

NHS 24 BOARD

16 DECEMBER 2021

**ITEM 8.1
BD (2021/22) 025
FOR ASSURANCE**

DEVELOPMENT OF NEW CORPORATE STRATEGY – UPDATE

| | |
|--|---|
| Executive Sponsor: | Director of Strategy, Planning and Performance |
| Lead Officer/Author: | Head of Stakeholder Engagement & Insight / Interim Head of Strategic Planning |
| Action Required | The Board is asked to note for assurance: <ul style="list-style-type: none">• The revised timeline for development of the NHS 24 organisational Strategy.• Planning for next stage of development |
| Key Points | <ul style="list-style-type: none">• This paper provides an updated proposal on revised timelines for development of our Strategy.• Significant work has continued on the ‘Gathering Views’ Phase alongside desk based research and horizon scanning activity.• Planning for the next phase is underway which will:<ul style="list-style-type: none">• conclude the visioning phase• define and confirm high level priority areas.• draw in parallel strategic work underway on our clinical roadmap, strategic workforce, digital ambition and public health. |
| Financial Implications | No financial implications expected at this stage. |
| Timing | The revised strategy will be delivered by summer 2022/23. |
| Contribution to NHS 24 strategy | The development of a new organisational strategy will provide clear future direction of travel and clarity of purpose. In addition, will align with key SG priorities, such as the Care and Wellbeing Programmes, Digital Health and Care Strategy and new National Care Service. It will also align with our developing Strategic frameworks cutting across Workforce, Clinical, Digital and Public Health. |
| Equality and Diversity | The development of the strategy will, at its heart, consider equalities both in terms of accessing our services and also in diversity of our workforce. An initial equalities impact screening will be undertaken as part of the next phase of planning. |

1. RECOMMENDATION

1.1 The Board are invited to note for assurance:

- The revised timeline for development of the refreshed NHS 24 corporate Strategy.
- Planning for next stage of development

2. BACKGROUND

2.1 Development of the new NHS 24 Corporate Strategy commenced formally in July 2021. An engagement approach was agreed and framed within two key phases : Gathering Views and Visioning Phase; and Consultative Phase (Full formal consultation on draft Strategy).

2.2 There has been significant work undertaken to date in providing opportunities for our key stakeholders internally and externally to get involved and share their views. The considerable insights gathered throughout the initial phase coupled with desk based research, horizon scanning activity and the work across EMT on ‘purpose, mission and visioning’ has begun to frame our draft Strategy.

3. NEXT STEPS

3.1 Firstly, we will look to finalise the work we began in September on our ‘**purpose, vision and mission**’. We will look to have this complete by early February 2022 at the latest.

3.2 In parallel with this, we will look to develop our priorities using our current **NHS 24 strategic objectives** (see below) as the reference point.



3.3 Following agreement of a draft set of priority areas, we will look to outline a set of assumptions on how our current set of services might evolve going forward.

3.4 We are also clear that we operate as part of a wider health and care community and our strategic intent must be framed and agreed within that context. Our external engagement activity will work to ensure connectedness with the NHS Recovery Plan, the Care and Wellbeing Programmes, Digital

Health and Care Strategy and other key commitments. A Stakeholder Engagement Plan will be developed and presented to the Board in February 2022.

- 3.5 In order to ensure cross organisation input, it is proposed that an organisational **Strategy Working Group** is convened with a first meeting planned early in the New Year. Stakeholders will be invited from across the business particularly where there is connected and complementary work underway i.e. Workforce Strategy, Clinical Roadmap, MSK, User Centred Design /Digital approach, Public Health Strategy. Reporting to EMT, this group will ensure that all relevant strands of work are aligned and further inform/ support the ongoing engagement approach both internally and externally.
- 3.6 The refreshed Clinical Roadmap has been developed by NHS 24 clinicians through the Senior Clinical Forum engaging clinical colleagues across all clinical skill sets/functions to capture intelligence relating to current clinical developments and potential/actual plans for the next three years from a clinical perspective. This is currently out for engagement and comment until 31 December 2021. The Clinical Roadmap has provided the opportunity to identify through a ‘clinical lens’ the key actions that will inform and support the development of the refreshed NHS24 organisational strategy going forward.
- 3.7 Ongoing reporting will continue through the EMT, Board and appropriate Committees.
- 3.8 The Board are also asked to note the ongoing work underway in analysing insights and planning for the next phase. For example, all stakeholder survey results are being analysed and themed with support from the Quality Improvement and Evaluation Team. This will be complete in advance of festive. The Stakeholder Engagement Team are also theming the output of the public engagement sessions and compiling a report.

4. REVISED TIMELINE

- 4.1 Due to current service pressures and ongoing work by Scottish Government on various planning frameworks, it was proposed and agreed at NHS 24 Board (Oct 2021) that NHS 24 revise its timeline for development of our organisational Strategy. These are restated below:

| | | |
|----------------|----------------|---|
| February 2022 | March 2022 | Strategic Plan – Define high level priority areas Strategic Plan - Engage on high level priorities with key external stakeholders. |
| April 2022 | June 2022 | Confirm new strategic priorities – draft Strategy |
| July 2022 | August 2022 | Engage and Consult on draft Strategy (Phase 2: formal public consultation) |
| September 2022 | September 2022 | Finalise / sign off new Strategy |