

**NHS 24
BOARD MEETING**

**21 OCTOBER 2021
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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) have critically reviewed 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

Communications

2. Comprehensive communications planning is underway for the winter, which will again see NHS 24 deliver the national winter health campaign on behalf of NHSScotland. This will incorporate tried and tested messaging, in addition to supporting broader system communications, helping to signpost the public to the right care in the right place and highlighting the urgent care pathway. We are also developing a suite of communications assets which will run across social media channels during the winter months, to help demand management on 111, including digital marketing content via Facebook which links directly to self-help

guides on NHS inform. The 111 page on NHS24.scot has also been redesigned with a web pop up which also links directly to self-help guides on NHS inform.

Increased Clinical Support

3. We have deployed an Associate Medical Director to provide dedicated live support to the team at Lumina on the national urgent care pathway and in the establishment of a new centre in Dundee. In addition, the dental workforce continues to expand with seven new dentists employed from September 2021, taking our total to 15. Their remit is to reduce inappropriate referrals to ED, Secondary Care units and dental clinics by providing enhanced triage and a remote prescribing service, communicate with clinical colleagues in maxillofacial surgery regarding complex cases and support the dental nurses. They also make regular use of the Near-Me technology to improve accuracy of diagnosis and patient accessibility to a dentist.

Clinical Development

4. There is an ongoing focus on recommendations from Adverse Event reviews to include early referral for symptoms consistent with undiagnosed diabetes. Clinical content is also being reviewed to allow clinical supervisors to see all negative and positive responses to questions already asked.
5. MSK pathways are being reviewed in order to increase efficiency and clinical relevance of NHS 24 patient interactions and provide improved referral outcomes. The review of clinical pathways is ongoing in line with organisational training to ensure clinical safety.

COP 26

6. Glasgow is preparing to host the United Nation's climate change conference known as COP26. The summit takes place in Glasgow at the SEC from 31 October to 12 November, with around 120 world leaders and more than 20,000 delegates expected in the city. It is anticipated that given the size of the event, there will be disruption within the area from mid-October until mid-November. We are currently planning for the direct impact COP26 will have on us before, during and after the conference ends and, in particular, NHS 24 continues to engage with key partners, in particular weekly meetings with NHS GGC to ensure pathways and resources are aligned. . Of note:
 - Demand for NHS 24 services is not expected to be significant. The Scottish Ambulance Service (SAS) has arrangements in place to support delegate's primary care needs at the venue. Out with these arrangements delegates will be expected to pursue BAU routes to access any urgent healthcare. NHS 24 will operate its corporate escalation process and service management processes to support this activity.
 - NHS 24 has key sites, and circa 60% of its staff, located close to the COP 26 site. The planned and unplanned transport disruption will impact on NHS 24 staff ability to get to work. A communications and engagement plan for the disruption is in place, and will provide staff with information required to plan their journey.

- NHS 24 will also support public communications for the health response to COP26 with a dedicated page on NHS inform.
- NHS 24 has contributed to the redraft of the NHS Scotland Major Incident with Mass Casualties' (MIMC) plan which will include the role of the urgent care pathway. NHS 24 will continue to engage with Board partners on the specific arrangements, however this is unlikely to be confirmed prior to COP 26. The current planning assumption that this pathway will remain as BAU.
- Our Associate Clinical Director met with SAS medicines lead and COP 26 co-ordinators for the Primary Care Centre (PCC) facility being provided to discuss key issues and concerns around planned medicine governance arrangements and levels of medicines provision for the PCC. Discussions with NHS GGC Director of Pharmacy and their Board Prescribing and Controlled Drug teams have also taken place and have provided a level of assurance around the arrangements for medicine provision during this critical time. Contact has also been made with the Chief Pharmaceutical Office (Scottish Government) in order to raise awareness and provide comfort around general medicine governance arrangements.

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

NHS 24 Collaboration with National and Territorial Health Boards

7. NHS 24 have been actively involved in and have successfully contributed to the national COVID remote monitor project group. This work of this group ensures that local Board pathways used for referral are effectively identified.
8. NHS 24 have engaged with territorial Boards and the Royal College of Emergency Medicine to consult and seek agreement on achieving a consistent approach to new Urgent Care pathway referrals, with an Expert Clinical Advisory Group now established. NHS 24 has also presented to the National Resilience and National Redesign Urgent Care Implementation workshop; topics covered included new urgent care pathways in potential Major Incident Mass Casualty Planning for the upcoming COP 26 event.
9. NHS 24 continue to work with territorial Board partners to support access to urgent dental services. This is in light of known national capacity challenges for dental clinical appointments. This is an area of immediate priority and the NHS is working nationally to address it.

NHS inform : Long COVID microsite

10. The Digital Team, with support from the Medical Director and team, have been working in collaboration with SG policy and clinical leads on development of a Long COVID section within NHS inform (<https://www.nhsinform.scot/longer-term-effects-of-covid-19-long-covid/>), which went live at the beginning of October. This provides a specific focus on the longer term symptoms which can be experienced following a COVID infection. This joint work has also been a test of change with Scottish Government on development of Memorandum of Understanding (MoU) for development and maintenance of clinical content within NHS inform.

National Digital Mental Health Platform

11. Work continues with the National Digital Mental Health Programme Board and SG Psychology Advisors on development of a national digital mental health platform, which is planned to go live by 31 March 2022. Building on existing learning and user insights being gathered and through a user centred design approach, the platform will be part of a larger digital service offering to support mental health and wellbeing. This will be part of NHS inform with the first phase focussing on wellbeing, then building to engage more widely with clinically focussed resources.

National Suicide Prevention Digital Workstream

12. The Associate Medical Director (Mental Health) has developed a Safer Online Suicidal Journeys proposal, funded by SG, which seeks to combine digital marketing with short peer support videos of people with lived experience. We are actively leading this project which also involves the National Suicide Prevention Leadership Group Lived Experience Panel, the Suicide Research Lab, the Communications Team, the Digital Team and the User Research Team. Due to operational necessities and demand, project meetings have been temporarily scaled back, however it is anticipated that a minimum viable product will be due for launch in January 2022.

Anticipatory Care Planning

13. Work is underway to refresh and update NHS inform content on Anticipatory Care Planning, in line with national guidelines and evidence on end of life planning. The work has been informed by the Primary Palliative Care Research group and it is anticipated that this content will be made live in the autumn.

Clinical Strategy

14. A clinical stakeholder engagement exercise took place throughout August and September, with initial outputs considered by the Senior Clinical Forum. It has been agreed to develop a draft clinical strategy by the end of December 2021. It is acknowledged that the major incident footing will impact negatively on clinical stakeholder input and creative approaches will be required to ensure progress within agreed timescales

Investing in an Adaptable, Engaged and Skilled Workforce

Health & Wellbeing

15. The Health & Wellbeing Action Plan continues to be progressed, and the Wellbeing Steering Group meets on a regular basis to progress the wellbeing actions. A main focus over this period has been our Employee Assistance Programme where we have reviewed the service that is offered to staff.

Flu Vaccination Programme 2021/22

16. The flu vaccination programme commenced on 15 September 2021 and to date 20% of staff have received the flu vaccine within NHS 24, The strategic peer to peer vaccination model is currently working well. Communications have underlined the importance of receiving the flu vaccine.

COVID-19 Vaccination Programme

17. The initial COVID-19 vaccination programme is now complete, with current uptake for NHS 24 staff at 90.8% (dose 1) and 87.9% (dose 2). The COVID-19 booster programme is due to commence in November for those staff who received the COVID-19 vaccines within NHS 24 this is to ensure a 6 month gap between dose 2 and the booster with the Pfizer being offered. A detailed communication plan is in place to notify staff of the booster programme.

Lateral Flow Device (testing)

18. Registration figures have dropped to 55% 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.

Staff Experience

19. The iMatter Staff Experience Questionnaire was undertaken from 13 September to 4 October 2021 with a 57% response rate, which is a significant achievement under current service pressures. The Employee Engagement Index (EEI) score is 75. A paper will be submitted to the Executive Management Team on 12 October 2021 with a detailed analysis of the data and a proposed action plan, to ensure that this is considered promptly and effectively. Each Director will receive an analysis of their Directorate results by 12 October 2021, with a requirement to subsequently develop Directorate action plans.

Recruitment

20. Recruitment is progressing for all areas, with a focus on recruiting to the new Dundee centre. The candidate engagement for Dundee Call Handlers has been encouraging and interviews are scheduled to be run during October. Interviews are also scheduled for Senior Charge Nurse and Team Manager vacancies. Workforce targets for RMP4 have been agreed and a fortnightly EMT report will report actual, vs projection, vs target allowing the organisation to identify if any targets are at risk.

Attendance Management

21. Progress continues on the Attendance Management Plan with the Attendance Management Improvement Group meeting on a regular basis to monitor delivery of the plan. The main focus over this period has work by Wellbeing Team Managers undertaking detailed review of those staff with short term sickness absence. The HR Advisors now attend the CSM huddle meetings to discuss the respective centre's sickness absence. There has also been a focus on COVID special leave.

Workforce Performance Dashboards

22. Following a successful launch of the Wellbeing Team Manager and Manager Performance Dashboards to the Heads of Clinical Service, work is now underway to prepare for the access and training to be delivered for the Clinical Service Managers. As the dashboards are published through Microsoft Power BI, the Workforce Planning and Development Team are working in collaboration with ICT colleagues to establish a roll out plan for future manager dashboards taking into consideration available Office 365 licenses.

Workforce Planning

23. Initial conversations have taken place, around establishing a sub-group of the Strategic Workforce Planning Group to take forward the operational work around establishment control, operational workforce reporting and targets. The group will be made up of key staff from across the organisation. Its purpose is to set out a medium and long-term plan for resourcing.

Leadership Walkrounds

24. The proposed plan for Patient Safety Leadership Walkrounds was presented and approved by the Executive Management Team (EMT) in July 21. It is anticipated that these walkrounds will recommence when current restriction ease. In the meantime, online content and presentations delivered via Team Talk are continuing. In addition, and in light of the challenges in undertaking face to face walkround, we are exploring scheduling of virtual sessions with non-executive Directors and staff working from home. More information will follow.

Professional Development Award in Telecare

25. Following an application and selection process in September 2021 Ten candidates have now been identified to commence the Professional Development Award in Telecare (PDA). The first cohort of five will begin on 19 October 2021, with the next five commencing in January. These cohorts are undertaking the PDA with funding made available by NHS NES, and with the support of an external training provider. A full evaluation of the initial 2 cohorts will help inform future viability and next steps should the programme be approved for implementation.

Public Protection

26. Work is underway to develop Public Protection e-learning modules for two staff groups. Module A for staff that do not provide telehealth or webchat assessments and Module B for staff that undertake telephone and webchat assessments. In addition, the team have also now successfully recruited a Specialist Nurse and Administrator into the Public Protection team. Existing demand is presently exceeding capacity available within the service, however this is being continuously reviewed.

Leadership Development

27. Scoping has commenced on an organisational Leadership Development Framework. The Framework will set out the development offerings at each leadership level across the organisation, how staff can expect their development to be assessed, associated courses and/or qualifications which will aid consolidation in their role and as well as providing stretch and challenge opportunities. In addition, the initial phases of the Management Essentials Programme have now commenced, following engagement and consultation sessions with key stakeholders. The Programme includes modules which will be designed to improve key people management practices, including attendance management and supporting staff wellbeing. A paper will be submitted to the Executive Management Team in November 2021, detailing the full Programme.

Mandatory Training

28. A communications plan is presently being developed to communicate the importance of each element of mandatory training for staff and line managers. As the organisation has moved back into a major incident footing since September, a training escalation matrix has been agreed as part of the corporate escalation plan, to step down elements of training as part of the mitigating actions in response to corporate escalation. This may negatively impact on the agreed improvement trajectory as outlined in the mandatory training improvement plan.

Communications

29. A significant volume of internal communications continues to be deployed with fortnightly Team Talks, emails and intranet content for staff across a range of topics, including our Estates Programme, vaccinations and supporting general wellbeing over the coming months. We are also developing content to be deployed on Turas, reflecting the success of this last year in the run up to the festive season.

Building an Integrated Service Delivery Infrastructure

30. A separate update has been provided to the Board on progress in relation to both the Connect and Estates Programmes.

Conclusion

31. 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.