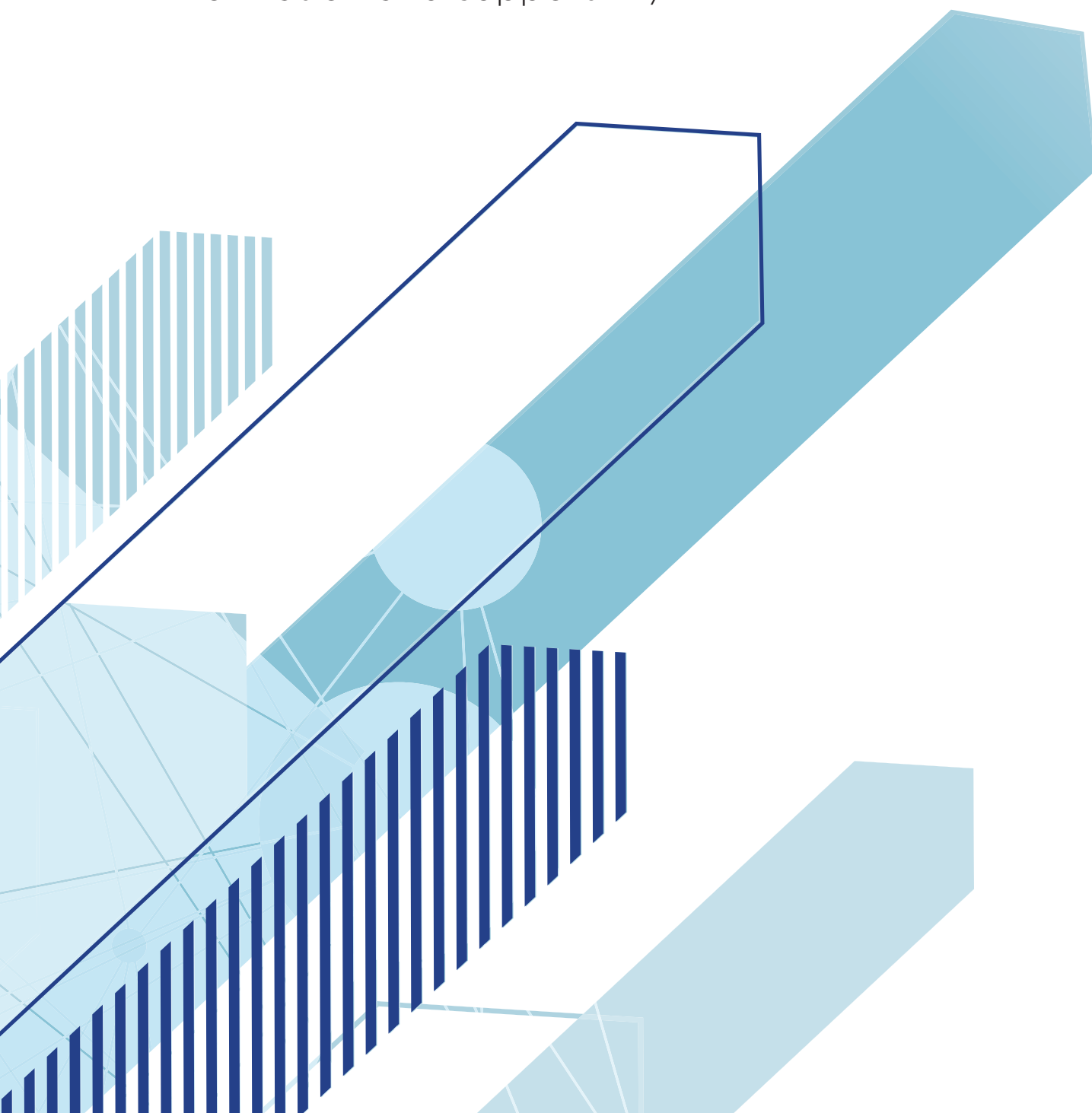




Our Strategy 2017-2022

Helping to deliver a healthier
Scotland by connecting people
to health and care advice,
information and support 24/7



Our Strategy 2017-2022

Contents	Page
Foreword (Chair and Chief Executive)	2
Overview	3
Our Purpose	4
Our Strategic Objectives	5
Our Delivery Principles	6
Our Current Services	8
Our Key Successes	9
Making it Happen – Our Key Priorities	10
Sustaining Improvement, Measuring Impact	16
Conclusion	16

1. Foreword

NHS 24 is best known for the delivery of our 111 service, and this is at the forefront of delivering safe and effective urgent care and support to the public when GP practices are closed. We also deliver a range of other urgent care and scheduled services, which support partner NHS Boards.

We develop and deliver a range of digital services, which add value to the health and wellbeing landscape across Scotland.

As a national organisation, NHS 24 has a unique opportunity through its infrastructure to align itself more closely with primary care in response to a number of drivers including Health and Social Care Integration, the programme of work to Transform Urgent Care, and national strategies such as the National Clinical Strategy.

We have three strategic objectives:

- Supporting people to live longer, healthier lives
- Aligning with national health and care strategies
- Building a stronger organisation

Our delivery principles will underpin everything we do, reliably supporting the whole health and care system 24/7. The services we deliver will meet the needs of the public and our partners through meaningful engagement and robust evaluation.

We have much to do, and across the organisation there is an appetite for positive change. Our key priorities highlight activities which will enable us to maximise our contribution to a high quality, sustainable health and care system in Scotland.

We are very excited by the possibilities and opportunities presented in our strategy the delivery of which will continue be shaped by views from the public and our partners.



Esther Robertson
Chair
NHS 24



Angiolina Foster
Chief Executive
NHS 24

2. Overview

NHS 24 is the national contact centre organisation for NHSScotland and is responsible for providing a range of telehealth services to people across Scotland. NHS 24 also supports and facilitates developments in telehealth and telecare to improve the health and wellbeing of the population.

Delivery of safe, effective and person centred care to the people of Scotland is the absolute priority for NHS 24.

Our services are delivered across a range of channels including telephone, online, web chat, text, email and social media, on a ‘Once for Scotland’ basis to complement the face to face delivery of NHSScotland’s health and care services. Our strategy is aligned with the Scottish Government’s 2020 Vision for health and social care which is that:

By 2020 everyone is able to live longer healthier lives at home, or in a homely setting. We will have a healthcare system where we have integrated health and social care, a focus on prevention, participation and supported self-management.

When hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm. Whatever the setting, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions.

There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate with minimal risk of re-admission.

The Scottish Government has identified a Route Map¹ to achieving the 2020 Vision, which has a Triple Aim at its core. Our strategy encompasses that Triple Aim of:

- *Quality of care*
- *Health of the population*
- *Value and financial sustainability*

In delivering against the triple aim, NHS 24 will work with the wider NHSScotland, Social Care, Voluntary and Independent sectors, and the public to ensure that our capability is appropriately focussed on supporting and delivering services. NHS 24 has the potential to make a significant contribution to health inequalities by means of the free, easy-to-access nature of its service delivery model.

We take seriously our commitment to the 2020 Workforce Vision and will firmly embed the NHSScotland Values² across our organisation.

Our organisation is ready to rise to the challenge of delivering services differently, with the needs of the public at the heart of everything we do; in service design, development, improvement and evaluation.

¹ Route Map to the 2020 Vision for Health and Social Care, Scottish Government, May 2013
² <http://www.staffgovernance.scot.nhs.uk/improving-employee-experience/2020-workforce-vision/>

3. Our Purpose

Helping to deliver a healthier Scotland by connecting people to health and care advice, information and support 24/7

4. Our Strategic Objectives

There are three main themes to our strategic objectives over the next five year period:

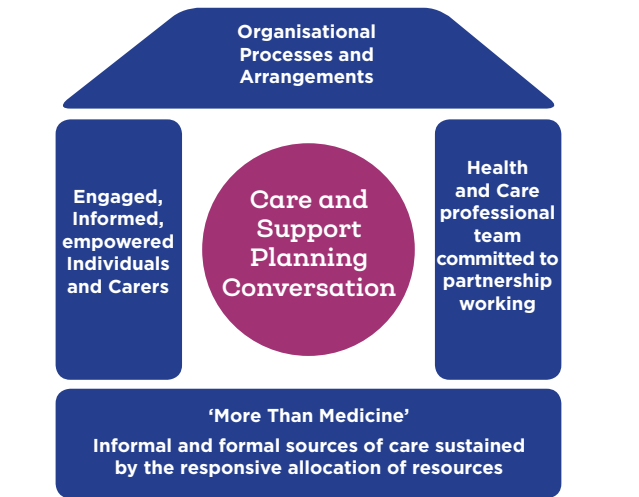
Supporting people to live longer healthier lives

The Scottish Government's 2020 vision outlines 'We will have a healthcare system where we have integrated health and social care, a focus on prevention, anticipation and supported self-management'. We know that people are living longer, and that the prevalence of people living with long-term conditions is significant; 46% of adults (aged 16 or over) have at least 1 long term condition³.

We will identify and support the introduction of new digital services and apps to support the self-management of health and wellbeing for people with long term conditions, building on the work we are progressing in home and mobile health monitoring, digital telecare and video enabled services.

A number of our Scheduled Care Services have been established with the aim of providing advice and self-care support in order to avoid the need for hospital attendance and to enhance the patient journey by providing the right care, at the right time.

Our ambition is to extend our services to support Scotland's House of Care model⁴ by giving the public more choice through the availability of relevant quality assured information and resources, and ensuring our decisions about people who make contact with our service are based on 'what matters to them'.



House of Care Model

Alignment with National Healthcare Strategies

Our staff deliver a high quality Unscheduled Care Service to approximately 1.5 million callers every year. We will, in helping to deliver the outcomes of the National Clinical Strategy⁵, extend our multi-disciplinary team working approach to include Pharmacists, Allied Health and Mental Health Professionals.

NHS 24 will support Health and Social Care Integration⁶ through delivery of national technology based services for Scotland. NHS 24 could have a role in extending its remit to local authorities and delivering services which meet the urgent care needs of those within the care system.

NHS 24 has a vital role in delivering services to support new models of urgent care as identified within Professor Sir Lewis Ritchie's independent review of the Primary Care Out-of-Hours Service in Scotland. NHS 24 is already discussing with partner Boards and Health and Social Care Partnerships how we can shape our future role and remit to support these national programmes.

Our multi-disciplinary focus extends to our contribution to Prescription for Excellence, the National Pharmacy Strategy and the emerging Mental Health Strategy for Scotland.

Building a stronger organisation

NHS 24 is on a journey to build a stronger organisation and working with the public and stakeholders will be key in helping us deliver our future remit and purpose. Our strategy helps us to plot the path to success and prioritise what we can do in support of the 2020 vision.

We will work hard to ensure that our organisation has the solid foundations on which to deliver a gold standard service to the population. We will ensure our staff have the skills and capabilities to deliver services across multiple channels, expanding the service offering beyond the telephone. Our internal vision will be underpinned by our values and organisational culture.

³ Chief Medical Officer's Annual Report 2014-15 'Realistic Medicine'
⁴ <http://www.gov.scot/Publications/2016/02/8618/7>
⁵ <http://www.gov.scot/Resource/0049/00494144.pdf>
⁶ <http://www.gov.scot/Topics/Health/Policy/Adult-Health-SocialCare-Integration>

5. Our Delivery Principles

1. Virtual and public facing

We will utilise to best effect, our contact centre capability during the day and out-of-hours period. Our infrastructure and technology will provide the backbone to delivering safe and effective services. Our services will provide a first contact option for advice, information, support and care, as well as direct access for urgent medical care, and other health and social care services.

2. Multiple channels and technologies

Using appropriate technologies, we will offer safe and effective channels for the delivery of health and care services to the public. Our intention is to provide advice, support and care across a range of digital channels, including; telephone, web chat, social media, email, video conference, and sms/messaging.

3. Serving everyone in Scotland according to their need

We will take all reasonable steps to provide the public, patients, their carers and families with equality of access to our services. Our aim is to provide an inclusive service free from barriers and disadvantage. To support our aim we will work with communities and their representatives to achieve equality of access for the people of Scotland.

We will work in partnership with other Health Boards to provide appropriate access to services across Scotland, including vulnerable and disadvantaged groups and those within remote and rural locations. We will continue to tackle health inequalities, arising as a consequence of individual socio-economic status.

A key principle is our approach to designing, developing and delivering our services in partnership with our public, patients and partners.

4. Supporting the whole health and care system

We will deliver person-centred services which provide the best outcome for the public at that point in time. Our services will be developed in partnership with the public and our stakeholders, and will be monitored and evaluated to ensure we continue to add value across the health and care system. We will provide an environment in which to carry out 'tests of change' in a protected setting.

5. Delivering services 24/7

We will deliver services which make the most effective use of our resources and capability 24/7. We will deliver health and care services during the day, as well as during the out-of-hours period. We are working on a range of initiatives, which will enable us to test this approach with our partners and key stakeholders.

6. Supporting self-management

We know that meaningful promotion of wellbeing with the public improves health outcomes overall. Our focus will build individual and collective confidence of people to self-manage, particularly for the increasing population with one or more long-term conditions, e.g., diabetes. Using language that is understandable and devices that are familiar, and working in partnership with our partners and public, we will signpost to locally based, self guiding advice. Examples of this include our Home-based monitoring service which can help improve quality of life, prevent avoidable hospital admissions, assist with an earlier hospital discharge and enable patients to feel more in control of their health condition. It also gives our public a central role in the management of their condition.

7. Best value and sustainability

We are committed to adding value to the health and care system across Scotland and delivering services as efficiently and effectively as possible. Our out-of-hours model of care is well established and adds value to those who use our service, but there is always room for improvement. We are reviewing the way in which we deliver our services in conjunction with our public and partners, to further strengthen our service model. Through more efficient utilisation of our capability during the day we are seeking to further expand our offer of support to the health and care system to ease pressure and reduce demand on local systems. Evidence and data underpins everything we do.

As a national organisation we are data rich, we receive almost 5 million patient and public contacts to our services every year and record every call that comes into our 111 service. We will use that data and the other demographic information available to us; including the Scottish Index of Multiple Deprivation to create compelling, evidence based business cases to support change and drive service redesign.

8. Strong and supported workforce

NHS 24 will be an inclusive and welcoming place to work. We will further develop our workforce to be available, adaptable and affordable to meet the needs of the services we offer. We recognise that the biggest opportunity we have to reshape the workforce for the future lies in developing the skills of the current workforce. Our aim is to have in place the right skills and roles to enable us to enhance the services we offer. This will ensure we have the right blend of clinical and support staff to deliver safe, effective and efficient services.

NHS 24 aims to become the employer of choice for Scotland's citizens, attracting the best staff with a range of skill sets to deliver a service our family and friends are proud of. In line with the Values NHS 24 will demonstrate a commitment to openness and transparency that is responsive to the needs of staff, engaging with them effectively and recognising our frontline staff as ambassadors of the service.

6. Our Current Services

111

NHS 24 has been providing a national Unscheduled Care service since 2004. This service handles approximately 1.5 million calls per annum. During the out-of-hours period⁷ patients who require urgent medical attention are triaged and directed to the most appropriate point of onward care within their own area.

In 2014 we successfully moved to the new free phone telephone number 111. This ensures access to our unscheduled care service is easy to remember, and free to call from landlines and mobiles, helping to reduce inequalities for the people of Scotland.

We increasingly operate a multi-disciplinary team approach, involving a range of clinical skills to ensure that the public get access to the best health care professional to manage their care efficiently and effectively.

The 111 service also delivers the Cancer Treatment Helpline. Patients receiving treatment for cancer, can call our service if they are experiencing symptoms which are out with the expected side effects of their treatment. This line is available to patients at all times throughout the year. It aims to recognise acute illness related to their treatment and direct patients to the best place to appropriately support their needs. This service has been developed with all NHS Boards and outcomes include referral to hospital oncology units, next day call back or self care advice.

Health Information

We deliver a growing range of health and care digital services. Last year, we handled almost three million contacts to the service via online, web chat, text, social media and the telephone. Our services are developed and delivered in line with the needs of the public, captured during consultation.

We are currently undergoing a significant programme of redesign across many of our services, which will deliver benefits from 2017 and beyond. Care Information Scotland has been redesigned to support all carer groups and we have increased access via a range of alternative channels including web chat.

We have also developed and are planning to embed our personalisation tool across all our websites. This supports personalised access to our range of content and will give service users the chance to select content relevant to them, which can be shared, printed, and saved. Our Self Help Guide has been redesigned and is aligned to the clinical service offered via 111.

Scheduled Care

We have in recent years developed a range of scheduled care (in-hours) services to support patients and colleagues in partner health boards across Scotland. We deliver a first level of triage which signposts patients to self-care, advice, or information.

Dental

This service delivers advice and support on dental health and dental services to the people of Scotland during the out-of-hours period. There are around 7,000 calls per month to this service. Patients who contact NHS 24 with dental symptoms are assessed by Dental Nurses, the Scottish Emergency Dental Service (SEDS) booking Hub then direct the patient to the relevant dental care pathway.

Breathing Space and Living Life

Breathing Space is a free, confidential phone and web based service for people in Scotland experiencing low mood, depression or anxiety. This service receives over 6000 calls per month.

Breathing Space offers listening, and signposting service for people experiencing low mood, depression or anxiety about issues such as family and relationship difficulties. The service aims to give people support to help improve their present situation and so prevent the development of more serious problems. Breathing Space also has an important role in helping the partners, friends and family members of people experiencing difficulties associated with depression.

NHS Living Life is an NHS 24 telephone service offering Cognitive Behavioural Therapy (CBT) and Guided Self-help (GSH) using a CBT approach. Cognitive Behavioural Therapy is an evidence based approach to help treat a wide range of emotional and physical health conditions in adults, young people and children. CBT looks at how an individual thinks about a situation and how this affects the way they may behave. It highlights how an individual's actions may affect how they think and feel. The therapist and client work together in changing the client's behaviours, or their thinking patterns, or both of these.

Innovation and Technology Enabled Care

We provide a range of consultation and support services to increase the use and benefits of new technologies within new or in the redesign of existing services. This includes home and mobile monitoring devices for specific health conditions e.g. using mobile phones to support glucose monitoring for people with diabetes or falls detectors to respond quickly to an emergency.

We also have the ability to effectively utilise our video conferencing functionality to enable more convenient and accessible consultations between health and care practitioners and the public/ patients and carers preventing avoidable hospital admissions.

We are also exploring the benefits of innovations such as wearable devices and digital apps for the public and services.

7. Our Key Successes

Consistently delivering safe and effective services for the population of Scotland in the out of hours period.

Development of the range of digital health and care services provided across a range of channels to meet the health and wellbeing needs of patients and the public.

Development of our Scheduled Care model which directly supports delivery of services locally across our partner NHS Boards.

Successfully supporting our population with low-moderate mental health needs through our Breathing Space service.

Identifying, developing and introducing new technology opportunities for health, care and 3rd sector services.

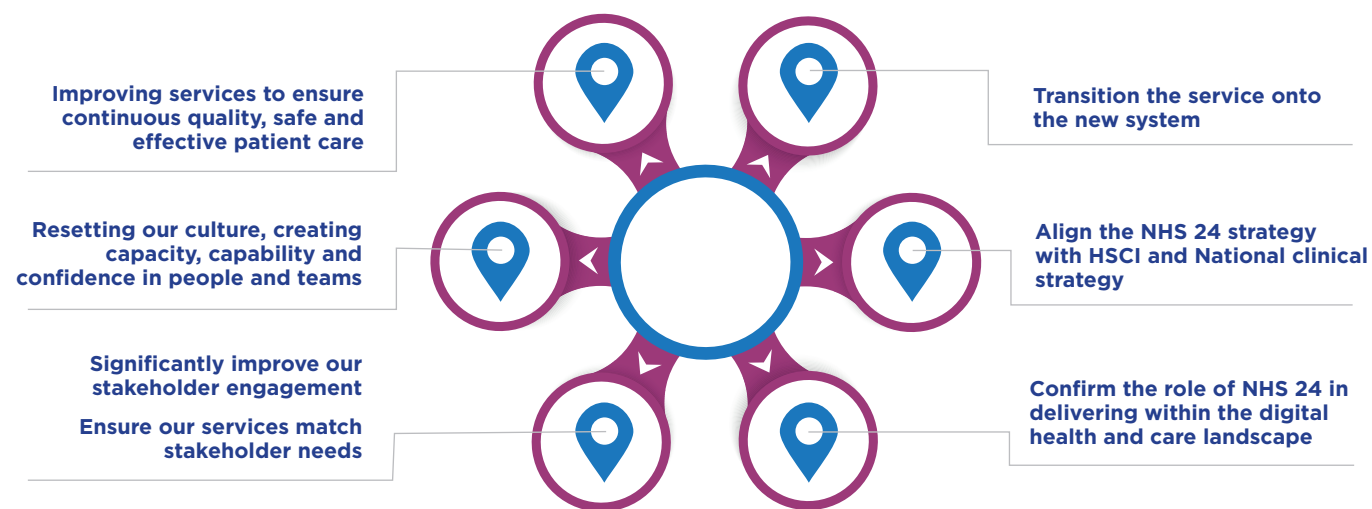
⁷ Out-of-hours period: 6pm - 8am Monday to Friday, during the weekends and public holidays

8. Making it Happen – Our Key Priorities

NHS 24 has a solid foundation on which to expand a sustainable and relevant digital health and care service which meets the needs of both the public and our partners. In reaching our ambitions, NHS 24 is about to embark on a programme of organisational change which is underpinned by the key priorities highlighted in the model below.

Our Organisational Improvement Programme will see NHS 24 develop and improve its services over the

next 5 years and beyond, recognising the potential to develop the existing capacity of our infrastructure and capability of our clinical triage system on a 24/7 basis. Through greater collaboration with our partner organisations and specifically the Scottish Ambulance Service, NHS 24 can offer alternative access routes to support the overall aim to reduce the current pressure across service in health and social care in Scotland. This is an ambitious programme for NHS 24 and our key priorities set out how we will make that happen.



Improving services to ensure continuous quality, safe and effective patient care

Modernising and Improving Our Services

NHS 24 is embarking on a full review of efficiency and effectiveness across its services. This includes working collaboratively to determine the role of NHS 24 in integrating with the range of local health and social care services. This will also include closer working and joint planning of service delivery with the Scottish Ambulance Service and our other key partners.

This change programme will involve reviewing the entire range of referral routes and processes which NHS 24 and our key partners currently use. NHS 24 is committed to making an assessment of how our national contact centre capability and capacity could be more effectively used to support demand management and service delivery across primary and secondary care in-hours.

Digital Services

NHS 24 delivers a range of digital products and services. These are developed with a 'Once for Scotland' approach aimed to encourage a digital first choice for health and care services. Our approach to the delivery of digital services:

- **Discovery;** we work with the public and stakeholders to gather insights which allow us to develop services which are relevant, appropriate and sustainable.
- **Data;** we will make extensive use of the data available across all our services and channels to inform the development of our products and services.
- **Development;** our content and technology experts support the design, development, test and delivery of our products and services.
- **Delivery;** our model of evaluation ensures that the services are routinely reviewed with the public and stakeholders to ensure our products and services remain fit for purpose.

Innovation and Technology Enabled Care

Technology solutions are developing rapidly across the world, and Scotland is recognised as a world leader in the field. NHS 24 will identify, assess and introduce those which appear to offer value and benefit 'at scale' to our public sector health and care environment in Scotland.

Mental Health Services

The Scottish Government has released its new Mental Health Strategy in which NHS 24 has a key role to support, particularly within the out-of-hours period. NHS 24 is reviewing its provision of these services, and will seek to engage with the public and stakeholders, to ensure an effective and appropriate model is designed and developed to meet the needs of our population.

We already have a strong Public Partnership Forum made up of volunteers from the public who help shape our services, and their ongoing commitment and contribution is extremely valuable.

We are working collaboratively this year with a number of partners to drive change and improvement for the people who use our services, including NHS Grampian, NHS Lothian, NHS Lanarkshire, NHS Forth Valley and Inverclyde Health and Social Care Partnership. We will continue to strengthen links with all our partners across health and social care as we redesign and develop our services.

We are working with Scottish Government and our key partners to develop a range of initiatives which support service improvement and redesign of our services, including:

Significantly improve our stakeholder engagement

Ensure our services match our stakeholder needs

Stakeholder engagement is integral to delivering our ambitions and supporting our strategic vision and Organisational Improvement Programme. A single integrated approach to public engagement and insight gathering is crucial. We are clear that our public and stakeholders are 'front and centre' of our approach to developing, enhancing and delivering sustainable services.

Supporting GP Practices by delivering a national GP triage service which will help locally delivered services create capacity for those who require face to face consultations.

Introducing a national Speak to Doctor model of care: a service which will offer an improved patient experience and will reduce demand on local services both in-hours and out-of-hours.

Enhancing our nursing model with Advanced Nurse Practitioners. This development will provide an additional level of nursing expertise to enhance the patient experience and to lessen demand on local services both in-hours and out-of -hours.

Improving Pathways: as part of our Organisational Improvement Programme we will review pathways across all our services, in conjunction with our public and key partners to deliver meaningful and appropriate services in a way which meets their needs.

We will build our capacity for effective stakeholder engagement and embed this collaborative approach as we design, develop and deliver our services.



Transition the service onto the new system

A phased approach to the implementation of our new telephony and technology platform has commenced. The platform is designed to improve patient safety and reduce risk. It will improve the patient journey and enhance the experience of the people who use our services. The opportunities which the new technology will bring will enable NHS 24 to broaden the scope of its current model of care from managing unscheduled care presentations to a more preventative approach to demand management. We are a data rich organisation and we will use the data from across our services to inform, shape and improve our services as a matter of routine.

Align the NHS 24 Strategy with Health and Social Care Integration and the National Clinical Strategy

NHS 24 has a key role to play in supporting the National Health and Social Care Delivery Plan and key strategic ambitions of NHSScotland, including the National Clinical Strategy. Our own strategy is fully aligned to these ambitions, specifically in helping patients to be better informed in managing their own care, as a primary route for patients and public to access urgent and unscheduled care easily and effectively, and working collaboratively to shift the delivery of care from an acute to a primary care or community setting.

Health and social care integration is being progressed across Scotland and a number of Boards are already aligning the integration of service delivery with technology solutions. The focus on person-centred care and enabling people to have more control over their own health and care and be involved in decisions which affect them, is being supported by NHS 24's digital service provision. NHS 24 has a key remit to support proactive management of health and wellbeing and will take forward a number of 'tests of change' which will strengthen and extend this remit beyond the current out-of-hours service provision for which it is known.

Supporting Primary Care

There are a range of changes that will support transformation of primary/community care, such as the move to integrated health and social care from April 2016, and the development of the new GP contract in April 2017. The National Clinical Strategy seeks to build a greater capacity in primary care, centred on practices, by increasing the adaptation of technological solutions to increase access and improve decision making, and by developing newer, extended, professional roles within primary care.

NHS 24 will offer alternative solutions, using modern technology and an enhanced clinical workforce to best effect, which will provide people with faster access to services, see them more rapidly when they are unwell, and disrupt their lives less through a reduction in the need to travel to access help and support.

The National Clinical Strategy also describes the advances that can be made by harnessing technology – with particular emphasis on digital technology, both for clinicians and patients. It recognises that digital technologies have enormous potential to provide training and clinical decision support, to support standardisation of processes and to improve safety and self-management. NHS 24 will continue to develop its digital advice and support services, such as NHS inform, and its range of digital services to patients including computerised cognitive behaviour therapy, and explore opportunities to link data and information more easily to improve care and advice for patients.

Transforming Urgent Care

The NHS 24 strategy is an important element in helping to transform urgent care in the future. Working collaboratively with our health and social care partners, NHS 24 will contribute to improving urgent care, by helping the public, carers, their families and health and care professionals to access the correct service, make the right decision, at the right time, using the right information.

NHS 24 will support this by offering a citizen-friendly, "navigation-free" access route into health and social care services. If the NHS 24 infrastructure and capabilities were to be deployed in this way, we will achieve simplified access for service users at the same time as reducing pressure on overstretched parts of the system.

We will continue to work with our partners in the development of Urgent Care Centres across Scotland, and enhance the support we offer both in and

out-of-hours in responding to unscheduled and urgent care, developing our own workforce and skills, enhancing the use of technology in delivering services, and working collaboratively to improve pathways and access to care.

Mental Health Service Development

A major component of most underlying physical illness and a challenge by itself are mental health problems. NHS 24 provides the national Breathing Space service and currently deals with over 80,000 mental health calls per year. Mental health is one area where the appropriate use of technology can significantly improve the wellbeing of patients. From the acute interventions over the telephone, through to the provision of computerised cognitive behavioural therapy, NHS 24 is already playing a role in supporting equity of access for patients. However, we could contribute more through the expansion of existing services and the development of new services guided by the priorities emerging from locality planning activities and the Scottish Government's emerging new Mental Health Strategy. We are committed to reviewing our own mental health service provision to be able to respond clinically and appropriately to different levels of need and we aim to increase our specialist nursing capacity to support increased equity of care for patients experiencing mental health problems.

Confirm the role of NHS 24 in delivering within the digital health and care landscape

We know that in delivering sustainable services, we need to broaden the routes to health and care services through a multi-channel service model where it is safe and effective to do so.

- **In 2016, 8 in 10 households in Scotland (84%) have access to the internet**
- **70% of the population have smartphones**
- **6 in 10 households own a tablet and it is the most important device for accessing the internet in Scotland**
- **Internet users in Scotland spent 20.9 hours/week on the internet**

Ofcom Communications Market Report, August 2016

Our key aims and principles in supporting a digital approach, given the expanding use of technology by our public generally, are to:

- Enhance the skills and capabilities of our workforce to meet the demands of a multi-channel service model.
- Engage with our public to ensure our products and services meet theirs and our stakeholders' needs.
- Use data to inform the development and design of services both internally and to support national initiatives. Our data spans all channels, including telephone, online and social media and we will exploit this data to ensure it is utilised in a way which informs decisions as a matter of course.
- Support an agile approach to responsive product and service design.
- Redesign pathways of care and use digital technologies to enhance the user experience.
- Establish NHS 24 as a national digital platform. The aim of the platform will be to enable the transfer of data recorded on remote monitoring devices, into public sector health and care systems, that can then be utilised to enable self care and supported care management.
- Embrace an improvement ethos to ensure that products and services are subject to ongoing evaluation to ensure they remain fit for purpose.

We recognise that our digital first approach will have some limitations for those who do not choose to access services in this way, and we will continue to provide telephone access as a means of contact with our services.



Resetting our culture, creating capacity, capability and confidence in our people and our teams

NHS 24 has embarked on a programme of organisational improvement aimed at helping build a stronger organisation for the future. Our aim is, that by 2020, we will be a gold standard service which the public, our partners and our people understand and cherish.

The public

All of our services will be developed in partnership with the public to ensure that we design and develop services which are accessible, fit for purpose and sustainable. We will engage in a ‘what matters to you?’ conversation using a range of tools and techniques to capture insights which will help to inform our service model. We are a listening and learning organisation, and we welcome feedback on the services we provide.

Our staff

Our senior team will provide effective leadership to ensure that everyone’s contribution is valued, enabling our services to evolve and flourish for the benefit of the people of Scotland.

Our staff, who will act as partners in the delivery of services, will be key to our engagement approach. We recognise that our people are closest to the care of the population and have a key role in helping to shape our provision of services. We will engage with our staff in a way in which each and every member of staff feels valued, and has the opportunity to make a contribution to ensure that the services we deliver are of gold standard.

Our Partners

Engagement with our partners will ensure that NHS 24 develops services which effectively support their needs in delivering health and social care, specifically, our partner NHS Boards, Health & Social Care Partnerships and the Scottish Ambulance Service (SAS).

The diagram opposite summarises our key priorities across the next 5 years as we deliver this strategy. Each year we will produce a detailed plan and ensure we are able to demonstrate success and improvement as we take forward this transformational programme.

OUR PURPOSE

Helping to deliver a healthier Scotland by connecting people to health and care advice information and support 24/7

OUR PRIORITIES

Improving our services for patients

Engaging with our stakeholders

Implementing new technology

Aligning with national strategies and support health and social care delivery

Resetting our culture, building capacity & capability

Developing digital services and delivery

MAKING IT HAPPEN

In delivering our strategy through our Organisational Improvement Programme, we will:

- Review the efficiency and effectiveness of all our services, engaging with our patients, partners, public and people to design, deliver and develop services they need and build capacity and capability to deliver services 24/7
- Develop our range of digital services to help patients manage their own care more effectively and access care, advice and support easily
- Work with NHS Boards to support the transformation of primary care and specifically, develop support for sustainable GP practices with in-hours triage
- Enhance our clinical decision support through our national Speak to Doctor service supported by Advanced Nurse Practitioners
- Work closely with the Scottish Ambulance Service and key partners in health and social care to strengthen our approach to triage and the development of a multi-disciplinary response to unscheduled and urgent care
- Fully implement our new technology system by the end of 2017 and, through our Model Office partnership with NHS Ayrshire & Arran, redesign how we work as a service and develop pathways to care for patients
- Redesign our mental health services, enhancing our specialist clinical nursing capacity
- Support the modernisation of outpatient services, developing telephone assessment for review appointments and a single patient reminder service
- Invest in our workforce to build capacity and capability in and out of hours and build confident teams and new opportunities across all our services
- Deliver Best Value to the people of Scotland, ‘Once for Scotland’, and support the delivery of integrated health and social care locally, regionally and nationally

9. Sustaining Improvement, Measuring Impact

Improvement and evaluation of our services is critical to the continual development of our organisation and in collaboration with our public and partners.

We will assess our performance systematically through our programme of measurement and evaluation, with a focus on demonstrating quality improvement and impact for all our services. We will collaborate with others to make use of improvement methodology and will ensure that the learning from this is embedded in our practice as routine.

We will work with our stakeholders to review and define how we measure the difference that NHS 24 makes to patients, public, our people, partners and the delivery of integrated health and social care.

10. Conclusion

NHS 24's five year strategy embraces the opportunity to deliver an invaluable service to the population of Scotland. In supporting the national vision and strategic direction for health and social care, we will be an organisation known for supporting people to live longer, healthier lives, and our delivery model will add value to our partners and public.

Our staff will play a vital role in delivering services across a range of channels, designed and developed with our public 'front and centre'. Evaluation of our services will be embedded in the way in which we deliver our services.

Our Plan 2017/18 provides more detailed information on our key actions and activities.

Our Plan will be reviewed on an annual basis to ensure that we continue to work towards our five year strategy set out here.

Glossary

Telecare is the term for offering remote care of elderly and physically less able people, providing the care and reassurance needed to allow them to remain living in their own homes.

Infrastructure is the basic physical and organisational structures and facilities (e.g. information technology) needed for the operation of the organisation or the underlying foundation or basic framework.

Socio-economic status (SES) is commonly conceptualised as the social standing or class of an individual or group. It is an economic and sociological combined total measure of a person's work experience and of an individual's or family's economic and social position in relation to others, based on income, education, and occupation.

Demographic information refers to the statistics that describe a population and can be used to segment that population into different groups. Examples of demographic information include age, gender, race, income, marital status, employment status, nationality and political preference.

Transition is the process or a period of changing from one state or condition to another.

Agile relating to or denoting a method of project management, used especially for software or technical development, that is characterised by the division of tasks into short phases of work and frequent reassessment and adaptation of plans.

Scottish Index of Multiple Deprivation
<http://www.gov.scot/Topics/Statistics/SIMD>

Cognitive behavioural therapy (CBT) is a talking therapy that can help you manage your problems by changing the way you think and behave. It's most commonly used to treat anxiety and depression, but can be useful for other mental and physical health problems.

Tests of Change – this cycle involves four elements of testing; planning the test, trying it out on a small scale, analysing the results, and then acting on what is learned.

Deliberate **channel shift** is the design and marketing of effective and efficient channels because they are the most appropriate channels for the type of contact, customer and organisation in question. Channel shift forms one part of an overall channel strategy.

Digital is a new way of doing business. It reflects an approach to the way in which we engage with our public, patients and partners to understand their needs and the way in which they want us to deliver services. A digital approach will usually involve the use of technology to deliver services across different channels as well as redesign and data to improve pathways. This is a sustainable approach to delivering services as it evolves to meet our public and partner needs.

Multi-channel the use of many communication channels such as online - including webchat and social media - telephone and sms.

Accessibility refers to the appropriate design of products, devices, services, or environments for people who experience disabilities to ensure equality of access.

