

**NHS 24  
BOARD MEETING**

**18 AUGUST 2022  
ITEM NO 9.1  
FOR ASSURANCE**

**NHS 24 STRATEGY DEVELOPMENT UPDATE**

<b>Executive Sponsor:</b>	Director of Transformation, Strategy, Planning & Performance
<b>Lead Officer/Authors:</b>	Service Development Manager
<b>Action Required</b>	The Board are asked to note in the progress towards the development of a new NHS 24 strategy.
<b>Key Points for Board to consider</b>	<ul style="list-style-type: none"> <li>• The development of NHS 24's strategy will be overseen by a newly established Strategic Planning Group with a membership and remit to manage the effective delivery of the strategy, whilst ensuring synergy and alignment with the other NHS 24 frameworks and roadmaps.</li> <li>• The overarching approach to developing the strategy is centred on iterative user-led stakeholder engagement and communications across the entirety of the work to sense-check and ensure the strategy is developed 'with' and not 'presented to' stakeholders.</li> <li>• A range of engagement approaches, virtual and in person will be utilised to provide opportunities for engagement with a focus on user journeys and experience of NHS 24 services aligned to future ambitions.</li> <li>• Timescales are recognised as ambitious but are based on previous and other work to capture insights and develop the Strategic Intent providing a foundation to build upon and progress.</li> </ul>
<b>Timescale/Governance Process</b>	The new strategy is expected to be delivered by the first quarter of the 2023/24 financial year. A Strategic Planning Group will provide oversight and monitoring of the development of the strategy with updates provided to EMT, Planning & Performance Committee and NHS 24 Board.
<b>Financial Implications</b>	Delivery of the strategy once approved will be through established planning, inclusive of finance and workforce, on a 1 to 3-year basis, approved by the NHS 24 Board.
<b>Strategic alignment and link to overarching NHS Scotland priorities and strategies</b>	The emergent policy landscape, post COVID-19 response, and whole health and care system drivers will influence the strategic framework for NHS Scotland and NHS 24. The NHS 24 strategy will be aligned to the strategic roadmap for Scotland and in particular be cognisant of the care and

	wellbeing programmes.
<b>Equality and Diversity</b>	At this stage there are no issues, however, this will be a clear imperative in the development and delivery of all NHS 24 strategies and plans

## 1 Background

- 1.1. The refresh of NHS 24’s organisational strategy initially commenced in 2021 but was subsequently paused due to the impact of COVID-19 and managing NHS 24’s role in the protracted national response. Changes throughout this period in the health and care planning landscape and challenge in aligning a new strategy with emergent priorities and yet to be defined programmes also extended the initial strategic review process.
- 1.2. Although paused, the insight and intelligence developed through horizon scanning, policy review and stakeholder engagement work was used to develop a strategic intent, approved by the Board in June 2022, describing NHS 24’s future ambitions and a direction of travel. Following approval of the strategic intent, further work has been taken forward in planning delivery of a refreshed organisational strategy; the high level framework and timetable for that is set out in this paper for the Board.

## 2. NHS 24 Strategy Development Update

- 2.1. The development of NHS 24’s strategy will be overseen by a newly established Strategic Planning Group (SPG) co-chaired by the Director for Transformation, Strategy, Planning & Performance and the Chair of the Planning and Performance Committee. The first meeting has been scheduled for 22 August and a draft Terms of Reference (ToR), and outline delivery plan is being progressed for approval by the SPG.
- 2.2. The SPG will provide oversight of the processes and plans to develop the full strategy, whilst ensuring synergy and alignment with the other NHS 24 frameworks and roadmaps. It is also intended that, following Board approval of the strategy, the SPG will transition to ensure oversight of the implementation of strategic delivery programmes.
- 2.3. The overarching approach to developing the new strategy will be through an iterative user-led stakeholder engagement process. This will be centred around creating opportunities for meaningful engagement and participation across the entirety of the work to sense-check and ensure the strategy is developed ‘with’ and not ‘presented to’ stakeholders to increase transparency and ownership i.e. when the strategy is presented for consultation there will already be a sense of awareness and familiarity with the content across stakeholders.

- 2.4. Having developed the strategic intent, planned engagement and insights work will be tailored to these statements to develop clear and tangible strategic plans to support delivery. It is acknowledged that there are medium and longer-term timeframes that will emerge as the strategy develops, with medium term planning focused on the critical 2025 timescale.
- 2.5. Detailed planning for stakeholder engagement and communication are being developed. These will describe a range of tailored approaches for engagement, focussed on the NHS 24 ‘user’ – citizen, staff and partner – journey and experience to determine how and why this might be different in the future; where it is intended that this will provide detail and illustrate how NHS 24 will realise the ambitions set-out in the Strategic Intent.
- 2.6. Being iterative, the delivery and any supplemental plans will evolve throughout 2022/23 and be proactively managed by the SPG based on feedback, learning and insight i.e. what has worked well and what could be improved, what is the level of understanding and acceptance. As such future stages will be developed based on this to optimise the overall effectiveness of the approach to ensure it is user-led and reflective of stakeholder input.
- 2.7. An indicative high-level timeline is provided below and although ambitious, it is recognised that significant work has been undertaken previously, specifically user and staff insight work and horizon scanning in the development of the strategic intent. It is recognised, however, that the service remains under pressure, which is likely to continue into the winter. Any risk this presents to meaningful engagement and delivery of the strategy within timescales set out will monitored and addressed by the SPG. The Board, together with the Planning and Performance Committee, will receive regular updates.

NHS 24 Strategy Development: Outline Plan			Month															
Item	Activity		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr						
	1	Establish Strategic Planning Group																
	2	Develop Stakeholder Engagement Plan																
Research	3	Develop Baseline User Intelligence																
	4	Refresh Horizon & Policy Scan																
	5	Develop & Update User Intelligence																
	6	Develop & Update Staff Intelligence																
	7	Develop Engagement Materials																
Review	8	Initial Stakeholder Engagement																
	11	Develop First Draft of Strategy																
	12	Draft Strategy: Engagement / Sense Making																
	15	Review Feedback: Revise Draft Strategy																
Refine	16	Consultation on Draft Strategy																
	17	Finalise Draft Strategy																
	18	Approval of Draft Strategy																
	19	Implementation of Strategy																

### **3. Recommendation**

- 3.1. The Board are asked to note the update in the development of the new strategy and that progress will be routinely reported at future meetings.