# Delivering a healthier Scotland together

## Connecting | Caring | Collaborating

**NHS 24**

Annual Report | 2017/18

nhs24.scot

## Foreword

We are delighted to present NHS 24's Annual Report 2017/18. This was a momentous year for the organisation, a year in which we worked collectively to deliver significant progress while continuing to provide safe, effective and patient centred services across Scotland.

The progress we made during 2017/18 was anchored in the delivery of our new technology system. But this was not simply a case of installing new software. The rollout of our new telephony and contact records management system needed a different and whole system approach, an approach designed around the needs of the people delivering the upgrade and using the system once installed. This approach was reinforced by the support we received from our partners across the NHS, particularly colleagues working across out of hours services, and Assurance groups that provided senior level governance.

We worked collaboratively to overcome previous challenges and deliver the technology transition successfully and safely.

Although the technology upgrade was a huge undertaking, the year in focus also saw progress across other programmes of work, supporting our ambition and intent to improve existing services and increase our contribution to health and social care across Scotland. This report reflects some of this Service Transformation work through the people who deliver it, focused on meeting our three strategic objectives:

- Supporting people to live longer, healthier lives

- Aligning with national health and care strategies

- Building a stronger organisation

The year reflected in this report was a year of positive change that would not have been possible were it not for the dedication and determination of the people across NHS 24, and the support of partners across the NHS and beyond.

We are an evolving organisation and this report seeks to reflect our journey though the experiences of the people who deliver our services to fellow citizens across Scotland.

**Esther Roberton** | Chair

**Angiolina Foster** | CEO

# The care behind your care

'Delivering a healthier Scotland together by **Caring**; **Connecting**; **Collaborating**'

NHS 24 delivers a range of urgent and scheduled care services, in partnership with other NHS boards, working collaboratively to connect people to the care they need.

## ▶ TECHNOLOGY

NHS 24 uses information technology to support the delivery of its services. A new information solution was needed to meet requirements from customer relationship management to the analysis of large amounts of data for decision-making.

Given the number of calls we get, and associated patient records, a key challenge was to find the best way to manage and make effective use of our data.

The organisation selected SAP, an industry leading system, to provide the information technology necessary to support its frontline services and in October 2017, SAP was rolled out nationally.

### CASE STUDY

**Ann-Marie Gallacher** | Chief Information Officer

Ann-Marie provided the leadership for NHS 24's technology team and, working with partners at CapGemini and BT along with colleagues from across the organisation, successfully delivered the new system.

"I joined NHS 24 in April 2017 and knew immediately that we have a fantastic team in technology that would be able to deliver the roll-out. The first thing I needed to do was to bring our people into the core project team to allow for shared decision-making and responsibility. This really shifted the focus and allowed for the skills and experience of our people to create a robust delivery model with user and technical assurance groups to support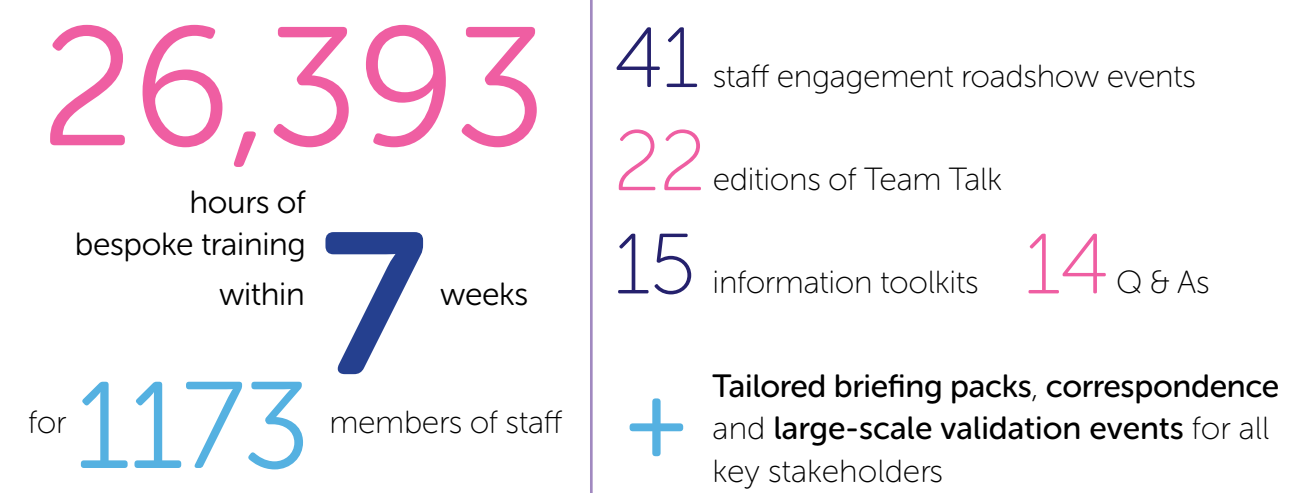 us. Of course, it was about the software and the systems, but we also brought our people in and I think that made a huge difference. Initially there were issues with service access levels of course, that was only to be expected, as our colleagues became used to the new system. However we have continued our collaborative approach and we are making improvements all the time by working together. The technology was delivered by people, and it was the people that made (and continue to make) the difference.

Senior members of staff came along to each Public Partnership Forum (PPF) meeting to inform the members about the new system and its processes. The PPF supported the changes and were involved and engaged throughout the process and how we were supporting frontline staff to adapt to the changes brought about by the new system.

## ▶ TRAINING

The rollout of the new system was a national scale effort, with staff and partners actively involved throughout. Critical to its success was the training for staff using the new system which was developed in a protected 'test and learn' environment. This was called 'model office', and it enabled us to try different ways of working, and training on the new system before all 1100 frontline colleagues were trained.

### To support the technology transition, the Project Team developed and delivered:

**26,393** hours of bespoke training within **7** weeks

for **1173** members of staff

**41** staff engagement roadshow events

**22** editions of Team Talk

**15** information toolkits

**14** Q & As

+ **Tailored briefing packs**, **correspondence** and **large-scale validation events** for all key stakeholders

### CASE STUDY

**Carol Spencer** | Practice Educator Team

Carol was part of the team who helped to develop 'model office' and went on to deliver the training on SAP.

"I've been with NHS 24 since it was established in 2002 and the training for our technology upgrade was definitely the biggest challenge I've experienced. We did it in two stages, in line with the transition of the 111 service.

It was a great project to be involved in, really demanding but also rewarding too. Along with my colleagues in the practice educator team, I felt this was different. We were learning ourselves and making sure that the training suited the people we were working with. I believe the successful implementation of SAP happened because we put our people and their training needs right at the centre of everything we did.

# 1,582,905 calls to 111 during 2017/18
## an **increase** of **7.8%** on the previous year

### ▶ PATIENT EXPERIENCE

NHS 24 uses patient experience as one way of measuring performance. In April 2017, a new Complaints Handling Procedure was introduced and the role of the Patient Affairs Team has now expanded to help support the early resolution of issues.

**CASE STUDY**

### Shona Lawrence | Patient Affairs

*2017 was a really interesting year for the team because of the changes to the way we manage complaints. We use a variety of platforms to engage with people, including Care Opinion, as well as receiving direct feedback. Social media also became much more important for us in 2017 and we work with our Communications Team to manage complaints and compliments through this channel. All feedback, whether positive, or where learning is identified, is used to improve services and to get a rounded view of what people's experience of using our services is really like. An example is an improvement to the NHS 24 Interactive Voice Message heard by callers to the 111 service. Patient and caller feedback was instrumental in this. Improvements were made to the tone and delivery of the telephone options, and during particularly busy periods, callers to 111 are now provided with an indicative wait time for their call to be answered. This allows an informed decision to be made on whether callers wish to hold on or call back later. Callers are also provided with a range of alternative ways of seeking advice. This change has resulted in an improved caller experience and reduced the negative feedback from callers.*

### ▶ BETTER HEALTH, BETTER CARE:
#### Supporting people to live **longer, healthier** lives

In 2017, NHS 24 developed its five-year strategy and delivery programme to support the national transformation programmes across Scotland and to increase its contribution to health and social care reforms. These continue to be developed through improvement programmes of work including:

- Mental Health Service Redesign
- GP Triage Service
- Digital Services Development
- Modernising Outpatients
- Advanced Clinical Support

---

The performance figures for 2017/18 are a reflection of the challenges associated with a large scale technology implementation. These challenges were anticipated and patient safety and organisational delivery were maintained throughout the year. We called the most unwell people back within the appropriate time frame.

- 910,952 (66.3%) of calls were successfully triaged at first point of contact

- 99.8% of callers we advised would call back within 60 minutes, were called in that timeframe against a 98% target

- 99.7% callers we advised would call back within 120 minutes, were called in that timeframe against a 90% target

- In the first six months, 62.6% of calls were answered within 30 seconds against a target of 90%

- The second half of the year was more challenging and during extremely busy periods some people had to wait a little longer.

**Key reasons:**

- Significant increase in demand nationally across all health and care services during winter

- Severe weather in February and March 2018

- Initial operational impact associated with implementation of new technology, which has since stabilised

**Performance of how quickly we answered calls 2017/18:**

|  | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---|---|---|---|---|
| **TARGET** | 90% | 90% | 90% | 90% |
| **ACTUAL** | 61.1% | 64.3% | 39.7% | 40.1% |

- 83.5% of calls sent to us from the Scottish Ambulance Service were referred to primary care or self-care against a target of 75%

- Our self-help website NHS inform received more than 8.2 million website visits, 35,000 calls and almost 19,000 webchat sessions

- We provided an average of 34% of patients with self-care advice against a target of 30%

- The Scottish Emergency Dental Service answered more than 6,000 calls per month. 98.3% of callers, identified as requiring a call back within 45 minutes received their call, against a 95% target

**CASE STUDY**

### Robert MacNamara | Senior Charge Nurse

Robert was part of the team working in the 'test and learn' environment known as 'model office' which was critical to the success of the technology upgrade.

*When the opportunity to work in model office came up, I volunteered because I wanted a new challenge. Because it was new and we were working with new technology, it was stressful at times, but it was also the most rewarding thing I've ever been involved in. It really felt like we were a key part of delivering this technology, that we were listened to and that without our input the rollout would not have been successful. The lessons we learned are being shared across the organisation and the 'Better work, better care' project which has been started since, builds on what we achieved.*

**Diane Rock** | Call Handler

Diane is part of the 111 service delivery team; she is based in the Aberdeen contact centre:

*Working across NHS 24's frontline services is, like the rest of the NHS, both challenging and hugely rewarding. Last year was the same, but probably even more so because of the introduction of SAP. It took us a wee while to get used to it so people had to wait a little longer than we would have liked but we needed to be sure and take the time to get everything right for every caller. It was really good to know that all our clinical KPIs were met because that's what it's all about in the end – providing the best care for our patients, every time.*

*Once the busy festive period was over a number of changes were introduced which improved the functional and technical performance of the new system. This process continues as we strive to constantly improve patient experience.*

# Breathing Space
## receives
# 90,000 calls
## per year

## ▶ MENTAL HEALTH SERVICE REDESIGN

Research has shown that, with appropriate use, technology can support and improve mental health and well-being. From acute interventions over the telephone, through to provision of computerised cognitive behavioural therapy, NHS 24 is already playing a significant role in supporting equity of access and parity of care for patients who require support for their mental health. NHS 24 provides the national Breathing Space service, which handles more than 90,000 calls per year from people with anxiety and depression. The organisation also delivers the Living Life Service, which is a talking therapy for people with low mood, mild to moderate depression or anxiety. NHS inform has a range of mental health and wellbeing information.

Throughout 2017/18 NHS 24 has undertaken a review of its mental health service provision, with other public partner organisations, with the aim of improving the response experienced. The aim is to get people to the right place at the right time for their specific need. A further test of change of change in 2017/18 focussed on the development of web chat to Breathing Space.

## ▶ NHS 24 AND COMPUTERISED COGNITIVE BEHAVIOURAL THERAPY

During 2017/18 NHS 24 delivered the full national rollout of Computerised Cognitive Behavioural Therapy (cCBT) services across all 14 territorial health boards across Scotland.

Depression and anxiety are two of the biggest public health challenges in Scotland. Between 25 and 30% of GP consultations involve depression, stress or anxiety and demand for specialist face-to-face psychological therapy has doubled in the last 10 years.

cCBT provides an evidence based, at scale, high capacity technological solution for the treatment of depression and anxiety.

**In Scotland, cCBT is robustly evidenced to:**

- improve patient access to psychological therapies
- provide additional treatment choice and early intervention
- act as a first-choice treatment, a genuine alternative to anti-depressants
- support GP's, mental health services in primary and secondary care
- be delivered at scale

The services receive over **1,300** referrals per month and between April 2017 and March 2018 received **12,968**. The suicide ideation of over 2,000 patients is actively monitored per month and reported to clinical staff when required. Projected levels of use by 2019 will exceed **16,000** referrals per annum.

## Between
# 25%
## and 30%
## of GP consultations involve **depression**, **stress** or **anxiety**

**Paula Shiels** | Senior Mental Health Nurse

*We have been working with partners from across Scotland, looking at ways in which we can improve the experience of people with mental health conditions/ poor mental well-being when trying to access appropriate services. We know the response needed is often different to that with people with physical issues and we know that telehealth and digital services can play a significant role in supporting people with mental health and well-being difficulties. It's really important that we make sure that the care and support we offer people is appropriate to their level of need. We are looking to increase the number of specialist nurses and experienced support staff to improve equity of access for people with mental health issues.*

## NHS 24 TRIAGE TO SUPPORT GENERAL PRACTICE SUSTAINABILITY AND TRANSFORMATION: GP TRIAGE (GPT)

This project has demonstrated its potential to support primary care demand management through NHS 24 provision of telephone triage for people requesting a same day appointment with their GP. NHS 24's expertise in telephone triage will direct people to the care that is right for the patient, at the right time. This may involve referral to a member of the multi-disciplinary team such as an Advanced Nurse Practitioner (ANP), a physiotherapist or an optician. Evaluation has demonstrated that GPT frees up GP time to allow them to focus on the more complex care cases.

A new 'in-hours' team was established at NHS 24's East Contact Centre with strong clinical leadership, processes and systems put in place to support the first phase of the GP Triage (GPT) service model.

NHS 24 partnered with two practices, in NHS Lothian and NHS Lanarkshire, to start test of change projects in November 2017.

### Evaluation:

- Requests for same day appointments were allocated to the appropriate health professionals which meant that standard appointment slots increased to 15 minutes, to focus on cases of greater complexity

- In a survey, 86% of patients surveyed were satisfied/very satisfied with triage outcomes

- 76% of patients agreed or strongly agreed that, 'You don't always need to see a GP'

# 86% of patients surveyed were **satisfied/very satisfied** with triage outcomes

# 76% of patients **agreed** or **strongly agreed** that, **'You don't always need to see a GP'**

"At least a quarter of our patients every day are being safely triaged towards self-care or other community options as this new way of working is aimed at providing capacity within the Practice. It not only has facilitated an increase in the number of patient appointments with Practice GPs and other healthcare professionals, such as nurse practitioners, pharmacists, mental health and musculoskeletal specialists, but also an increase in appointment length for patients with complex needs. But above all, we have the reassurance that if a patient needs to be seen by a GP that day, then they will be."

*Joanna Stenke, GP Partner, Riverside Medical Practice*



### CASE STUDY

### Chris Gent | Clinical Services Manager

*We have been working with a practice in East Lothian to create a new model of primary care working, which includes collaboration with general practice and health and social care partnerships.*

*We triage a number of patients identified by GP practice to make sure they receive the right care for them from the multi-disciplinary team. The team delivering this service are highly skilled and have worked really hard to make this test of change work for the benefit of patients first and foremost, but also to be part of the whole primary care service transformation.*
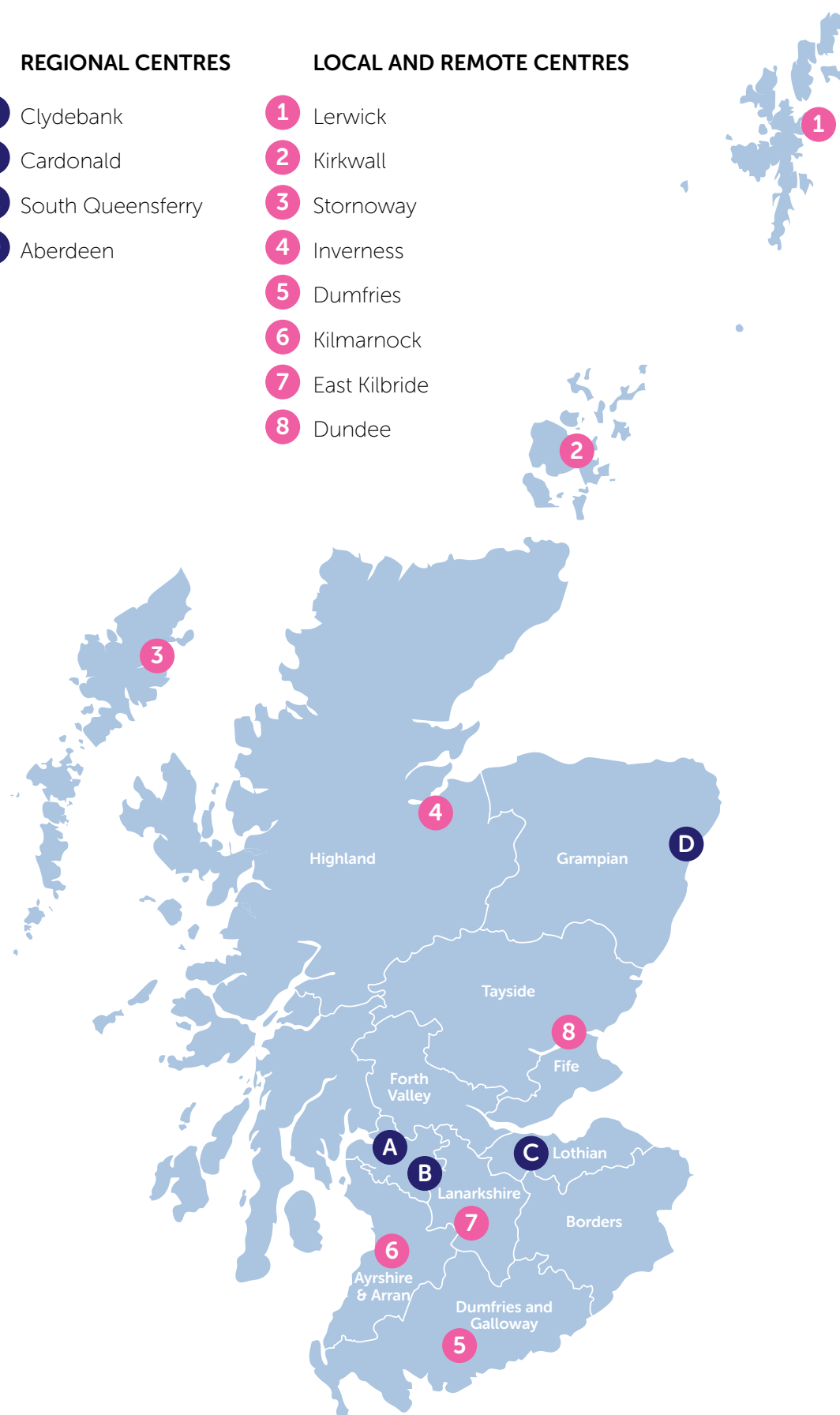
*It has been a great success and can offer a sustainable model for primary care in the future.*

## REGIONAL CENTRES

**A** Clydebank
**B** Cardonald
**C** South Queensferry
**D** Aberdeen

## LOCAL AND REMOTE CENTRES

**1** Lerwick
**2** Kirkwall
**3** Stornoway
**4** Inverness
**5** Dumfries
**6** Kilmarnock
**7** East Kilbride
**8** Dundee

**Michelle McGuiness** |
(Trainee) Advanced Nurse
Practitioner

"
*Healthcare is changing
and evolving in many
ways and this
seemed like a great
opportunity to develop
my skills and knowledge.
I have felt really supported*

*by NHS 24 and feel privileged
to be an ANP, it has been a
really positive experience
and I'm looking forward to
the future and development
of this role.*



### ▶ ADVANCED CLINICAL SUPPORT MODELS

In July 2017, NHS 24 introduced a new role: Advanced Nurse Practitioners. Developed in collaboration with other NHS boards they will support the wider system and improve the patient experience in the out of hours period.

Trainees for the roles were recruited during 2017, they are experienced and highly educated Registered Nurses who manage the complete clinical care for their patients, not solely specific conditions.



### ▶ WAITING TIMES IMPROVEMENT PLAN

During 2017/18, we partnered with NHS Lothian to test a telephony-based waiting list management service for the Gastroenterology speciality. Clinicians and managers from both organisations collaborated to develop the 'keep in touch' service model, which operated from January to March 2018.

An evaluation of the test of change concluded that this was a proactive, safe and effective approach to waiting list management, giving a clear picture of who was waiting and their health status.

During 2018/19, we will take the learning from this test of change forward and look at ways we can further support the national Waiting Times Improvement Plan.

During 2017/18, we continued to provide management resource to the Technology Enabled Care (TEC) Video Conferencing Workstream, which provided a focus on increasing the uptake of the video consulting facilities.

Clinical services are provided by video consultation in NHS Highland (NHS Near Me service), NHS Grampian (Inflammatory Bowel Disease (IBD) clinics) and NHS Western Isles (Hand surgery clinics).

## 700
video consultations
per quarter

During 2017/18 NHS 24 delivered all planned services and activities within an overall revenue budget provision of £72.4 million. More detailed information on the NHS 24 financial profile (including current brokerage arrangements with the Scottish Government) can be found in our Statutory Report and Annual Accounts at www.nhs24.scot

# NHS 24 delivered

all **planned services** and **activities** within an overall budget of £72.4m

# The **care** behind your **care**

**NHS inform**

**111**

**Care Information Scotland**

**BREATHING SPACE**

*Living Life*

**QUIT YOUR WAY**

**SEDS**
Scottish Emergency Dental Service

**MUSCLE or JOINT PROBLEMS?**

**NHS 24**

The **care** behind your **care**

nhs24.scot