

**NHS 24
BOARD MEETING**

**29 FEBRUARY 2024
ITEM NO 9.1
FOR ASSURANCE**

STRATEGIC PORTFOLIO UPDATE

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| Executive Sponsor: | Steph Phillips, Director of Transformation, Strategy, Planning and Performance |
| Lead Officer/Author: | John Barber, Head of Strategic Planning |
| Action Required | The NHS 24 Board is asked to note progress and work underway across NHS 24's Strategic Portfolios. |
| Key Points for the Board to consider | <ul style="list-style-type: none"> For the strategic portfolios, there is a well-established programme of activity underway across Workforce and Digital. The full scope of Service Transformation is yet to be established with workstreams and capacity established to scope future NHS 24 services that in turn inform the other portfolio areas. |
| Governance process | EMT, PPC and Board approved the establishment of strategic portfolios and programmes of work to deliver the strategic aims and ambitions set out in the Corporate Strategy. Delivery will be through, subject to approval, a revised three-year delivery plan to the Corporate Strategy. |
| Strategic alignment and link to overarching NHS Scotland priorities and strategies | The NHS 24 Corporate Strategy and corporate delivery plans are fully cognisant of circumstance, ongoing recovery and renewal and national planning and policy priorities for health and care across NHS Scotland. |
| Key Risks | <ul style="list-style-type: none"> There is a risk that funding is not secured in future years to support the ambitions of the strategic portfolios of work. There is a risk that critical path and capacity is not aligned across the portfolios impacting overall deliverability. There is a risk that NHS Scotland priorities and policy in key areas remains unclear and evolves beyond the ambition set out in the NHS 24 Strategy and ongoing review and alignment will be required. |
| Financial Implications | The corporate planning process will align strategic portfolios through corporate delivery plans to the Finance Plan and SPRA process. Any investment above agreed finance plan will require a Board approved business case. |

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| Equality and Diversity | Full consideration across the strategic portfolio will be an essential requirement. |
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1. RECOMMENDATION

1.1. The NHS 24 Board is asked to note the update across the strategic portfolios of work. Through these, with oversight provided by the Strategic Delivery Group, NHS 24 will take forward activity to deliver against corporate plans and strategy.

2. TIMING

2.1. On 22 June 2023, the NHS 24 Board approved the 2023-28 NHS 24 Corporate Strategy and need to develop strategic portfolios and governance structures. The ADP was approved by SG on 25 September 2023 with confirmation that it met requirements and provided a shared understanding between NHS 24 and SG about 2023/24 deliverables.

3. BACKGROUND

3.1. The development of NHS 24's 2023-28 Corporate Strategy and subsequent corporate delivery plans identified the need for strategic portfolios and programmes of work to meet Scottish Government recovery priorities and drive activity to deliver against the organisation's strategic aims and ambitions.

3.2. The EMT, PPC and Board have acknowledged the need to balance the management of executive business needs and delivering strategic development and change at pace and scale, and that this will require a modified governance structure.

3.3. The SDG was established as a working group of the PPC to augment existing governance between committee meeting cycles by directing and aligning relevant activity across strategic portfolios and cross-cutting programmes whilst ensuring adherence to best practice.

Update: Service Transformation Portfolio

3.4. There is an acknowledged delay in fully establishing the Service Transformation Portfolio and whilst there is recognise risk to progress of other portfolios, there is significant challenge through responding to pressures, other priorities and BAU is limiting capacity to do the necessary scoping and planning. A balance of meeting and reacting to what is urgent and investing time and resource will, over time, drive a move to more sustainable future models of delivery and lessen current pressures.

3.5. A significant step towards this is through the Service Transformation Summit that is took place on 09 February 2024. The aims of the summit were to begin to define NHS 24's future care pathways, services and ways of working to deliver

these; and crucially to identify the workstreams to underpin the NHS 24 Service Transformation Portfolio.

- 3.6. The outputs from the Service Transformation Summit will define the scope and future direction of the portfolio, with an agreed resourced and capacity planned programme of work emerging. A full report of the summit will be presented to the SDG and PPC, and initial plans are being developed alongside Corporate Communications to engage and present the findings more widely across the organisation.
- 3.7. Activity has been progressed in the Service Optimisation programme and delivering continuous improvement to make the best use of current resource and infrastructure. Notably, two key pieces of work have been progressed:
- The **Virtual Queue** is now operational in the 111 service, allowing patients/users to select the option for a ring back when answering times reach a particular threshold, improving the experience and reducing the effort of those callers.
 - There is a continued focus on optimising the **Advise and Refer** process, which supports an improved use of resource and expertise by allowing Call Handlers to reach a referral endpoint, which increases the availability of Clinical Supervisors and reduces the patient journey time.

Update: Digital Transformation Portfolio

- 3.8. The Digital Transformation Portfolio (DTP) has a continued focus on the procurement of the new Contract Centre/Customer Relationship Management (CC/CRM) solution.
- 3.9. A Single Procurement Document (SPD) and bidders pack was developed to provide suppliers with a clear understanding of the nature of, and what is important to, NHS 24. A bidders day took place on 15 December 2023, with positive feedback received from internal and external attendees.
- 3.10. A total of nineteen responses to the SPD were ultimately received. Evaluation of these responses commenced on 18 January 2024, following which a minimum of four suppliers will be shortlisted to advance to the next stage. Invitation to Tender (ITT) and draft contract preparation activities are continuing with NHS 24's legal partner Addleshaw Goddard. The target date for identifying a preferred bidder is 09 August 2024.
- 3.11. Alongside the focus on procurement of the new CC/CRM solution, the DTP scope covers the implementation of a new Workforce Management (WFM) system and Digital Patient Transfers between NHS 24 and the Scottish Ambulance Service (SAS). Both projects are currently reporting a red RAG status due to technical issues.
- 3.12. Whilst there is momentum and significant effort across the DTP, this is focussed on contractual 'burning platforms' and there is recognised risk about

overall capacity to deliver the full scope of the portfolio and associated programmes. The contractual dates and the need to implement new technology/maintain service continuity will require significant effort and could limit potential for transformation/new ways of working.

- 3.13. It is also recognised that the STP is currently not aligned to DTP. Further planning is needed to understand how and when to implement any proposed developments from STP into the requirements. There is a risk the opportunity to make use of the new digital tools will need to be delayed until after the implementation of the new system.

Update: Workforce Portfolio

- 3.14. The strategic portfolio of work taking forward NHS 24's Workforce Strategy and Plan has established governance and reporting in place through the Staff Governance Committee. It is recognised that the portfolio will be crucial to ensuring we have people with the right skills and will be fundamental to the success of the other strategic portfolios. To support this there will need to be appropriate linkages and alignment of plans across all strategic portfolio areas, where this is yet to be established but is intended to happen via the SDG.

Update: NHS 24 & SAS Joint Collaboration Board

- 3.15. The NHS 24/SAS Joint Collaboration Board has been established with the objective of improving patient care, experience, and outcomes; fostering collaboration across both organisations and the wider national health and social care system; and to improve sustainability and support the further reform of urgent and unscheduled care. The Board initially met monthly and will meet quarterly from November 2023.
- 3.16. Collaborative work is currently being undertaken in four key areas: Digital Transformation, Right Care Right Time, Preventative and Proactive Care, and Workforce.
- 3.17. Within the Digital Transformation workstream, there has been notable progress with the Warm Transfer process going live in December 2023. The Digital Patient Transfer as noted in the DTP update is progressing.
- 3.18. A test of concept will commence in the Right Care Right Time area in early 2024 on SAS GP Advisors working with NHS 24 staff to conduit appropriate patients to the local GP OOH service, following which joint clinical case reviews will be undertaken.
- 3.19. In the Preventative and Proactive Care unscheduled care data workstream, exploratory conversations on data sharing and linkages with PHS have been held, with a session to be organised in 2024 with SAS invited.
- 3.20. In the Workforce stream, a workshop has been arranged for February 2024 to progress joint strands of work. A 'dual highlight report' will be submitted with activity progressed as one programme of work. Further work to be undertaken

to understand common roles and clear pathways of joint training and development.

Update: Corporate Delivery Planning

- 3.21. NHS 24 received guidance and commission for a three-year Finance and Delivery Plan on 04 December 2023. This is the first time that Boards have received a joint commission from health planning and finance. The delivery plans are based around the Medium Term Plan (MTP) setting out 3-year delivery plans with detailed actions for 2024/25.
- 3.22. The 2024/25 corporate planning process has been focussed on the development of a cohesive delivery plan aligned to the finance plan. Seeking to:
- Identify and agree a prioritised list of overarching three-year organisational deliverables that clearly contribute to delivery of the MTP and Corporate Strategy.
 - Agree activities through collective review to ensure there is evidence assessed need, clear ownership, and consideration of end-to-end deliverability.
- 3.23. When the deliverables and associated activities have been agreed, more in-depth critical path analysis and capacity planning will be undertaken against these to identify dependencies and gaps. This will then inform the in-year allocation of resource through SPRA and be the basis of revised reporting to the SDG.

4. ENGAGEMENT

- 4.1. As the basis for the strategic portfolios, there was extensive engagement to develop the 2023-28 Corporate Strategy. The portfolios will be further advanced through the new Three-Year Delivery Plan, in draft, and engagement, assurance and approval is being progressed through relevant committees and ultimately the Board.

5. FINANCIAL IMPLICATIONS

- 5.1. Corporate plans have been aligned to the Financial Plan submitted to Scottish Government and approved by NHS 24 Board. Mechanisms are in place to identify and allocate resource and corporate planning frameworks will ensure alignment to the Strategy.