

<p>NHS 24 BOARD MEETING</p> <p style="text-align: right;">18 AUGUST 2022 ITEM NO 9.2 FOR ASSURANCE</p> <p style="text-align: center;">NHS 24 STRATEGIC PRIORITIES 2022/23</p>	
Executive Sponsor:	Director Service Transformation, Strategy, Planning & Performance
Lead Officer/Authors:	Director Service Transformation, Strategy, Planning & Performance
Action Required	The Board is asked to note the submission setting out NHS 24 high level priorities for 2022/23
Key Points for Board to consider	<ul style="list-style-type: none"> • National Boards received confirmation that there was no requirement to submit an Annual Delivery Plan for 2022/23, rather there is a requirement to submit a high-level summary of strategic priorities for the remainder of the year. • NHS 24 has progressed detailed planning work across the organisation that sets out the corporate priorities. A commission is anticipated for NHS 24 to develop its medium-term plan in the autumn and the work to date will inform that; this will also include alignment with the 3-year workforce and finance plans submitted at the end of July. • The approach set out offers NHS 24 greater opportunity to reflect the refresh of our corporate strategy recognising this has sought to align with the NHS Scotland care and wellbeing programmes.
Timescale/Governance Process	The high-level summary was submitted to Scottish Government 01 August. Work to date has been cross-directorate, involved EMT and SMT and sought to align with finance and workforce plans submitted 29 July. The summary and process have been presented for assurance to the NHS 24 Planning and Performance committee.
Financial Implications	Dependent on confirmation of funding for 2022/23, however, risks of any shortfall against those assumptions reflected in the submission.
Strategic alignment and link to overarching NHS Scotland priorities and strategies	NHS 24 priorities for 2022/23 align with the strategic priorities set out in the ADP guidance issued to territorial boards where this is within the scope of NHS 24's role and remit.
Equality and Diversity	At this stage there are no issues, however, this will be a clear imperative in the development of NHS 24's future strategy and accompanying plans.

1 BACKGROUND

- 1.1. NHS Scotland is moving from the sequential, short-term remobilisation planning (RMP) in place throughout the pandemic, towards a medium-term planning horizon. This is reflected in the requirement to submit 3 year financial and workforce plans. In previous years NHS 24, along with all NHS Boards, has developed an annual delivery plan (ADP), which encompassed both financial and workforce planning.
- 1.2. 2022/23 is, understandably, a year of transition in terms of the planning processes underpinning this and this paper sets out both the submission from NHS 24 in terms of in-year priorities and provides an update to the Board in terms of the process involved and the internal approach within NHS 24.

2. UPDATE ON PROCESS

- 2.1. The commission letter from Scottish Government for ADPs was issued to territorial boards at the end of April 2022, with an initial submission date of 30 June. That submission date was subsequently extended to end July.
- 2.2. National boards, including NHS 24, have not received any formal commission to submit an ADP for 2022/23, although discussions took place indicating a more tailored, medium-term approach would be preferable. For NHS 24 this would offer the opportunity to reflect our strategic intent, aligned to the national care and wellbeing programmes.
- 2.3. The territorial Boards were asked to outline delivery against national priorities below:
 - Recruitment, retention and wellbeing of our health and social care staff
 - Recovering planned care
 - Urgent and unscheduled care overseen by integrated urgent and unscheduled care collaborative (IUUC)
 - Supporting and improving social care
 - Sustainability and value
- 2.4. Internally, work commenced to develop NHS 24's ADP. The planning team facilitated this process through EMT and SMT, to capture the full breadth of organisational commitments and plans and ensure alignment with work ongoing to develop 3-year workforce and finance plans.
- 2.5. Whilst there is clearly synergy with elements of the national priorities set out, notably in terms of workforce, urgent and unscheduled care, and in developing our

sustainability programme, the approach NHS 24 has taken, as with other national boards, has been to focus on the value that NHS 24 can offer across the wider system in line with our strategic intent.

- 2.6. There has been regular discussion amongst the National Boards planning leads in the absence of any formal ADP commission, although work has been ongoing. The Board should be aware that there was no formal commission directly to NHS 24 or through our sponsor team at Scottish Government. Clarification was subsequently issued to national boards late in July to confirm there was no requirement to submit an ADP.
- 2.7. In lieu of any formal ADP submission, however, national boards have been asked to submit a high-level summary of priorities for 2022/23. This will be reviewed across national boards planning leads to identify areas of duplication or gaps and notably to acknowledge Once for Scotland opportunities and will be presented back to board chief executives in August. NHS 24's submission is included as an appendix to this paper and submitted as requested 01 August.
- 2.8. NHS 24 expects a commission in the autumn to produce a medium-term plan, which the Board will be asked to approve. It is anticipated a similar commission will go to territorial boards towards the end of the current year.
- 2.9. The Board should note that the detailed work progressed to date in respect of the ADP within NHS 24 has generated a comprehensive plan across the organisation. This will form the basis of the medium-term plan to be submitted with the next steps being to ensure realistic prioritisation across the full plan beyond 2022/23.
- 2.10. This approach more appropriately aligns with the development of our strategy and the outcome of discussions with Scottish Government in respect of our 3-year financial and workforce plans. Whilst our strategy sets out our future service, it has been recognised throughout that this should reflect the 2025 timeframe as a key stage within that.
- 2.11. The Board should also be assured that our sponsor team at Scottish Government is fully engaged, notably in respect of ongoing discussions to confirm funding envelope for 2022/23, which will inform any final prioritisation for this year.
- 2.12. There is, as yet no clarity around the process for oversight of national boards plans. NHS 24 will, however, continue to work with our sponsor team to ensure they have full sight of our detailed plan as we develop our medium-term plan.

3. RECOMMENDATION

- 3.1. The Board is asked to note the submission as requested setting out NHS 24 high level priorities for 2022/23.

NHS 24 Strategic Priorities 2022/23

NHS 24 set out its strategic intent during the first half of 2022, as a framework for the refresh of its strategy by March 2023. NHS 24 recognises the need for consideration of immediate priorities for 2022/23 as well as the medium term 2025 horizon and beyond in developing our strategy. NHS 24 also recognises the priorities set out for NHS Scotland within the care and wellbeing programmes and has sought to align with those.

NHS 24 has submitted 3 year financial and workforce plans, and is developing its medium term plan with an autumn 2022 timescale. NHS 24 is not required to formally submit an Annual Delivery Plan, however, this document sets out the 2022/23 priorities in the context of our strategic intent and the wider NHS Scotland priorities.

During 2022/23, NHS 24 will prioritise:

Integrated Urgent & Unscheduled Care

- **Supporting the integrated urgent and unscheduled care programme, specifically:**
 - Ongoing delivery and optimisation of the national redesign of urgent care pathway for those self-presenting to Emergency Departments (ED)
 - Recruitment of additional call handler and clinical supervisor capacity to meet increased urgent and unscheduled care demand, up to agreed 677 full time equivalent (FTE) Call Handlers (CH) and 195 FTE Nurse Practitioners (NP)
 - Supporting the development of mental health pathways through RUC and working within community and primary care mental health programme
 - Continue to work collaboratively with Police Scotland and Scottish Ambulance Service to deliver an enhanced pathway for those in mental health distress
 - Progress review with Scottish Government and NHS Boards requirements of MSK pathway and clarify role of NHS 24
 - Review of the role of pharmacists within the 111 service and enhance information sharing with community pharmacies
 - Review of Scottish Emergency Dental Service through 111
 - Develop our strategic plan for advanced clinical support within NHS 24 services
 - Work with Scottish Government and local NHS Boards in hosting the national 'Held in Mind' early intervention psychology service
 - Use business intelligence to target public health messaging and help people access the right care in the right place

Workforce

- **Developing and empowering our workforce, specifically:**
 - Invest in frontline leadership across the service to both enhance capacity and build leadership capability
 - Improve staff wellbeing and attendance, supporting staff and managers, and improving and measuring staff engagement
 - Strengthen approach to recruitment to attract staff and focus on improving staff retention
 - Continue to build effective training and education programmes for staff across the organisation

Sustainability & Value

- **Delivering enhanced digital and ICT capability, specifically:**
 - Deliver phase 1c of Connect upgrading legacy systems, completing data centre migration, and optimising SAP frontline application
 - Fully scope strategic organisational requirements for Connect phase 2 delivery of multi-channel service model in line with NHS 24 strategic intent and ensuring alignment with NHS Scotland digital strategic ambitions
 - Optimise digital opportunities within current infrastructure, including re-platform of NHS inform, and testing of digital solutions to access information and services, such as webchat, and bot technology
 - Develop business intelligence, data and analytical capability
- **Continuing to strengthen NHS 24's organisational effectiveness, specifically:**
 - Scope and initiate NHS 24 sustainability programme
 - Develop NHS 24's organisational strategy, inclusive of user-centred, evidence-led, design approach and strengthened public involvement and stakeholder engagement
 - Continued focus on improved performance against NHS 24 key performance framework

These priorities are aligned to our strategic intent and our workforce and financial plans. As such, any amendment to those plans will impact on NHS 24's ability to deliver against this full suite of priorities. In particular, the risk of meeting increased demand, reducing attendance at ED, and improving access to NHS 24 services would be compromised by a reduction in assumed funding for increased workforce.