

**NHS 24
BOARD MEETING****29 AUGUST 2024
ITEM NO 12.2
FOR ASSURANCE****KEY POINTS OF THE STAFF GOVERNANCE COMMITTEE HELD
ON 1 AUGUST 2024****Executive Sponsor:** Committee Chair, Mr Alan Webb**Lead Officer/Author:** Deputy Chief Executive/Director of Workforce, Dr Jacqui Hepburn**Action Required:** The Board is asked to note the key points for assurance from the Staff Governance Committee meeting held on 1 August 2024.**1. Purpose of the report**

This report provides the NHS 24 Board with an update on key issues arising from the Staff Governance Committee meeting held on 1 August 2024 at 10am, via MS Teams.

2. Recommendation

The NHS 24 Board is asked to receive and note the key points outlined.

2.1 Attrition Deep Dive

The Committee had been presented with key findings in relation to the recent deep dive. The Committee had been asked to note progress made so far in relation to reducing attrition and note the progress which had taken place in relation to the Attrition Improvement Plan. The Workplan would continue to be progressed by a working group and a quarterly update would be provided to the Staff Governance Committee. Areas of interest highlighted included:

- Attrition continued on a downward trend which in turn meant NHS 24's vacancy factor had decreased.
- Attrition had been embedded within the Cultural Dashboards and also the Culture and Wellbeing Action Plans.
- Internal promotions increased.
- The stability index for Call Handlers had increased meaning more staff were now staying beyond 12 months than previously reported. There had been little movement regarding Clinical Supervisors.

- Top reason for leaving NHS 24 continued to be New Employment elsewhere within NHS Scotland.

2.2 Cultural Alignment Programme: Year One Update

The Committee considered the presentation 'Culture Programme Update' presented by Ms Macaulay, Culture Change Manager. The Committee noted the extensive commitment made to ensure the programme had been rolled out successfully.

The main areas of focus were:

- Embedding Values.
- Leadership and Management.
- Diversity and Inclusion.
- Attraction and Resourcing.
- Staff Engagement.
- Health and Wellbeing.

To ensure improvement in NHS 24's culture is owned and driven at all levels across the organisation, each directorate developed a Culture and Wellbeing Action Plan.

The actions allow for staff contribution and feedback, taking a "top down-bottom up" approach to culture improvement. To ensure strategic oversight and accountability, quarterly reporting on progress is directed through the Staff Experience Steering Group.

2.3 People Services Overview

The Committee considered the paper 'People Services Overview' presented by Ms Gordon, Head of People Services. Committee members noted the amount of progress achieved by the team during the previous 12 months which had focused on:

- Attendance Management
- Employee Relations Case Management and Mediation
- Line Manager Training
- Partnership Working
- People First Implementation
- Once for Scotland Policy Implementation and Representation
- New Discretionary Points Process
- Reduced Working Week

The Committee noted the development of an action plan for 24/25 which included:

- Implementation of a centralised Case Management system that will feed culture dashboard and ensure managers are informed creating accountability.
- Invest in Chatbot technology to respond to enquiries.
- Establish a suite of Case Management KPI's.
- Roll out the next tranche of Once for Scotland Policy in Partnership.
- Support the Digital and Service Transformation Programmes
- Leverage digital technology to create profiles to allow improved decision making and support organisational performance.

2.4 Post Implementation Shift Review Benefits and Realisation

The Committee considered the paper 'Post Implementation Shift Review Benefits and Realisation' paper. The paper highlighted the Shift Review programme had been embedded into Business As Usual therefore the preferred option scenarios within the outset for Call Handlers, Team Managers and Senior Charge Nurses from the business case had now been implemented. The Service Delivery Senior Management Team would manage ongoing monitoring of the operational benefits, with updates from the shift review evaluation team reporting to SD SMT.

2.5 Annual Committee Self Effectiveness Survey: Results

The Committee considered the paper 'Annual Committee Self Effectiveness Survey Results' presented by Dr Hepburn, Deputy Chief Executive and Director of Workforce. Committee members noted that improvements had been made across all indicators. An updated Action Plan would be developed and presented to the Committee at the November meeting.

2.6 Healthcare Staffing Programme

The Committee considered the paper 'Healthcare Staffing Programme' presented by Mr Moore, Director of Nursing and Care, noting:

- The ongoing work to ensure monitoring and compliance with the legislative requirements of the Health and Care (Staffing) (Scotland) Act 2019.
- The improvement actions in train that will strengthen systems and processes further and ensure progress towards substantial assurance for all relevant duties.
- The requirement to submit quarterly reports to Healthcare Improvement Scotland and to receive feedback from them regarding any further improvement actions.