**NHS 24
BOARD MEETING**

**29 AUGUST 2024
ITEM NO 9.2
FOR ASSURANCE**

CORPORATE STAKEHOLDER ENGAGEMENT FRAMEWORK

Executive Sponsor:
Steph Phillips, Director of Transformation, Strategy, Planning & Performance

Lead Officer/Author(S)
Arlene Campbell, Head of Stakeholder Engagement & Insights, TSPP
Lisa Morton, Associate Head of Communications.

Action Required
The NHS 24 Board is asked to note the refreshed NHS 24 Stakeholder Engagement Framework.

Key Points for the NHS 24 Board to consider
- The current corporate Stakeholder Engagement Framework was developed in Spring 2022.
- The framework has been revised as part of a commitment set out within the NHS 24 Board Blueprint for Good Governance Improvement Plan.
- The revision now also enables alignment with NHS 24s Strategy Our Strategy 2023-2028 and the principles as set out within Scottish Governments Planning with People: community engagement and participation guidance, which has also recently been revised *(2024)*

Governance process
This revised framework has been reviewed through the Corporate Stakeholder Engagement Governance Group, Chaired by NHS 24 Deputy Chief Executive and presented at Planning and Performance Committee for assurance before proceeding onward to Board.

It is intended that a related discussion item be facilitated at Board Workshop in September, focused on Board specific responsibilities which will seek to then fully address the action set out within Board Governance Improvement Plan.

Strategic alignment and link to overarching NHS Scotland priorities and strategies
- NHS Boards are bound by duties of public involvement set out in the NHS (Scotland) Act 1978, Section 2B.
- This work aligns with the principles as set out within Scottish Governments, Planning with People - community engagement and participation guidance

- Scottish Government Blueprint for Good Governance – One of the five primary functions of governance – '*engaging with key stakeholders as and when appropriate*'

Strategic alignment and link to Corporate Delivery Plan activity
Strategic alignment with actions
*2.3*c Delivery of a programme of targeted communications and engagement activity with key partners, and with third & independent organisations to support communities at risk of health inequalities
7.2a Delivery of a programme of stakeholder engagement and insight gathering
7.2b Enabling meaningful public involvement
7.2c Delivering equality led initiatives meeting legislative duties.

Key Risks
No immediate risks identified in progressing these commitments. The associated risks in not, would be those relating to potentially diminished governance and compliance with duties.

Financial Implications
Any costs associated with stakeholder and person/ user centred activities within NHS 24 will normally be met within existing departmental budgets as business as usual or with Executive Management Team approval when seeking specific funding.

Equality and Diversity
Involving diverse groups of stakeholders (internal and external) in the planning, design, development and delivery of strategic programmes and services helps NHS 24 to consider and address any unintended inequalities at an early stage and enables needs to be recognised and directly inform practice and/or change.

1. RECOMMENDATION

1.1 The NHS 24 Board is asked to note the refreshed NHS 24 Stakeholder Engagement Framework *(Appendix 1)* and next steps for assurance.

2. TIMING

2.1 This refreshed Stakeholder Engagement Framework has been revised and refreshed in line with action timelines set out within the NHS 24 Blueprint for Good Governance Improvement Plan.

3. BACKGROUND

3.1 The NHS 24 Stakeholder Engagement Framework has been revised as part of a commitment set out within the NHS 24 Board Blueprint for Good Governance Improvement Plan, seeking that stakeholder strategies align with corporate strategies and plans.

3.2 The existing framework was developed in Spring 2022 therefore the revised version enables updated alignment with NHS 24's Corporate Strategy 2023-2028 published Autumn 2023.

3.3   There has also been revisions to the Scottish Government and COSLA community engagement and participation guidance [Planning with People](#) (Summer 2024), and with a significant dimension of our stakeholder engagement being person and user centred, this has also allowed for alignment with the refreshed principles.

The Revision: Key Points

3.4   This framework sets out our overarching commitments in line with our corporate Strategy, in effectively engaging with all our stakeholders; our staff, our communities and our professional stakeholders and partners across the system. It is intended to set out at a high level how we will continue to improve and strengthen relations with our communities and create ongoing, continuous approaches to inform, listen to and involve all of our stakeholders.

3.5   We recognise that each stakeholder group is different, with different needs, as is each programme of activity, therefore the framework and mechanisms for delivery will be detailed through a series of individual and tailored approaches and plans.

3.6   There is a suite of complementary and supporting strategies and frameworks in place across NHS 24, including NHS 24's Workforce Strategy and Plan, NHS 24 Communications Strategy, NHS 24 Staff Engagement Framework and NHS 24's Quality Framework. The Stakeholder Engagement Framework operates in tandem with the aligned principles set out within each.

3.7   Specifically, the framework will be underpinned by the Partner and Community Stakeholder Communications & Engagement Framework (Appendix 2) which is focussed upon and intended to strengthen a coordinated approach to external engagement across the organisation. This cross-directorate approach, approved in Spring 2024, sets out how we will bring together our separate communications and engagement functions in support of our corporate responsibilities with our key stakeholders, patients, and wider service users.

4.   ENGAGEMENT

4.1   The Director of Transformation, Strategy, Planning and Performance, and NHS 24 Board Non-Executive Director, Anne Gibson, are joint owners of the 'Engaging Stakeholders' action within the Governance Improvement Plan, and provided the mandate for changes to the Stakeholder Engagement Framework.

4.2   The Head of Stakeholder Engagement and Insights and Associate Head of Communications have worked collaboratively to develop the relevant updates to the framework.

4.3   Developments have taken place across 2023/24 to strengthen cross directorate working and internal governance, supporting the corporate

engagement portfolio. An Internal Corporate Engagement Steering Group, comprising of representatives of each directorate has been established reporting to the Corporate Stakeholder Engagement Governance Group. This framework and associated stakeholder approaches and plans are routed through this structure supporting corporate wide consistency, visibility and oversight.

4.4   The revised framework has been reviewed through the Corporate Stakeholder Engagement Governance Group, Chaired by NHS 24 Deputy Chief Executive and Director of Workforce. The group also agreed the proposed assurance route to Board with the framework being shared with both Executive Management Team and Planning and Performance Committee, prior to being presented to Board, August 2024.

4.5   The Head of Stakeholder Engagement and Insights has an established relationship with HIS Community Engagement and continues to engage with strategic leads specifically in relation to person and user centered practice, application of guidance relating to NHS 24's strategic portfolio and in identifying effective evaluation measures for stakeholder engagement.

5.   FINANCIAL IMPLICATIONS

5.1   Any costs associated with communications and stakeholder engagement activities will normally be met within existing departmental budgets as business as usual, considered through the SPRA process and/or specific project funding. That said, the organisation should be alert to cost implications, particularly of meeting any new legislation associated with inclusive communication (e.g., improving accessibility, reducing barriers, increasing participation, promoting inclusion).

6.   MEASURABLE BENEFITS

6.1   NHS 24 meets its statutory responsibility to involve people (all identified and relevant stakeholders) in the design, development and improvement of services.

6.2   NHS 24 meets requirements for meaningful and effective Public Involvement.

6.3   Engaging and effective volunteering strategy: Public Partnership and Youth Forums.

6.4   Increased awareness and understanding by all stakeholders of NHS 24, its suite of services and how and when to access them.

6.5   Increased collaborations and effective partner relationships.

6.6   Improved experience measures across stakeholder groups.

6.7   Improvements in overall staff experience through effective communications and engagement.

7.   NEXT STEPS

7.1   It is intended that the updated framework ultimately provide a focus for a dedicated stakeholder engagement discussion at the NHS 24 Board development session in September 2024, which will support full completion of the action set out within Board Governance Improvement Plan.

7.2   The framework review schedule will align with that of NHS 24's Strategy, through to 2028, unless subject to earlier consideration in line with any new legislative, policy or guidance changes.

7.3   The Stakeholder Engagement Framework will have final design applied and be published on digital platforms internally and externally, with the commitments to stakeholder engagement underpinning the Corporate Strategy, promoted through appropriate stakeholder networks.

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Stakeholder Engagement
Framework

NHS 24

Contents

Purpose of this Framework

Stakeholders are people, groups or organisations that have an interest in, or can be affected by our work. NHS 24 has a wide range of stakeholders both internal and external to the organisation including staff, patients, their carers, general public, the third sector, health and care partners, elected representatives and many others.

This high-level framework provides the overarching structure, supporting the suite of targeted approaches necessary in achieving effective, inclusive and meaningful communications and engagement with our stakeholders.

Each approach will be delivered through a series of action plans which align with the strategic aims, ambitions and delivery portfolio set out within NHS 24's Strategy **Our Strategy 2023-2028** and Corporate Delivery Plan.

Our Strategy 2023-2028

There is a strong person-centred commitment threaded through *'Our Strategy'*.

The strategic aims and ambitions provide a foundation and a set of principles for how NHS 24 will operate, through ongoing meaningful and proactive engagement, applying the principles of user centred design and working collaboratively to meet stakeholder needs and drive quality and continuous improvement across service design, development and delivery.

Legislation, Standards and Guidance

- Legislation set out in the Patients' Rights (Scotland) Act and the Community Empowerment (Scotland) Act state that NHS Boards, as public bodies, have a duty to involve people in the design, development and delivery of the health care services they provide for them.

- This framework also aligns and adheres with the guidance and principles set out within **Planning with People** - Community engagement and participation guidance (2024)

- The Scottish Government and COSLA have published 'Planning with People' to support greater collaboration between those making decisions about care services in Scotland, those delivering services, and people in communities who are affected.

Our Principles and Values

NHS 24 has adopted key principles for engagement which sets the standards to which we aspire in building consistent, open and respectful relationships in line with our organisational values.

> **Be collaborative and inclusive in our approach**

> **Set a clear purpose for engaging ensuring timeliness and transparency**

> **Respond to the needs of all audiences with clear, concise communications**

> **Operate within a learning culture, committed to continuously evaluating and refining our engagement approach to meet outcomes and realise impact and benefits**

Targeted Communications

NHS 24 recognises the value and importance that co-ordinated and targeted communications and engagement activity offers, not only to support the successful delivery of our services and our strategic ambitions as part of the wider NHS in Scotland, but also in supporting vulnerable communities at risk of health inequalities. We will do this by:

- supporting better patient pathways through the development and dissemination of comprehensive information, in a range of accessible formats, on all our services.

- building an understanding across communities and partners of the valuable role our range of services provide in supporting health, care and wellbeing, and how and when to utilise them.

- providing our staff with the right information at the right time to ensure they are kept fully apprised of organisational news and developments.
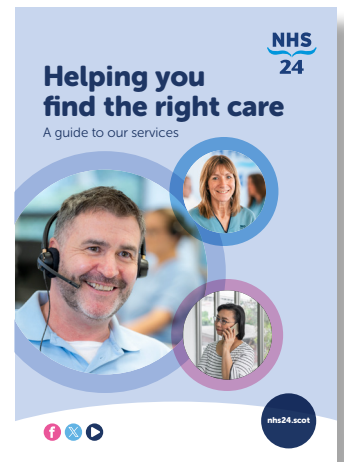
Our Stakeholders

There are three broad stakeholder groups, within this framework, each of which requiring a targeted approach in **informing**, **consulting**, **involving and collaborating** to:

- understand ongoing requirements and how each might affect or be affected by our work

- engage and/or collaborate in the development and delivery of our strategic priorities.

- communicate effectively on our services and organisation, aligned with the principles set out within NHS 24s **Communications Strategy**
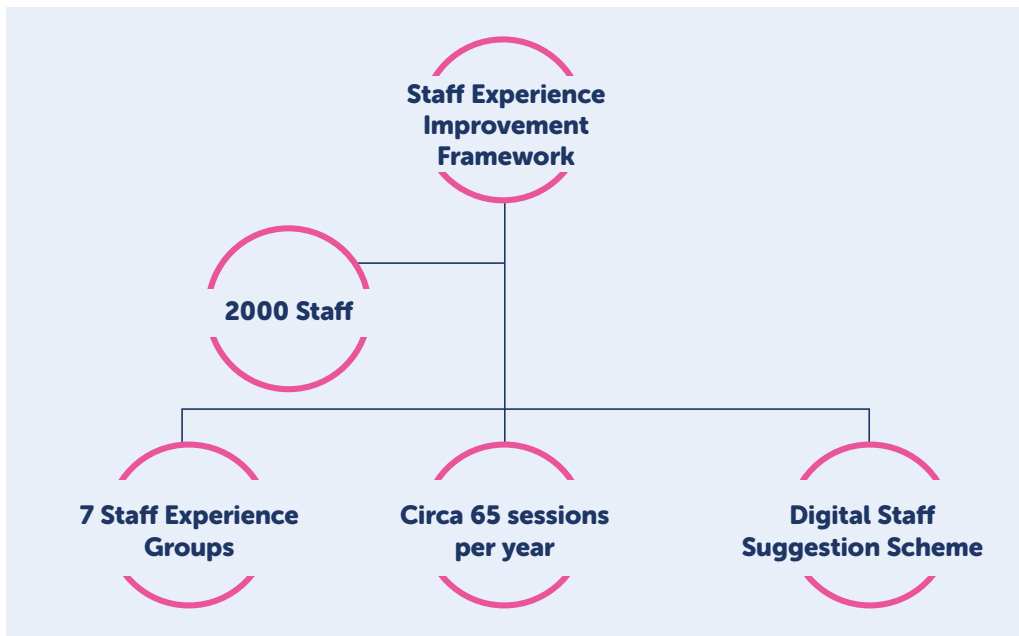
Internal Engagement:

Our People

Our people, and the services they deliver to support the health and wellbeing of the people of Scotland, are our most valuable assets.

As ambassadors of our organisation, we recognise that their experiences of working at NHS 24 are of paramount importance.

To support we have embedded an ongoing staff experience improvement programme, underpinned by our corporate values, and promoting the importance of a healthy workplace culture.

Staff Experience Improvement Framework

2000 Staff

7 Staff Experience Groups

Circa 65 sessions per year

Digital Staff Suggestion Scheme

We recognise that comprehensive internal communications is as important as our external offering. Our multi-channelled approach to internal communications delivers targeted information to the right people at the right time.

It facilitates dialogue & partnership working at all levels, promotes visible leadership & patient safety while ensuring staff feedback is valued and regular.

Team Talk Staff Intranet Digital Wall Boards

Service Delivery News

Senior Managers' Brief

Our Partners and Professional Stakeholders

NHS 24 has a wide range of stakeholders external to the organisation. These extend across, but are not exclusive to key stakeholder groups across Scottish Government, health and care, broader public sector, local authority, third sector, private sector, professional bodies, suppliers and regulators.

Our programme of engagement also extends to our elected representatives from local authorities to Scottish and UK Parliaments, providing them with a sound understanding of the services NHS 24 provides, and how we deliver these, as well as our ambitions as an employer of choice.

All of these stakeholders will have different levels of interest, impact and influence

- It is critical to understand this in order to foster positive relationships at the right level with each, in order meet our strategic aim of being a **collaborative and forward thinking partner**.

Strategic Context

NHS 24 recognises the role it can play in supporting NHS Scotland's programme of recovery and reform, not least in working collaboratively with our partners across the healthcare system, to improve access to care, to help people better manage their own care and to work collaboratively to support more care to be delivered closer to home.

Aligned with Our Strategy we will work to:

Increase awareness & understanding

As well as understanding our stakeholder needs, engagement is most effective when a baseline knowledge of who we are and what we offer is established with stakeholders. We will achieve this through a dedicated programme of education and awareness raising through our targeted

NHS 24 Partner and Community Stakeholder Communications & Engagement Framework which provides a coordinated approach to engagement across the organisation

Establish effective collaborations

We are committed to building upon and improving productive collaborative relationships and seeking opportunities in collectively meeting needs more effectively. We will achieve this through our strategic engagement with partners across health and care, third sector and other agencies aligned with our strategic priorities.

Foster and maintain effective networking

Seek improved connectivity, accountability and opportunities for involvement in strategy development and knowledge transfer by strengthening professional networking and through communities of interest.

Our People

As with our Internal stakeholders, it is critical we take a coordinated, multi channel and diverse approach to our external communications and engagement also, in seeking out and facilitating meaningful dialogue and building upon opportunities for effective relationship building.

TALK 24

Social Media

Talk 24 Digital External Stakeholder Brief

Corporate stakeholder relationships/ partnerships

Networks and Forums.

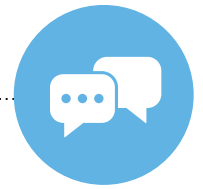**Dedicated Programme of communications & engagement**

Our Communities

NHS Boards have a statutory duty set out in the **NHS (Scotland) Act 1978, Section 2B** to involve people and communities in the planning and development of services, and in decisions that will affect how services are run.

Effective community engagement and participation is essential to ensure services meet needs and lead to better outcomes for people. Our communities extend across a diverse range of characteristics and include communities of interest as well as place.

NHS 24 is committed to enabling opportunities for meaningful engagement and involvement in the planning, design and delivery of services.

'Planning with People' sets out how members of the public can expect to be engaged and supports NHS Boards to build strong two-way dialogue with the diverse communities they work alongside and serve. NHS 24 is committed to engaging the communities it serves, following the principles set out in the guidance and the **National Standards for Community Engagement**

Inclusion
We will identify and involve the people and organisations that are affected by the focus of the engagement.

Support
We will identify and overcome any barriers to participation.

Communication
We will communicate clearly and regularly with the people, organisations and communities affected by the engagement.

Impact
We will assess the impact of the engagement and use what has been learned to improve our future community engagement.

Planning
There is a clear purpose for the engagement, which is based on a shared understanding of community needs and ambitions.

Methods
We will use methods of engagement that are fit for purpose.

Working Together
We will work effectively together to achieve the aims of the engagement.

Our Communities

To be effective:

- Services must be designed with and for people and communities. Community engagement should be relevant, meaningful and have a clearly defined focus.

- A range of inclusive approaches need to be employed that enable people and communities to have a voice.

- Engagement should not be a one-off event or only used for high-profile projects. High-quality and ongoing community engagement is necessary to build relationships and trust.

- Impact assessment is key in considering how policy or service development may affect different communities reflecting on, equality, human rights, sustainability and environment.

- NHS Boards should explore opportunities for joined-up engagement activities and work collaboratively to draw on their existing collective expertise and infrastructures to support community engagement.

Planning with People

Enabling the voice of people and communities

Our approach incorporates:

Public involvement: Specifically, our Public Partnership and Youth Forum. NHS 24 has two forums with a team of diverse, dedicated and valued public volunteers who give their time and share their ideas to help us shape and improve our services.

A range of **feedback mechanisms** are available to our communities such as Care Opinion, social media, evaluation, digital feedback forms, SMS experience measures, etc.

Programme of community **engagement**, actively listening, learning and enabling the voice of lived and living experience, working also with Third sector and other agencies who represent the experience/needs of others, many of whom are at risk of health inequalities.

User centred design approach: We will seek to engage with people and adopt specific user centred design principles and practices, to support active participation in how we define, design, develop and deliver our services

Outcomes, Benefits and Evaluation

This framework sets out the importance of effective stakeholder engagement in realising strategic aims and ambitions. However, to fully realise the benefits of stakeholder engagement, it is important to also focus on outcomes and to set key success measures early in any stakeholder engagement programme, ensuring alignment with those benefits set out within NHS 24's Corporate Delivery Plan.

NHS 24's Corporate Stakeholder Engagement Steering Group will work with colleagues internally and externally, to strengthen processes supporting self-evaluation, continuous improvement and the application of the HIS Community Engagement **Quality Framework for Community Engagement**

The Quality Framework is designed to support self-evaluation and improvement activity in relation to routine engagement; specific engagement activities; and organisations' internal governance systems for community engagement activity.

NHS 24

For further information please visit :
www.nhs24.scot

Alternatively, feel free to contact the
Stakeholder Engagement and Insights Team at:
nhs24.engagementteam@nhs24.scot.nhs.uk

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If you have a textphone dial 18001 0800 22 44 88

Community & Partner Communications and Engagement Framework

Introduction

NHS 24 recognises the value and importance that co-ordinated communications and engagement activity offers, not only to support the successful delivery of our services and our strategic ambitions as part of the wider NHS in Scotland, but also in supporting vulnerable communities at risk of health inequalities.

Effective communication and engagement is a critical aspect of many roles across NHS 24 with a number of teams and individuals holding a specific stakeholder engagement remit. However, at present NHS 24 does not have a unified approach to communicating and engaging with our external stakeholders.

This framework sets out how we will bring together our separate communications and engagement functions in support of our corporate responsibilities with our partners, patients and wider service users.

Issues and Opportunities

Issues

For our public and specifically communities at risk of health inequalities there is a risk of:

- exacerbating health inequalities through a lack of knowledge and understanding of our full range of services, and how and when to access them
- negative impacts on NHS 24 services through inappropriate use

For our partners and professional stakeholders there is a risk of:

- creating mixed messages through an undefined corporate narrative
- reducing partner support, including our wider elected representatives, through a lack of understanding of our organisation and the services we deliver

Opportunity

This framework seeks to realise improvement opportunities through focused cross functional working and a cohesive communications and engagement approach. Through it we aim to:

- support better patient pathways through the development and dissemination of comprehensive information, in a range of accessible formats, on all of our NHS 24 services
- build an understanding across communities of the valuable role our range of services provide in supporting health, care and wellbeing, and through community capacity building support key organisations with the knowledge of what these services provide, and how and when to utilise them
- create stronger partner relationships by providing our key stakeholders with a sound understanding of the full range of services we deliver, and how

Approach

While each of our communications and engagement teams will continue to deliver against their own workplans, this Framework sets out a 12-month approach to establish an effective cross-directorate function in support of our corporate responsibilities and in alignment with our 2023-28 Corporate Strategy and widescale Digital Transformation and Service Transformation Programmes.

Through this Framework, we will undertake the following:

ACTION	TIMEFRAME
1. Establish cross-directorate steering group	Q1
2. Stakeholder Review, Mapping and Analysis	Q1
3. Analysis of current stakeholder communications and engagement activity	Q1

4. Identify key communications and engagement activities to be undertaken that support
    a. partner knowledge and understanding of our services (as outlined in the table below)
    b. communities at risk of health inequalities (as outlined in the table below)
	Q1

5. Development of cross-directorate strategies for achieving the above	Q2
6. Establish a Monitoring & Evaluation Process	Q2
7. Development of a cross-directorate workplan to support delivery of the key activities outlined above	Q3
8. Delivery of cross-directorate workplan underway	Q4

Resource, Reporting and Governance

The resource to deliver this Framework and going forward the cross directorate Three Year Delivery Plan will largely be pulled from current engagement and communications teams. However, cognisance will be taken, and included within planning, of wider, ongoing communications and

engagement activity by our Board and EMT, HOCS, CSMs, Medical and Nursing & Care colleagues. This will support the development of a cohesive approach to how we communicate and engage with our external stakeholders, ensuring the right skills and resource are available.

To support a cross-directorate approach, a steering group will be formed comprising representatives from all directorates, and a quarterly update report against all activity outlined in the joint workplan to be produced for the Executive Management Team.

This Framework focuses on two identified priority areas:

1. **Our Partners**

    Since 2020, NHS 24's range of services have expanded to offer greater support for people 24 hours a day, 365 days a year. We now provide mental health and urgent care services in addition to GP Out-Of-Hours cover. We've expanded our digital services too enabling our patients to make informed decisions about their health or care. This has included the further development of NHS inform and our range of self-help guides, as well as new ways to access information including our smartphone app, NHS 24 Online, and web chat.

    It is therefore important that we ensure all of our professional stakeholders, including the third sector, are fully informed on our services, and how we deliver them. Through doing so, it provides additional opportunities for closer working relationships. We know we have more to do to in order to achieve this, and this Framework is intended to set out the next steps for this.

2. **Our Communities**
    Since the 1950s, Scotland has had the lowest life expectancy of UK nations and in recent decades its position relative to other western European countries has deteriorated (Scotpho and The Health Foundation).

    *   Inequalities between people living in the most and least deprived areas have widened. People from the most socially deprived areas of Scotland die nearly a decade earlier
    *   Healthy life expectancy is 24 years longer in the least deprived areas than the most deprived areas – with rises in cancer, limiting illnesses and poor mental health
    *   People whose first language is not English and those living with disabilities can often experience barriers to accessing health services, particularly those living with learning difficulties. We know from our Equalities colleagues of the issues these communities have when accessing our services.
    *   Health inequalities are further impacted by digital inequalities. In 2017, the Scottish Government estimated that a third of low income households had no internet access at all, while a 2018 report by Citizens Advice Scotland found that two of the three most common barriers related to money; namely the cost of broadband and data.

- The number of people estimated to be living in poverty in Scotland currently sits at 21% equating to roughly 1.2million people

As a national health board that predominately delivers services via telephony and digital devices we need to do all we can to support those at risk of health inequalities, particularly communities impacted by digital inequalities.

Through this Framework we will identify additional third and independent sector organisations that we do not currently work with to better support at risk communities through dedicated communications and engagement activity.

Our Partners			
Audience	Actions	Involve	Outcome
All Health Boards	• Identify range of bespoke opportunities to inform / educate Board staff on NHS 24 services and how we deliver them through liaison with Board Engagement Leads • To include key meetings and forums, committees and wider staff groups • Pop-up information sessions for staff areas • Develop Guide to NHS 24 Services for professional colleagues	• Board • EMT • Medical • SD • N&C • Comms • TSPP	**Increased awareness and understanding of:** • the delivery of the full 111 service including its endpoints • Our Mental health Services – Breathing Space, Mental Health Hub – and onward referral pathway with DBI; Partnership with Police Scotland / SAS • Our digital services including NHS inform, Self-Help Guides/NHS24.scot, NHS 24 app, digital mental health resources including Web Chat • Our wider services – Health Information Service, Care Information Scotland, Quit Your Way, Cancer Treatment Helpline, Special Helplines • NHS 24's role as a strategic partner

Scotland's 31 Health and Social Care Partnerships **Integrated Joint Boards** **Community Hospitals** **Community Planning Partnerships** Our Place | Our Place **COSLA**	• Stakeholder analysis within each to develop full knowledge and understanding of levels of involvement, key contacts, committees, etc • Develop strategy for servicing these groups and detailed delivery plan with objectives • Develop Monitoring Process • Develop resources to support knowledge & understanding of our services / engagement opportunities	• Board • EMT • Medical • SD • N&C • Comms • Breathing Space Engagement • TSPP	**For the HSCPs:** Increased awareness and understanding of: • the delivery of the full 111 service including its endpoints • Our Mental health Services – Breathing Space, Mental Health Hub – and onward referral pathway with DBI; Partnership with Police Scotland / SAS • Our digital services including NHS inform, Self-Help Guides/NHS24.scot, NHS 24 app, digital mental health resources including Web Chat • Our wider services – Health Information Service, Care Information Scotland, Quit Your Way, Cancer Treatment Helpline, Special Helplines **For NHS 24:** • An opportunity to engage and communicate with key stakeholder groups on the services we provide • Provide opportunities to gather insights that help inform how we develop & deliver our services • Opportunity to highlight NHS 24 as a strategic partner
NHS Scotland	• Analysis & Map of Board/EMT/SMT involvement in SG Committees, membership of professional groups, etc • Develop Monitoring Process • Develop a rolling corporate slide-deck and briefing packs to support dissemination of key messages • Creation of range of materials to support engagement activity	• Board • EMT • Medical • SD • N&C • Comms • TSPP	• CRM system to support senior level conversations • Provision of corporate information to ensure key messages are fully articulated
Primary Care Services, including: • All GPs	• Create resources to support Primary Care professionals' knowledge and understanding of our services	• Medical • Comms • TSPP	Increased awareness and understanding of: • the delivery of the full 111 service including its endpoints

• GP Practice Managers Network • GP Business Managers • GP Forums • Community Link Workers	• Create a range of resources to support patients knowledge and understanding of our services, and when and how to use them		• Our Mental health Services – Breathing Space, Mental Health Hub – and onward referral pathway with DBI; Partnership with Police Scotland / SAS • Our digital services including NHS inform, Self-Help Guides, NHS 24 app, digital mental health resources including Web Chat • Our wider services – Health Information Service, Care Information Scotland, Quit Your Way, Cancer Treatment Helpline
Carer Organisations • Scottish Care • Carers Scotland • Carers Trust Scotland • Age Scotland • Shared Care Scotland • Who Cares Scotland • National Carer Organisations | Shared Care Scotland • Care Commission • Scottish Social Services Council	• Stakeholder Analysis • Identify any ongoing engagement activity with these groups • Create professionals information pack targeted for carers/caring profession • Develop and disseminate digital assets for websites, Magazine / Website content • Create and disseminate information and other resources to support communities • Develop Monitoring Process	• Board • EMT • Medical • N&C • SD • Comms • Breathing Space Engagement	**For Carer Organisations:** Increased awareness and understanding of: • the delivery of the full 111 service including its endpoints • Our Mental health Services – Breathing Space, Mental Health Hub – and onward referral pathway with DBI; Partnership with Police Scotland / SAS • Our digital services including NHS inform, Self-Help Guides, NHS 24 app, digital mental health resources including Web Chat • Our wider services – Health Information Service, Care Information Scotland, Quit Your Way, Cancer Treatment Helpline **For NHS 24:** • Increased awareness and understanding by carers and wider organisations on the range of services we provide, and how and when to use them • Opportunity to present NHS 24 as a strategic partner

Justice Services	At present, our mental health services have agreed partnership arrangements with a number of Justice organsiations, including Police Scotland and the Scottish Prison Service. The steering group would seek to identify any opportunities where we could potentially bring additional value.	- Board - EMT - Medical - SD - N&C - Comms - TSPP	**For Justice Services** Increased awareness and understanding of: - the delivery of the full 111 service including its endpoints - Our Mental health Services – Breathing Space, Mental Health Hub – and onward referral pathway with DBI; Partnership with Police Scotland / SAS - Our digital services including NHS inform, Self-Help Guides, NHS 24 app, digital mental health resources including Web Chat - Our wider services – Health Information Service, Care Information Scotland, Quit Your Way, Cancer Treatment Helpline. **For NHS 24:** - An opportunity to engage and communicate with key stakeholder groups on the services we provide - Provide opportunities to gather insights that help inform how we develop & deliver our services - Opportunity to highlight NHS 24 as a strategic partner

Our Communities

Ensuring our patients and our wider service users understand what services we provide, and how and when to use them, is the key focus underpinning our community engagement approach. This is particularly so for communities who are impacted by health inequalities.

As outlined above, we've expanded our services to offer greater support for people 24 hours a day 365 days a year, whether that relates to their mental health, urgent care needs or healthcare advice. This also includes our digital services, such as Health Information Web Chat and NHS inform, and the increased range of self-help guides, information and practical advice available via our new website NHS24.scot and smartphone app, NHS 24 Online.

We recognise that our largest cohort of service users are also those affected by a range of digital and health inequalities therefore our approach to educating and engaging with our communities must take cognisance of a range of needs, including those whose first language is not English.

Our Communities

Audience	Actions	Involve	Outcome
Health and Social Care Alliance Scotland [Social Enterprise Scotland - Health and Social Care Alliance Scotland (alliance-scotland.org.uk)](#)	• Create professionals information pack targeted to LTC support organisations • Develop digital assets for websites • Develop Magazine / Website content • Develop Key Messages regarding repeat meds in advance of key holidays • Disseminate information and other resources to support communities	• Board • EMT • Medical • Comms • Breathing Space Engagement • TSPP	Increased knowledge and understanding of pathways, the range of NHS 24 services, particularly information related to LTCs, and how to access them
HIS Community Engagement • Public – via Involving People Networks • Regional and Local Engagement Teams	• Ascertain what programmes / activities we can partner with them on in the first instance • Develop action plan of agreed areas of working	• EMT • Comms • TSPP	**For organisations:** Increased awareness and understanding of: • the delivery of the full 111 service including its endpoints • Our Mental health Services – Breathing Space, Mental Health Hub – and onward referral pathway with DBI; Partnership with Police Scotland / SAS where appropriate • Our digital services including NHS inform, Self-Help Guides, NHS 24 app, digital mental health resources including Web Chat

			• Our wider services – Health Information Service, Care Information Scotland, Quit Your Way, Cancer Treatment Helpline • Opportunities to get involved in service development/transformation work. **For NHS 24:** Increased awareness and understanding on the range of services we provide, to support opportunities to get involved in service development/transformation work.
Third Sector Interfaces (TSIs) across Scotland • Scottish Council for Voluntary Organisations (SCVO) • Voluntary Health Scotland	• Stakeholder Analysis & Map • Analysis of current engagement activity with these groups • Create professionals information pack targeted for carers/caring profession • Develop and disseminate digital assets for websites, Magazine / Website content • Create and disseminate information and other resources to support communities • Develop monitoring process •	• Board • EMT • Comms • Breathing Space Engagement • TSPP	**For voluntary organisations:** Increased awareness and understanding of: • the delivery of the full 111 service including its endpoints • Our Mental health Services – Breathing Space, Mental Health Hub – and onward referral pathway with DBI; Partnership with Police Scotland / SAS • Our digital services including NHS inform, Self-Help Guides, NHS 24 app, digital mental health resources including Web Chat • Our wider services – Health Information Service, Care Information Scotland, Quit Your Way, Cancer Treatment Helpline **For NHS 24:** Increased awareness and understanding by 3rd sector organisations on the range of services we provide, to support education of membership groups including how and when to use them

Housing Associations **Scottish Federation of Housing Associations**	• Develop editorial copy/articles for tenant newsletters • Develop materials for tenant welcome pack for select housing associations • Dissemination and management with stakeholder groups	• Comms • Breathing Space Engagement	Tenants know when to call 111, and the range of NHS 24 mental health and digital services available to them
Libraries **Community Hubs** **Third & Independent Sector Organisations including foodbanks such as Trussell Trust** **Citizen Advice Scotland** **Family Organisations Patient Groups** **Community Face Book Groups**	**For organisations:** • Develop information videos to support upskilling community librarian and other hub workers on our range of services • Provide a range of digital and print resources on our services and how to access them. • Develop editorial copy/articles for tenant newsletters • Develop materials for tenant welcome pack for select housing associations (dependent on numbers) • Provide engagement Sessions with target local organisations on when to call 111 • Develop Community Facebook Group list **For our service users:** • Develop education information videos for our range of service users • Develop a range of digital and print resources promoting NHS 24 services (Guide to Services)	• Board • EMT • Comms • Breathing Space Engagement • TSPP	For organisations: • Support to provide informed information to vulnerable communities they support Increased awareness and understanding of: • the delivery of the full 111 service including its endpoints • Our Mental health Services – Breathing Space, Mental Health Hub – and onward referral pathway with DBI; Partnership with Police Scotland / SAS • Our digital services including NHS inform, Self-Help Guides, NHS 24 app, digital mental health resources including Web Chat • Our wider services – Health Information Service, Care Information Scotland, Quit Your Way, Cancer Treatment Helpline
Minority Ethnic Communities	• Analysis of current engagement activity with these groups • Develop strategy for servicing these groups and detailed plan with objectives that meet prescribed outcomes • Develop evaluation methodology	• Board • EMT • Comms • TSPP	Reduced barriers for Minority Ethnic people accessing NHS services • Communities upskilled to know: when to call 111 - Urgent Care and GP OoH • the additional support available to help them access our services

	• Develop a bespoke range of resources, including education videos to support community capacity building with key organisations • Disseminate Resources • Tailor information to support target audience groups understanding of NHS 24 services, how to access them and when to use community services such as Pharmacy 1st		• wider information on our range of services including digital mental health resources, NHS inform, Self-Help Guides, NHS 24 app, Webchat, Care Information Scotland, Quit Your Way, Breathing Space
Communities where English isn't first or preferred language *** To be fully defined following research and stakeholder analysis exercise*	• Develop an animation on how to access language line through 111 with signposting to NHS inform for further health information • Provide language translation of key health information on NHS inform reflecting top call reasons (COVID-19 info already present): Mental health, Dental and Abdominal Distribute across third sector and partner groups and Equality/diversity leads	• Comms • TSPP	Increased understanding of how to access 111 service Increased accessibility of digital health information
Hearing Loss Community *** Organisations to be fully defined following research and stakeholder analysis exercise*	• Deliver a programme of engagement with BSL users and British Deaf Association (BDA) to identify areas of improvement, promote services and podcast • Create an updated Contact Scotland -BSL- NHS24 Service clip and promote • Promote NHS 24's webchat channel, including Care Information Scotland, NHS inform and Breathing Space • Develop NHS 24's BSL Local Plan 2024 - 2029	• Comms • Breathing Space Engagement • TSPP	Increased awareness and understanding of how to access NHS 24s range of services
Sight loss Community *** Organisations to be fully defined following research*	• Engage with disabled led organisations focussing on supporting people with sensory loss on how to access NHS 24's online and telephone-based services.	• Comms • Breathing Space Engagement • TSPP	Increased awareness and understanding of how to access NHS 24s range of services

and stakeholder analysis exercise	• Promote Relay UK as a means of accessing NHS 24 telephone-based services. Promote Contact Scotland BSL to support Deafblind people accessing all NHS 24 services		
Neurodivergent Communities *** Organisations to be fully defined following research and stakeholder analysis exercise*	• Engage with organisations focused on supporting people with neurodivergence to raise awareness of NHS 24's online and telephone-based services and the support available to use them Promote NHS 24's webchat channel, including Care Information Scotland, NHS inform and Breathing Space	• Comms • Breathing Space Engagement • TSPP	Increased awareness and understanding of how to access NHS 24s range of services

Elected Representative Engagement

As part of our programme of engagement with our wider stakeholder groups, we will also shortly undertake a programme of engagement with our key elected representatives.

The primary aim is to provide elected representatives from local authorities, Scottish and UK Parliaments with a sound understanding of the services NHS 24 provides, and how we deliver these, as well as our ambitions as an employer of choice. The focus in the first instance will be with those whose constituencies or council areas are home to one of NHS 24's contact centre locations as well as key spokespeople.

Work is underway to provide a workshop and briefing sessions with EMT and SMT colleagues. Full details of these and proposed centre visit dates will be provided separately.

Elected Representatives

Action	Detail	Involve	Outcome
Stakeholder Research	1. Target political representatives: background information as discussed including healthcare interests and positions of MSPs and MPs who represent the areas where NHS24 has main contact and local centres. This will also include	Chief Executive Deputy Chief Executive Comms	Provision of background briefing information to help inform and support our programme of centre visits and ongoing engagement activity with this key stakeholder group.

	summary overviews of local authorities in which the centres are located. 2. Scottish Parliament Committees: overview of Scottish Parliament Committees with remits relevant to NHS24, including background information on their membership, interests, and recent inquiries. 3. Tier 1 political representatives: overview and background information including healthcare interests and positions of all relevant Scottish political party spokespeople, and a summary overview of their key political researchers and advisers. 4. Health & Social Care Partnerships: summary overview of each of the 31 Health and Social Care Partnerships in Scotland including information on their key health targets and lead agencies within each Strategic Plan		
SENIOR MANAGEMENT TEAM WORKSHOP	Elected Representative Workshop • 90 minute workshop with key members of NHS 24 senior management team. • Session focus on ensuring SMTs understanding of key-takeaways of our elected representatives from the centre visits.	SMT / EMT	Upskilling session focused on ensuring SMT's understanding of key-takeaways of our elected representatives from the centre visits, and how to make the most of each session
EXECUTIVE MANAGEMENT TEAM BRIEFING SESSION	NHS 24 Executive Management Team Briefing Session. To include overview of: • session delivered to SMT • Stakeholder Research being undertaken calendar of activity to support centre visits	Board EMT	Detailed briefing session to support centre visits and ongoing engagement with this stakeholder group
CENTRE VISITS	A series of visits to support relationship building with elected representatives at local authority, Scottish and UK level, with a focus in the first instance with those whose constituencies or council areas are home to one	Board EMT Service Delivery N&C	Opportunity to engage and educate these stakeholder groups on: • The delivery of the full 111 service including its endpoints

		Medical Comms	• Our Mental health Services – Breathing Space, Mental Health Hub – and onward referral pathway with DBI; Partnership with Police Scotland / SAS • Our digital services including NHS inform, Self-Help Guides/NHS24.scot, NHS 24 app, digital mental health resources including Web Chat • Our wider services – Health Information Service, Care Information Scotland, Quit Your Way, Cancer Treatment Helpline, Special Helplines • NHS 24's role as a strategic partner
	of NHS 24's contact centre locations plus Health Spokespeople The desired outcome and key objectives are to create a strong network of relationships with key elected representatives, that supports and promotes knowledge and understanding of the services NHS 24 delivers as well as our ambitions as an employer of choice within individual constituencies and local authority areas. **Main Centres** ○ Lumina (HQ), Hillington, Glasgow ○ Aurora House, Clydebank, Glasgow ○ Caledonia House, Cardonald, Glasgow ○ Norseman House, Ferrymuir, South ○ Queensferry ○ Caledonian House, Greenmarket, Dundee ○ Aberdeen, Aberdeen Royal Infirmary, Aberdeen **Local Centres** ○ King Duncan House, Inverness Royal Infirmary, Inverness ○ Ayrshire & Arran, Crosshouse Hospital, Kilmarnock ○ Dumfries & Galloway, D&G Royal Infirmary, Dumfries		