a subgroup of the Digital Technology Advisory Group (DTAG). This will bring expertise from across the organisation to ensure a more strategic approach to the use of data and intelligence. Initial focus is on refining our understanding of the profile and health needs of our service users and potential service users. This will enable us to develop content in future based on those needs and informed through insight gathering activity.
- 3.1.3 NHS 24 has a representative on the newly formed Scottish Government Primary Care Health Inequalities Development Group, which will look to implement existing recommendations around inequalities and inform wider policy developments.

#### 3.2 Realistic Medicine and Care

- 3.2.1 An Associate Clinical Director is working with the Communications Team to produce a series of video clips of senior and junior staff highlighting the six principles of Realistic Medicine and Care (RMC) and pointing out how they underpin the work they do and the services we deliver in NHS 24.

3.2.2 The content will be used as part of an internal educational campaign between July to October/November to increase the awareness and understanding of RMC of all staff and embed the principles into the way we work and think when developing our services.

3.2.3 There will also be written material used to support the six principles of RMC, and these will appear in internal publications and other areas of placement are being explored.

### **3.3 Ethical Decision-Making Process Development**

3.3.1 The Medical Director attended the NHS HIS organised Short-life Ethical Support and Learning Forum to hear how Health Boards had approached and managed ethical decision-making during COVID-19. Guidance was originally published by Scottish Government in 2020 which outlined the structures and principles that should be in place to ensure ethical advice and support is available if needed at both a local and national level. The key purpose of the Forum was to support learning for improvement regarding principle and process, not to review any of the decisions that were made.

3.3.2 Key learning from Boards attending the Forum included how NHS 24 might structure a more formal ethical decision-making forum itself in addition to relying on the Caldecott Guardian and other managers and clinicians. Consideration was given to the diversity of membership, what training/guidance should be provided to group members and where to source this from, and how the forum would function going forward in terms of meeting and touching base when there are no ethical decisions to be made.

3.3.3 In terms of developing the necessary structures and processes, a proposal will be taken to the Senior Clinical Forum on the future approach NHS 24 might take to ethical decision-making, which should provide a level of assurance regarding the decisions we need to make about the provision of care and services.

### **3.4 Long COVID-19**

3.4.1 NHS 24 has a representative on the new Long COVID-19 Clinical and Subject Matter Expert Group set up by the Scottish Government. This group has been set up in response to the fact that managing the long-term effects of COVID-19 has created health and wellbeing impacts for those affected, and a new pressure for NHS services to manage.

### **3.5 Redesigning Urgent Care MSK (RUC MSK) Workstream**

3.5.1 An analysis of NHS 24 musculoskeletal (MSK) data has been carried out as part of the Redesigning Urgent Care MSK (RUC MSK) workstream. This comprehensive review examined both 111 and workforce data as well as a review of current MSK provision and waiting times. A full report of this review

was produced and is currently awaiting feedback and publication by Scottish Government.

- 3.5.2 Following this thorough review, NHS 24 has concluded that MATs (Musculoskeletal Advice and Triage Service) will not be restarted in its previous form.
- 3.5.3 It is noteworthy to say that elements of the MATS service have now been superseded across different boards and a further scoping and engagement exercise is now planned. This will consider alternative pathways as well as potential digital solutions that might better meet the current challenges within MSK pathways of care.

### **3.6 Adult Support and Protection Guidance Suite Publication**

- 3.6.1 A launch event regarding the revised Adult Support and Protection Guidance Suite took place on the 28 July 2022. The suite of guidance presented consisted of: Code of Practice, Guidance for Adult Protection Committees; and Guidance for General Practice, and the already available Adult Support and Protection (ASP) Learning Review guidance.
- 3.6.2 The guidance suite fits well with policy and processes at NHS 24. The Lead Nurse for Public Protection will produce a 7-minute briefing in the coming weeks.

## **4. INVESTING IN AN ADAPTABLE, ENGAGED AND SKILLED WORKFORCE**

### **4.1. Staff Experience**

- 4.1.1 As part of our ongoing programme of work to improve staff experience, a 'Welcome to NHS 24' section has been created on the intranet for new staff joining the organisation. The pages provide a one-stop-shop for new recruits on Day One providing useful links and information to key areas of information. It has been designed as a 'living section' and content will continue to be refreshed over the coming months including videos explaining what each of our services are.
- 4.1.2 Evaluation is underway of our recent internal staff survey designed to support improvements in staff engagement. A series of focus group sessions with staff are being scheduled to enable more detailed discussions on issues that matter most to staff. This work is being used to inform the Staff Engagement Strategy and will include the development of staff personas to support more targeted engagement activity.
- 4.1.3 Planning for the 20th Anniversary Staff Recognition Events in October 2022 are underway and full details will be provided in due course.

## **4.2 iMatter 2022**

- 4.2.1 iMatter for 2021 completed on 1<sup>st</sup> April. The final response rate was 65% which was an increase of 8% from 2021. All Managers received their reports from 5<sup>th</sup> July 2022. The Action Planning phase has now commenced with submissions due by 29<sup>th</sup> August 2022.

## **4.3 Management Essentials Programme**

- 4.3.1 The new Management Essentials Programme Pilot has now been completed. Evaluations rated overall effectiveness of the programme at 94%. Approval was given by EMT in July to proceed to full rollout as of 5<sup>th</sup> July 2022. The retrospective upskills, comprising 18 x 6-day cohort programmes and 108 modular inputs, to all line managers up to and including Band 7, will be complete by November 2023. Updates on key programme phases and completion levels will be shared with the Staff Governance Committee.

## **4.4 Establishment Control**

- 4.4.1 The Workforce Team has rolled out, in conjunction with Finance Team colleagues, monthly establishment control movement sheets for each Directorate. These provide an overview of each directorate budget, WTE of staff in post and vacancies as well as a movement sheet so any changes can be tracked to the structure/budget to ensure more accurate and consistent reporting across Finance and Workforce. The initial meetings took place in May and all Directors were asked to confirm that this is an accurate reflection of their Directorate. The Workforce Team will then use this as a baseline for establishment control moving forward.

## **4.5 Training**

- 4.5.1 An internal audit of Mandatory and Statutory Training will commence on 1<sup>st</sup> August 2022. The scope of the audit has been finalised and preparatory documentation sets have been provided to the auditor in advance of the audit commencing. It will encompass training owned by Workforce and by Practice Education. The recommendations of the audit will inform work already underway in relation to the Training Project and associated Mandatory Training Improvement Action Plan, as per last quarters update.

## **4.6 Workforce Strategy & Plan**

- 4.6.1 Our First Draft 3 Year Workforce Strategy & Plan will be submitted to Scottish Government by 31<sup>st</sup> July 2022. To inform its development, engagement activities have taken place. This included facilitated workshops with staff from all Directorates and levels of the organisation, the NHS 24 Board, SMT, Staff Side and external and third sector partners. Following feedback from Scottish

Government, a final draft will be submitted through Staff Governance and NHS 24 Board with final publication by 31<sup>st</sup> October 2022.

#### **4.7 Attendance Management and Health and Wellbeing**

4.7.1 The outcomes of the recent Grant Thornton audit on Attendance Management have now been incorporated into the Attendance Improvement Plan. This will ensure that all actions on attendance are held in once place and are being implemented to agreed timescales.

4.7.2 Work on the Health and Wellbeing Strategy Action Plan continues to be progressed. The key actions concluded were the publication of the Mental Health Charter and the training and deployment of Mental Health First Aiders. These measures provide further support to the mental health of our staff which remains to be one of the highest reasons for absence. New activity is being taken forward on financial wellbeing, with our Trade Union colleagues, which will see a range of information, support and signposting being provided to staff.

4.7.3 A new Workplace Adjustment Policy has been implemented along with training for managers. Further work is being taken forward to update our flexible work policy and also to renew our accreditation as a Disability Confident Leader.

#### **4.8 Industrial Action Risk**

4.8.1 In response to the risk of industrial action, NHS 24 senior managers are preparing for the potential impact on capacity, demand, and process. It was agreed that our planning would benefit from a firm set of national planning assumptions provided by Scottish Government. Until this is available, current corporate escalation and business continuity processes remain in place. We will continue to monitor this risk, engage with local Trade Union colleagues, and in the interim prior to national guidance, take actions in the key areas noted above. This risk is identified on the corporate risk register RPND/044632.

#### **4.9 Vaccination Programme**

4.9.1 Planning is well underway for the NHS 24 Vaccination Programme for 2022-23. A peer led vaccination programme for flu will begin in September 2022, which will be supported by tailored communications to encourage staff uptake (uptake was lower last year 55% compared to 79% the previous year. This was due to Scottish Government pausing the Flu Vaccination to concentrate on COVID vaccinations). We are awaiting a decision from Scottish Government regarding eligibility criteria for a proposed 4th COVID booster for this winter.

## **5. BUILDING AN INTEGRATED SERVICE DELIVERY INFRASTRUCTURE**

### **5.1 Opening of Caledonian House**

5.1.1 The official opening of our new Dundee centre, Caledonian House, took place on July 4<sup>th</sup> 2022. Colleagues from our Dundee and Aberdeen centres joined in the celebrations with our Chair Dr Martin Cheyne and Chief Executive Jim Miller to mark the occasion. Opening a new centre in Dundee was a key highlight for 2021, being our first ever city-centre based contact centre and bringing new skillsets and roles to join our Nurses already working across Tayside.

5.1.2 Caledonian House forms part of our established North based sites located in Aberdeen and Highland & Islands. It also provides essential business continuity to our East based centre, Norseman House. Recruitment for Dundee continues for a wide range of skillset and roles, and we look forward to welcoming many more new recruits.

### **5.2 Employability**

5.2.1 NHS 24 is now represented on the National Board Employability Huddle. The Huddle is looking at how Boards embed initiatives such as Developing the Young Workforce and No One Left Behind, linking in with the work of NHSS Academy. The group met for the first time on 31/01/2022, with a follow-up meeting scheduled for August, in collaboration with SAS. The Head of Resourcing and Planning is a member of all these groups.

## **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.