

Governance Improvement Plan 2019/20

Progress Report - January 2020

Blueprint for Good Governance Board Function Areas	Action	Current Status
Setting the Direction	<p>The Board will ensure continuous improvement and effective delivery of the NHS 24 Strategy, through the Strategy Review and Strategic Planning and Resource Allocation (SPRA) processes.</p> <p>The SPRA process reflects on and aligns with all relevant national strategies and guidance. Specific areas of focus include:</p> <ul style="list-style-type: none"> • Delivering against the aims of Realistic Medicine, Excellence in Care and value based resource allocation • Delivering workforce capability, resilience and sustainability 	<p>A review of the 2017 NHS 24 Strategy is in progress. This includes reviewing the existing strategic objectives, in line with current Ministerial priorities.</p> <p>The review is aligned with and is informing the development of the 2020/23 Operating Plan and associated AOPs.</p> <p>In addition, the Annual SPRA process 2020/21 has commenced, and the SPRA 2019/20 bi-monthly meetings continue to review progress against agreed objectives.</p> <p>The 2019/20 Mid-Year SPRA Review was completed in October 2019, which revised a number of the current year objectives, reflecting current progress and priorities.</p>

	<ul style="list-style-type: none"> • Developing the effectiveness of our quality improvement arrangements to support improvement • Developing the use of information and analytics capability to support service improvement and redesign and to support improvements in population health. 	
Holding to Account	The Board will ensure continuous improvement to all aspects of performance management of the organisation.	Performance of key operational targets is reviewed at each Board meeting through the Service Quality Report.
	Embedding an enhanced performance management framework and evidencing improvement	<p>We continuously review our reporting on Service Quality to the NHS 24 Board. During 2019/20 we made enhancements to ensure greater focus on key areas of priority. Where we experience challenges to performance against agreed targets, we set out clear action plans for improvement and monitor progress against them regularly.</p> <p>Building on the refreshed Performance Framework (agreed as part of the 2019/20 AOP) and in response to the 2019/20 Ministerial Mid-Year Review of Performance; we are reviewing our performance targets, to ensure that they align closely with patient and service user needs, preferences and expectations.</p>
	Developing and improving services, patient experience and outcomes.	NHS 24 continuously strives to make best use and drive best value from all our capabilities across workforce, clinical triage, and information, digital, technical and resource allocation.

		<p>The NHS 24 Board receives and reviews patient/service user information through our Service Quality Report specifically focused on reporting feedback from those accessing the 111 service.</p>
	<p>Embedding the new Board and Governance Committee Planning Cycle and Workplan process to further strengthen the effectiveness of scrutiny across all aspects of strategy and operational performance.</p>	<p>Planning Cycle for 2019/20 agreed and being implemented. Learning from the application of this new approach will be used to inform and enhance the arrangements for 2020/21.</p>
<p>Assessing Risk</p>	<p>The Board will ensure continuous improvement and the effectiveness of risk management arrangements and risk awareness across the organisation.</p>	<p>During 2019/20 we placed particular focus on the articulation of strategic risk identification. The outputs from this work were then transitioned to form a strategic risk register which was formally approved by the Board.</p> <p>The Executive Team Risks and Opportunities Group manage and periodically report to the Audit and Risk Committee and the Board on this assessment of strategic risk.</p> <p>All Governance Committees receive and consider risk management reports relevant to the scope defined within their terms of reference.</p> <p>Additionally in 2019 we worked with our internal auditors to deliver a Risk Maturity Assessment to determine the effectiveness of our current arrangements and expect to report to the Audit and Risk Committee and the NHS 24 Board on this by 31 March 2020.</p>

<p>Engaging Stakeholders</p>	<p>The Board will place significant emphasis on realising improvements to stakeholder engagement plans</p>	<p>NHS 24 Stakeholder Engagement Framework and toolkit was developed and approved by the Board in June 2019.</p> <p>This Framework reflects best practice and a process of continuous engagement and feedback. This sets the standards to which we aspire in building consistent, open and respectful relationships in line with our organisational values.</p> <p>The NHS 24 Board will continuously review the application of this framework as it embeds into practice.</p>
<p>Influencing Culture</p>	<p>The Board will work to ensure the important and continuing focus on valuing our people and improving organisational culture</p>	<p>During 201/20 we launched an important programme of improvement to support the 111 service and the staff who deliver it. This has included developing plans to deliver a new clinical supervision model, a review of shift patterns and the development of team working through the “Better Work, Better Care” programme. There was full engagement with staff as the programme developed with implementation commencing in October 2019.</p> <p>NHS 24 has continued to invest in developing leadership and management capacity, capability and resilience to ensure all staff are engaged and supported.</p> <p>We are investing significantly in building teams, supporting leadership and confidence across all our staff groups. We have used the results from the latest employee engagement index to support this work.</p>