

©UR STRATEGY

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Dr Martin Cheyne, Chair, NHS 24

Jim Miller, Chief Executive, NHS 24



FOREWORD

NHS 24 is looking to the future.

The commitment, dedication and professionalism of our staff were an integral part of NHS Scotland's response to the COVID-19 pandemic, and our sincere and grateful thanks go to every single one of them. The need for our services has grown significantly, as has the ability for us to provide care, assurance, help and information to more people than ever before.

There are challenges ahead. Financial resources are not limitless and need to be used wisely. Our country's workforce continues to age with fewer people available to fill key jobs, and people's health needs are continuing to change with more of us living with complex health conditions. There are other driving factors that are important to consider including the sustainability of our services, our contribution to improved health outcomes for everyone, and to act on the climate emergency by reducing our impact on the environment.

Since 2020 the pace of change at NHS 24 has accelerated. We've expanded our 111 service to offer greater support for people 24 hours a day 365 days a year, whether that relates to their mental health, urgent care needs, advice, or information to allow them to make an informed decision about their healthcare needs. We've expanded our digital services, including NHS inform, and increased our range of self-help guides, information and practical advice which is available on our smartphone app, NHS 24 Online.

We are proud of the organisation, its people, and the help we provide across Scotland every day. We believe there is much more that we can do. This strategy sets out how

NHS 24 will support NHS Scotland's developing and evolving services and how people can access them to strengthen our NHS for the future. It describes how we will work differently, with a view to providing care and advice as close to home as possible.

Proactive and preventative healthcare helps us all. It allows us to live healthy lives, while ensuring critical services are there for those that need them. With more of us wanting to have ongoing care provided closer to home, NHS 24 will look to expand how we can support people with their ongoing health and care needs.

We can't achieve this in isolation. We work with all parts of the NHS in Scotland, connecting people to ensure help is available. NHS 24 has the ambition to look to the future and we will use our knowledge, data and insights to develop services that help people to help themselves. This may be digitally, through our 111 telephone service or other ways of connecting people to the care and advice they need.

We believe everyone in Scotland should have access to high quality, safe, effective, person-centred care, support, advice, and information when they need it through their preferred channel.

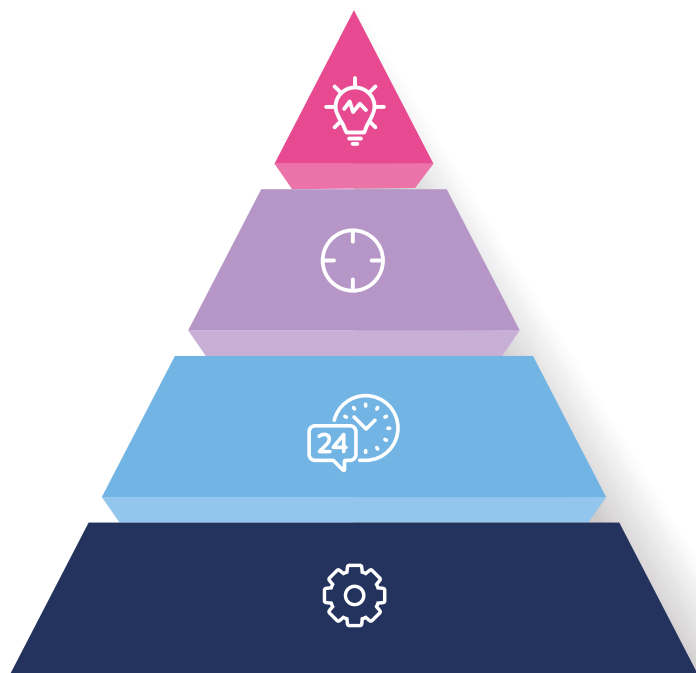
We want to provide the best possible experience and outcomes and demonstrate a positive impact on society and the environment. At the heart of this will be high quality, accessible services that are designed around user needs and preferences. We recognise our responsibility as a national board to support the delivery of NHS Scotland priorities, the wider health and care system and improve our population's health and wellbeing.

NHS 24. Connected, Consistent, Convenient

Connected	We connect people to the care and advice they need. We connect and collaborate to improve the health of Scotland.
Consistent	We never close. We are here all day, every day.
Convenient	We offer choice. Telephone, web, mobile app help for everyone, everywhere.

We thank you for your input in helping us shape and develop our strategy, and we look forward to the journey ahead.

ABOUT US



VISION

Delivering a healthier Scotland, together. NHS 24 provides safe and effective health care services that are connected, consistent and convenient.

MISSION

Providing the right care at the right place 24/7. Helping people every day.

PURPOSE

To connect people to consistent, convenient health and care advice, information, and support 24/7.

VALUES

Dignity and Respect, Openness, Honesty and Responsibility, Quality and Teamwork, Care and Compassion.

NHS 24 is uniquely placed within Scotland's health and social care system. We provide a valued urgent care response 24 hours a day, 365 days a year and we are an integral part of the national out-of-hours care system.

In recent years, we have expanded and enhanced our mental health services through our 111 Mental Health Hub, Breathing Space and Living Life services. We've worked with our partners in Police Scotland and the Scottish Ambulance Service to improve our collective response to those in mental health distress. We've also worked with our third sector partners to strengthen their role in providing distress brief intervention (DBI) support.





Distress Brief Intervention (DBI)

Connected, compassionate support for people experiencing distress in Scotland.

Through our Mental Health Hub we refer on average 580 callers a month to our third sector partners that provide DBI support. Since June 2020 that's 15,000 people who have benefited from this and NHS 24 accounts for around one third of all DBI referrals in Scotland.

The national redesign of urgent care has reinforced our collaboration with all territorial health boards. This redesign supports those considering attending Accident and Emergency (A&E) departments where their condition is not life-threatening, helping them to access local services and alternative care where safe and appropriate. The high quality and consistency of our clinical triage has supported more people to access urgent care without the need to go to A&E. Working closely with our colleagues in Flow Navigation Centres (FNCs), where we have received over one million calls to this service alone in the last two years, 60% of who were able to access a different outcome through NHS 24.

This is positive for the patient, often receiving care, advice or treatment faster than a direct attendance at A&E. This is also positive for NHS Scotland as a whole, balancing demand and capacity across the system.

And we have continued to develop the online support, information and advice available. NHS inform and

our new NHS 24 Online app have moved us further along on our journey to offering digitally delivered and digitally enabled services.

We recognise the role we can play in supporting NHS Scotland's recovery from the pandemic, 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.

We have developed this strategy as Scotland has emerged from the pandemic recognising the valuable experience we gained and the innovative ways in which we responded. We recognise the challenges faced by NHS Scotland, but also the opportunities for NHS 24 to continue to play a key role in the wider reform of NHS Scotland services.

WHAT WE DO

NHS 24 was established in 2002 and is best known for the delivery of Scotland's 111 service for people who need urgent unscheduled care. Our service offering has grown over the years. We now also provide a range of other telephony and digital services including mental health and wellbeing, and Scotland's health information service through NHS inform to enable people to access right care at the right place. You can find out more about our services [online](#) or by watching this short [video](#).



We employ around 2,000 staff across six main contact centres and five remote and rural locations across Scotland. Our frontline services comprise a range of multi-disciplinary healthcare professionals from nursing and pharmacy to psychological wellbeing practitioners and call handlers that are supported by a range of corporate functions.

The dedication, professionalism and values of all our staff is at the core of what we do, and it is through them that we deliver high quality, clinically safe and person-centred services to the people of Scotland. Continual investment and growth of our workforce is vital to the delivery of our services and is outlined in the [NHS 24 Workforce Strategy 2022/25](#).



WHO USES NHS 24 SERVICES

Our services are available to everyone in Scotland. In 2022/23 more than 2 million calls were received.

Telephony Services



111 all services:
1,919,538

Urgent Care calls:
1,629,388

Includes **113,998**
calls to Scottish Emergency
Dental Service



Mental Health Hub
calls:
137,482
5,777
Distress Brief
Interventions

Breathing Space calls:
149,698



Cancer Treatment
Helpline calls:
21,749

95% of
all patients
had care
delivered at their
first point
of contact

Less than
0.02%
of calls resulted
in a complaint



Digital Services

NHS inform
Page views:

118.8 million

Scotland Service
Directory visits:

4.4 million

NHS
24



When people phone us, we capture data using keywords related to the call. We know that issues relating to abdominal, chest pain, breathing and vomiting are among the most frequent concerns patients have. This allows us to continually improve and refine the help and advice we can give.

We also tend to see trends before they become apparent in the wider health system. These trends can include an

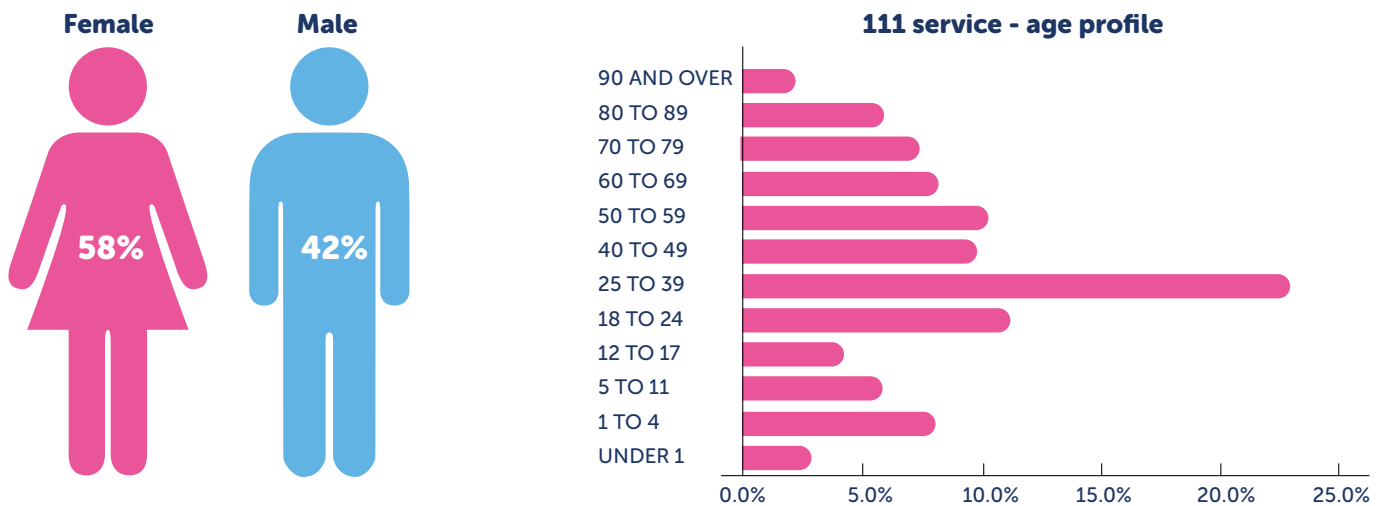
increase in respiratory calls at the onset of hayfever season, spikes in common diseases such as measles, or even increases in COVID-19 symptoms. This is very useful and allows us to work with our partners to continually develop our service.



Ambition One

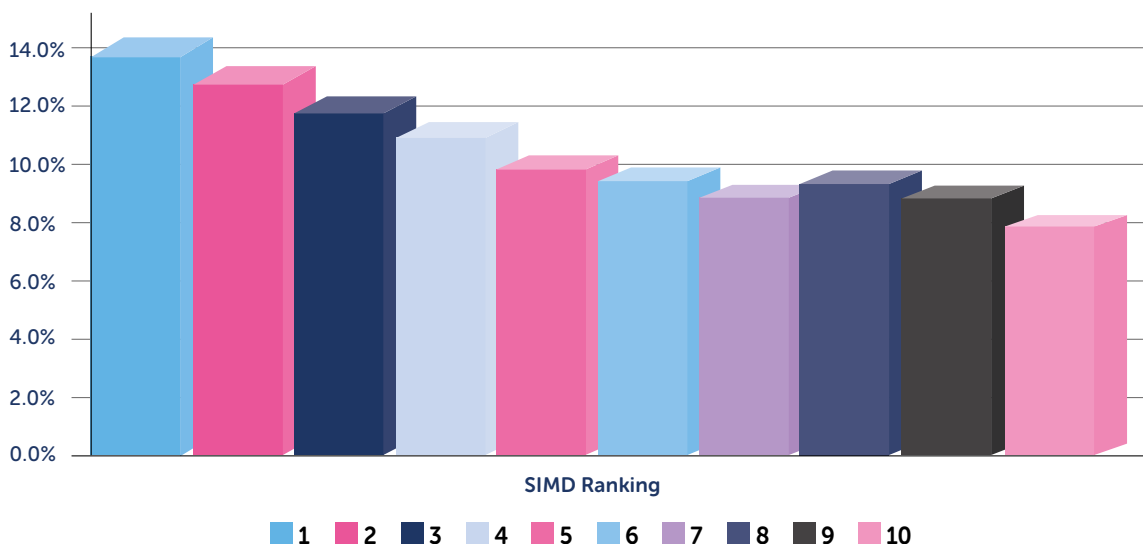
We want to use our data effectively. We will ensure the value of NHS 24's 'early warning' information and data is shared quickly and effectively to allow NHS Scotland the maximum time to prepare for any impacts.

Our services are available to everyone in Scotland. The age group most likely to call us are between 25 and 39, accounting for 23% of contacts and an age group that is considered digitally enabled. We also see large numbers of calls relating to children under the age of 10, accounting for 15% of contacts. In terms of gender, 58% of our callers are female.



We see a greater number of people using our services from areas considered to be deprived, measured using the Scottish Index of Multiple Deprivation (SIMD). This ranks and groups areas on a scale of 1 to 10, where 1 contains the most deprived areas within it, and 10 has the least deprived areas. The highest use of the 111 service is by those in group 1 (13%) whilst those in group 10 use the service least often (7%).

111 Service Use by SIMD





Ambition Two

We want to reduce health inequalities. We will engage directly with communities across Scotland to improve an understanding of the care, advice and information available.

Ambition Three

We want to improve the experience of people who contact NHS 24. We will provide new ways of accessing our services making it faster and more convenient 24 hours a day 365 days a year.

There are specific periods when large numbers of people call us causing longer waiting times. This happens regularly between 6.00 pm and 8.00 pm on weekdays and between 9.00 am and 12.00 pm on weekends. We frequently receive around 4,000 calls by lunchtime on Saturdays and Sundays.



DEVELOPING THE STRATEGY

In developing **Our Strategy** we have sought to understand the value and experience of those accessing and needing our services, the role we play in the wider health and care landscape across Scotland, and how we can align with NHS Scotland priorities.

We have engaged with a wide range of stakeholders to inform our strategy. This has been iterative and far-reaching as we sought views from the public and community groups, our staff and trade unions, and partners from across the health and care system and third sector organisations.

We began developing our strategy in 2021 but paused the process as we responded to the challenges of the pandemic. We then re-engaged with people through 2022 and into 2023 and, through facilitated sessions and surveys, we have had input from more than 850 people over the life of the strategy.

Delivering high quality, safe, effective and person-centred services is at the heart of what we do. When we engaged with people we asked them what they wanted from our services, and the consistent key theme was about **access**. This included many different aspects, such as **awareness**, **ease of access**, and services that are **timely** and **convenient**. We heard that our services should cater to different **needs** and **preferences** and ensure **accessibility** by providing the right level of **support** based on individual requirements.

There was also an expectation that we will increasingly offer **more choice**, **personalisation** and **digital** options whilst also retaining and improving our telephony services.

You can read more about our engagement and the views we gathered in this [summary report](#).

Our Strategy reflects current circumstances, not least the ongoing impact of the COVID-19 pandemic on the healthcare system and national planning and policy priorities for NHS Scotland. It recognises the need for us to build our digital capabilities. Work is already underway to identify future requirements and next generation technology that will provide the foundation for truly transformative change in how we work and deliver our services.

It is also ambitious. In the 21 years since NHS 24 was launched, we've helped millions of people and delivered a valuable role within NHS Scotland, connecting and collaborating. We recognise that changes in population, life expectancy, and changes in the burden of disease alongside significant resource challenges, means NHS Scotland needs to adapt and transform. NHS 24 will support this, improving our core services, making them easier to access for everyone and in developing new services and new approaches to help people stay healthy or live more easily with long-term conditions.



Ambition Four

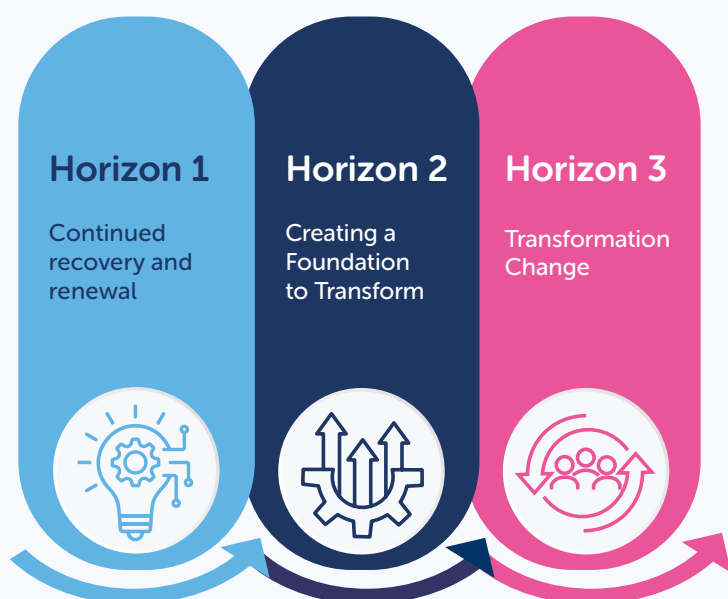
We will support preventative healthcare. We will expand the information and advice available to people to help them live longer, healthier lives getting the support and feedback they need.

For us, this includes our key role in the national redesign of urgent and unscheduled primary and secondary care services for physical health, mental health and wellbeing. It also means providing care and information to support people to have the access to the care they need closer to home and to better enable self-care. We have a wider role to work with partners to improve population health and wellbeing and deliver resources that support proactive and preventative care.

Ambition Five

We want to support people recovering, or managing ongoing conditions. We will develop services that help people stay at home, providing reassurance and avoiding unnecessary admission to hospital.

Our Strategy will inform our plans for the next five years and deliver across three inter-dependent horizons. The strategy sets out a clear direction and allows us to adapt our plans and respond to changes in the landscape around us. Over the life of this strategy, we will not only continue to deliver our core services in support of the wider NHS Scotland recovery, but we will look to enhance our own capacity and capability to transform how we deliver our services, how we better meet the needs of those who use our services and how we use technology to do that. And we will transform how we work in partnership with others to create new opportunities.



Horizon 1

We will focus on securing the capacity and capability to continuously improve NHS 24's current services whilst developing the technology requirements and the plans for how we will deliver innovative new services and ways of working across the organisation.

Horizon 2

We will secure and implement a new technology solution and have the right people in place to deliver our plans and drive the transformation of services and new ways of working.

Horizon 3

We will deliver major strategic change initiatives that innovate and take NHS 24 to the next level.

We will work across these three horizons concurrently as we deliver our strategic plans over the next five years.

©OUR STRATEGIC AIMS

Our overarching objective is to realise our mission and **Help people to access the right care at the right place.**

We will deliver this through our **three strategic aims** and our commitment to deliver excellence.

This means:

- we will support people to better manage their own care, providing an expanding range of care and advice online and through our telephony services, reducing the need for onward referral.
- we will streamline access to our services, expanding and integrating digital and telephony channels, so people only tell their story once.
- we will ensure we are better connected with the wider health and care system and able to access shared information to make better decisions for patients to get them to the care they need.
- we will help more people to access the care they need working in partnership with boards through out-of-hours services, flow navigation centres, and signposting to community services, such as pharmacy.
- we will support people to be able to make informed choices, through proactive communication to raise awareness, enhancing online information and using technology to effectively signpost to the right care.

We have expanded and enhanced our services in line with our strategic ambition to help people access the right care at the right place. We have redesigned the way in which we deliver our services, notably for those seeking mental health support and 24/7 access to urgent care. Our Mental Health Hub offers care to around 140,000 people a year, and we have worked collaboratively with Police Scotland, the Scottish Ambulance Service and third sector partners to develop this valued component of our 111 service.

We also recognise the potential for digital mental health services, and we will continue to build on our current webchat access through our Breathing Space service and online support through continued development of Mind to Mind and Surviving Suicidal Thoughts sites within NHS inform. We will work with Scottish Government to progress the development of a national 'virtual' early intervention psychology service 'Held in Mind' as an enhanced service for those contacting our Mental Health Hub. And we will continue to expand signposting and access to digital tools and resources to support people to manage their mental and physical health.

Ambition Six

We want people to be able to tell their story once. We will work with key partners including the Scottish Ambulance Service (SAS) and regional Health Boards to share information digitally, effectively and safely.





Our Strategic Aims

The needs and expectations of the people we serve, the people who work for us and our partners we work with are constantly evolving. We are therefore making a commitment to **Continuously Deliver Excellence** by consistently meeting and exceeding their needs and expectations. This underpins and encompasses our three strategic aims to:

- deliver sustainable high-quality services
- provide a workplace in which our people can thrive
- be a collaborative forward-thinking partner.

To do this we will focus on providing the best possible experience and outcomes for people that use and deliver our services, whilst demonstrating quality, value and sustainability with a positive impact on society and the environment.

Ambition Seven

We want to help people with their physical and mental health concerns. Our mental health services have seen the largest growth in demand. We will expand this area utilising digital technology and other access methods.

Apply values, principles and make best use of resources to
Help people access right care at the right place

Co-design high quality services using technology and innovation to **best meet user needs**



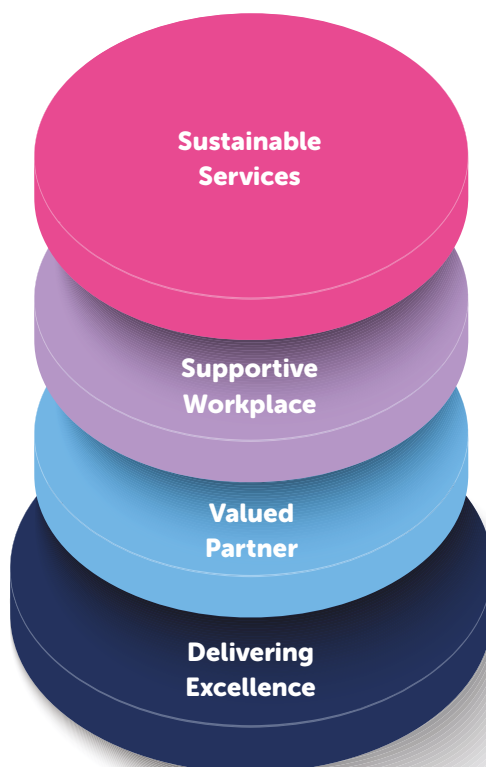
Provide a workplace and culture that **supports staff wellbeing and development**



Collaborative working with our partners to **develop services and pathways**



Adopt a **quality approach** to underpin everything we do



Sustainable Services

Supportive Workplace

Valued Partner

Delivering Excellence



Sustainable services that are more accessible, intuitive, effective and efficient



Diverse and fulfilled workforce that **delivers innovation and quality**



Maximise value and impact as part of the wider healthcare system



Organisation that continuously **meets and exceeds expectations**

THE FUTURE NHS 24

NHS 24 will continue to play a key role in the delivery of primary and urgent care services 24 hours a day. Whilst this strategy clearly sets out our commitment to the continuous improvement of our core services, such as 111, we also recognise that we are part of a health and social care system that's working to reform how it delivers care.

We will ensure that we:

- work with health boards and the Scottish Ambulance Service to enhance the use of flow navigation centres offering consistent triage for urgent care and access into local systems.
- contribute to the delivery of sustainable out-of-hours primary care services and improve links with community services to help care closer to home.
- continue to deliver and develop a suite of mental health services and online support, and work collaboratively with Police Scotland, the Scottish Ambulance Service, Scottish Government and third sector partners to deliver mental health and wellbeing care and online support, information and signposting.
- deliver a range of health information, advice and support through an updated NHS inform and develop NHS 24 Online to encourage self-management of care and support proactive and preventative care.
- work collaboratively with key partners such as the Scottish Ambulance Service, to support end-to-end patient care, seamless referral and transfer where appropriate, and share information to offer increasingly personalised services.



NHS Scotland has set out its national recovery priorities and NHS 24 is well-placed to make a valuable contribution to those. Continued improvement across our core services will contribute to that recovery, however, we also recognise that we could offer further support to wider reform. We will work with our partners across NHS Scotland and the wider health and care system to identify opportunities to enhance NHS 24's service offering, notably where we can provide a national solution across boards and reach communities across Scotland as a virtual service. This could include:

- working with the Scottish Ambulance Service and other health boards to streamline primary and urgent care pathways, such as out-of-hours or flow navigation centres.
- linking with in-hours primary and community care services to support delivery of care closer to home.
- working collaboratively with Public Health Scotland and others to develop data and intelligence to support earlier intervention, proactive and preventative care, and informed service improvement.
- working with boards to understand the role that we could play in supporting patients following discharge from hospital.
- working with boards to develop support for those with living with long-term conditions and support care delivered closer to home, exploring technology and innovation and the how we can support in connecting patients and services.
- explore the role that NHS inform and NHS 24 could play as the National Care Service develops.

Ambition Eight

We want to listen to the people that use our services. We will always develop new services based on an understanding of need, the principles of co-design and collaboration across health and care.

A future NHS 24 will deliver services that are valued, connected and based on need. We want users of our services to find them easy to access, easy to navigate, personalised, and seamlessly connected to the wider NHS Scotland.

We aim to offer greater support for people to manage their own care because they can easily access the right information, advice and signposting to help them make informed choices, and be confident in the care and support they receive.

Technology and innovation have the potential to make services more effective, efficient and sustainable and the transformative potential for NHS Scotland is set out in the [Digital Health and Care Strategy](#).



As we developed our strategy, **people told us they wanted services that were easier to understand, access and use with more choice based on individual preference and need.** This means making better use of technology and being 'more digital' to provide better connected, personalised, integrated services and ways of working that improve access and effectiveness whilst reducing repetition and effort.

Digital technology and online support are rapidly changing the way services are accessed and provided. We recognise that this has driven expectations that health care services will offer a similar experience, however, we also recognise that many people might not have access to suitable technology or have the skills and confidence to use digital services. We will, therefore, continue to offer and improve access to our current telephony services, whilst expanding and enhancing our digital and online capability.

Digital transformation will be key to the successful delivery of our strategy, both in how we deliver our services and how we work and connect to our partners. Over the last few years, we have put in place the key building blocks of our technology infrastructure. However, to meet changing needs and expectations, to connect more effectively to the wider health and care system, and to fully modernise how we work and deliver services, we recognise the need for continued development of our digital environment.

As a national, 'virtual' service, NHS 24 is ideally placed to exploit new and emerging technology to enhance our services. Our digital transformation will be key to delivering our vision to help people access the right care at the right place. This means that future experience and interaction with NHS 24 will look and feel different.

Ambition Nine

We want all our services to be sustainable and accessible. We will take a 'digital first' approach using technology in a way that makes it easier for people to access the care, advice and information they need.



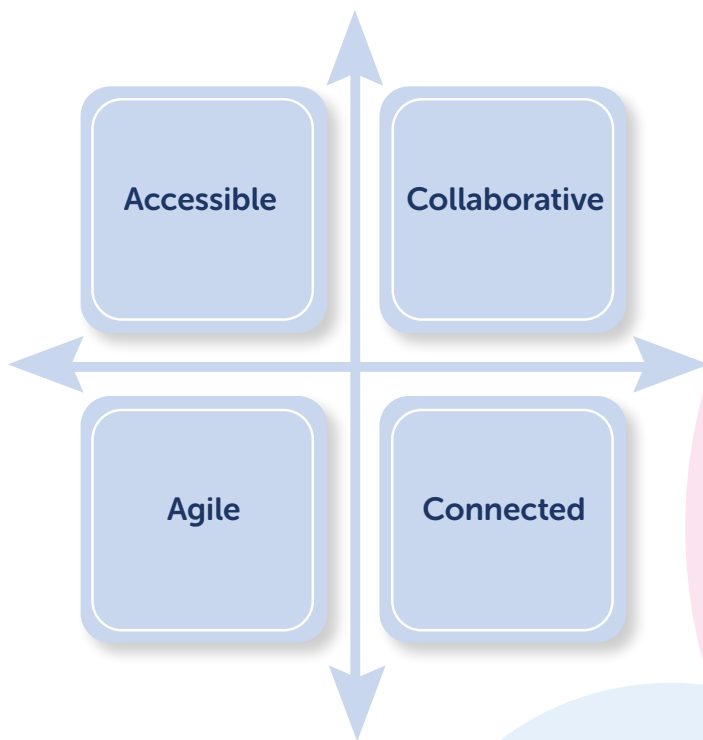
We will develop plans to:

- offer people greater choice in how they access NHS 24 services, including telephone, app, webchat, video, bot technology, all in a fully integrated, interchangeable environment.
- use data and intelligence to design and refine services.
- connect across the health and social care system so information can be shared to improve care and outcomes.
- enhance online resources for people, including health information advice and signposting and access to self-care support.
- support Scottish Government and NHS Scotland to develop a 'digital front door' to health and social care, linking NHS 24 systems, information, and services.
- identify opportunities to enhance and evolve our services through remote devices, home monitoring, and artificial intelligence to support care closer to home and self-management of care.

Ambition Ten

We recognise the potential of digital technology. We will optimise use of digital and data technologies in the design and delivery of health and care services for improved patient access.

The pace of technology is fast-moving and we recognise that over the lifetime of this strategy there will be further opportunities and developments. We will collaborate with others to get the best out of technology but also to design services that are fully linked with the wider system. Our approach to digital transformation will be focused on technology that enables us to deliver effective services and, as such, we will seek to be:



WHAT WILL BE DIFFERENT

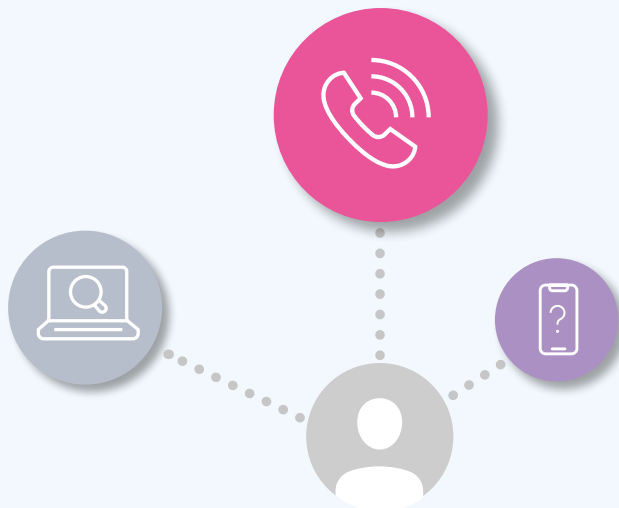
Current Services

Our current services provide access to care, advice, and information through multiple channels and although we are not just a telephone service, most of the contact is through a telephone call to our 111 service. We have extensive information and support online at NHS inform and we are working to enhance digital support via our app NHS 24 Online. However, our online services are not currently integrated with our telephony services. This can result in a disjointed journey, increased repetition for our staff and the public.

Future Services

We will help more people access the right care at the right place. To do this we will offer greater choice through online, integrated digital services that are more personalised and better connected. We will still offer telephony for those that need it, but it will be integrated with our digital channels, so we can offer an enhanced **experience** through an omnichannel **service**.

Current Multi-Channel Model



Future Omnichannel Model



An omnichannel model means people will have the choice to access our services via telephone, video, app, chatbot, webchat, and voice assisted technology. More importantly, it means those different channels will be connected and it will be possible to switch between them to get to the right care without having to repeat information or restart.

Working Smarter

We will support our staff to make the most of their skills and expertise and enable them to maximise individual and collective potential. Digital innovation will increasingly drive and support new ways of working across the organisation and with our partners. We will look at how we can get the most from our current systems and ensure that next generation technology is interoperable. That means systems can easily connect to each other to share data to drive improvements in outcomes not just across NHS 24, but with other parts of NHS Scotland, such as the Scottish Ambulance Service.

Internally, we will reduce manual processes and remove paper-based systems to improve workflow and reduce repetition and waste. Technology will also support greater opportunity for hybrid and remote working across different locations, including homeworking, to provide greater flexibility and contribute to sustainability.

We recognise that we will need to build digital capacity and expertise, support our people to work more flexibly and embrace new roles and opportunities. You can find out more about what this will look like in the section about a supportive **Workplace in which our people can thrive**, and in our [Workforce Strategy](#) that recognises we also need to have the right people to ensure we make the most of being more digital.

Ambition Eleven

We want to help as many people as possible. NHS 24 will deliver all of its services in an omnichannel way providing choice for people on how and when they access our services.

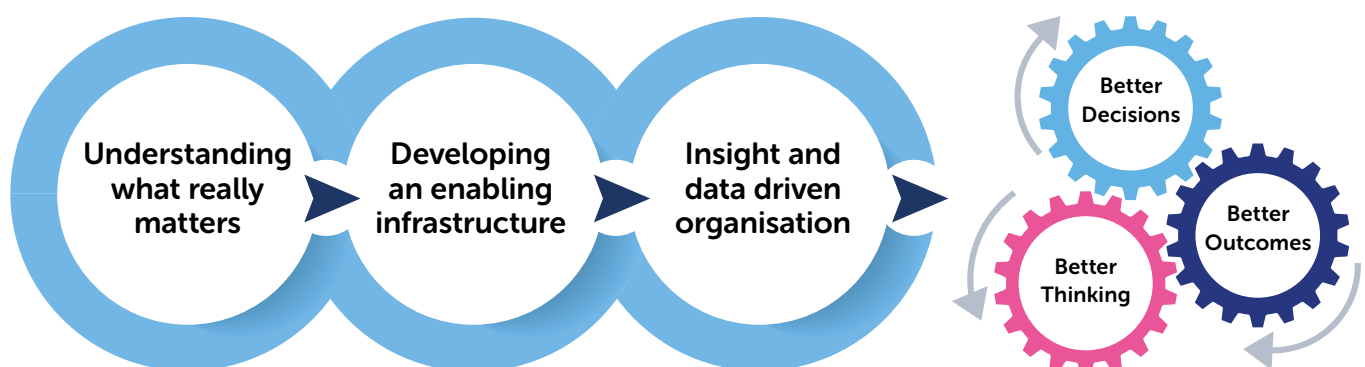
Insight and Data Driven

NHS 24 has a rich source of data and we will work collaboratively with partners such as Public Health Scotland and the Scottish Ambulance Service, to continue to build a picture of need and demand for services. We will further develop our analytical capacity, working with partners to develop predictive analytics to ensure we are better able to deliver services that meet needs as these evolve.

To **continuously deliver excellence** we will use data and intelligence to understand need, gain insight and design and deliver services that reflect those. We need the right things in place – the inputs and enablers such as technology, people and expertise – and we will apply the principles, values and good practice we need to deliver and measure the right things. As a clinically-led organisation the decisions we ultimately make are about the quality of our services with a focus on providing safe, effective and person-centred care.

We will use data and measurement to understand what really matters to ensure we are an **insight and data driven organisation**. This will be the basis of a refreshed **quality management** approach and system to support our thinking and decisions with a focus on outcomes to drive continuous improvement of our services and ways of working.

A Quality Management Approach





Digital Opportunities

Technology has the potential to change how public services are delivered. Key to the delivery of our strategy will be implementation of the next generation of technology to support and enable the delivery of accessible omnichannel services across NHS 24.

We recognise there is national work happening to develop digital solutions through [Digital Health and Care Scotland](#), and to accelerate innovation through the [National Centre for Sustainable Delivery](#). Whilst we have a specific set of requirements and timeframe for delivering our technology solution, we will ensure that this will be flexible enough to adapt to new and emerging technology and innovation and we will continue to collaborate at a local and national level to make best use of any opportunities that arise.

Central to enabling this will be interoperability and having systems that can easily connect to each other and share data to deliver connected care or to support upstream health interventions. This could be our own internal services or those that we deliver alongside partners, such as how we transfer care to the Scottish Ambulance Service or Flow Navigation Centres, or even as part of national programmes to develop platforms that give people access to their health and care information and a digital front door to provide easy access to a range of information, services and support.

We will look to develop and work collaboratively on opportunities to use **artificial intelligence** to improve services ensuring we make best use of data to help solve problems. This could be at an individual user level, as a component of **personalisation** to provide insight into needs and preferences, reducing repetition and effort of those using and delivering services for example, providing automated follow-up and evaluation, or targeted health information and advice. We will also explore how this could be used more widely, for example sharing population data with Public Health Scotland to improve health life expectancy and reduce health inequalities.

There is also technology that people are using that could impact public services and enhance personalisation such as **wearables** and **smart home** devices. These could help with accessibility and provide a range of information to service providers about health and wellbeing to support health monitoring, proactive intervention, triage, and effective care delivery.

These developments and other innovations show how important it is for us to secure the right technology solution. Through this we will deliver improved urgent and unscheduled care services, enhance mental health and wellbeing provision and better support how we contribute to individual and population health and wellbeing; and enable us to be more digital, effective and sustainable.

Ambition Twelve

We believe NHS inform could be a national asset. Working with Scottish Government NHS 24 will develop the structure, content and facility of NHS inform to become the primary source of online health information and advice.

Ambition Thirteen

We believe NHS 24 is an open and forward looking organisation. We will fast-track the national adoption of proven innovations which could have a transformative impact on efficiency and patient outcomes.



DELIVERING SUSTAINABLE High-Quality Services

Delivering high quality, safe, effective and person-centred services is at the heart of what we do. When we engaged with people and asked them about what they wanted from our services, the consistent key theme was about **access**. This covered a range of related factors such as **awareness**, **ease of access**, and services that are **timely** and **convenient**. It was important to people that our services should cater to different **needs** and **preferences**.

Sustainable High-Quality Services

Inputs

We will:

- » work with people to define, design, develop and deliver services that are based on user needs.
- » secure the right digital technology to deliver our services.
- » make better use of data and intelligence.
- » develop resources and support self-care.
- » collaborate with people, staff and partners.

Outcomes

We will:

- » deliver services that are easy to access, seamless and connected.
- » enhance user experience, reduce repetition, and offer more choice in how to access our services.
- » maintain and improve quality of care and outcomes.
- » provide services that are easy to navigate, offering information and advice.
- » deliver better value and sustainability.

Ambition Fourteen

We will empower people with choice. Our services will have multiple ways to access them and will allow people to provide information which is safely stored and can be shared across other parts of NHS Scotland.



What will this look like for people using our services



People will be able to call us as they have always done and speak to someone who will provide the care, support and information they need to help them however, they will be able to confirm details in advance. Their ID information, address and symptoms can all be added by them before speaking to someone.

People will be able to use digital technology and we will be able to identify if they need further assistance and connect them to an advisor based on their needs. This could include individuals struggling to complete the level of detail required or if they identify symptoms that need more expert clinical input, then we will be able to offer to speak to them, video chat or use webchat to support them.



People will be able to call and we will be able to transfer to a digital service to best meet their needs and provide them with the care or health and wellbeing information they need. This will also offer them links to information, multimedia and other services sent directly via an email or through the NHS 24 Online app.

People will be able to use new digital services designed to meet their needs. The focus will be on safe and effective outcomes providing reassurance for those not requiring further support. This will include interactive tools and resources to help with triage and navigation, with enhanced information and multimedia that supports patient choices and self-care outcomes.



Calling 111

John calls 111 late at night to get help for his 18-month-old child who has developed a rash. He selects the option for urgent care and is invited to use the digital interface on his smartphone. He answers some questions, is advised that further support is required and is connected to a Call Handler.

The Call Handler has the details provided and takes John through a further assessment. John confirms that over-the-counter medication has not helped and that his child has a fever. Further input from a Nurse Practitioner is required and John is then connected to a Nurse for a video call.

John is given advice about how to make his child more comfortable and is advised that no further clinical support is required at this time. A link to treatment advice is automatically sent to John via SMS with instructions on care and what to do in the event of conditions worsening.

Using NHS 24 Online

John is using the NHS 24 Online app in the early hours of the morning as his 18-month-old child is unwell. He completes a symptom-checker and as his child has a fever and a rash, the system suggests that he is connected to the 111 service. He is concerned that he should perhaps take his child to A&E so selects the option for webchat.

As he is registered, his personal details, his child's personal details and symptom-checker results are already visible to NHS 24 and the best option for John is to be connected to a Nurse Practitioner. Once his details are confirmed he is asked if he can take a picture of his child's rash and send it to the Nurse Practitioner through the app with some additional details.

John confirms that over-the-counter medication has reduced the child's temperature, however he is still worried. The Nurse Practitioner is able to provide John with reassurance and that, with the information provided, there is no need to attend A&E.

They agree that no further action is required at this time and links with further information with self-care advice and what to do if symptoms change or worsen is sent directly to John via the app and they close the session.

PROVIDING A W@RKPLACE

in which our people can thrive

Our workforce is the foundation of our organisation and our success is built upon their commitment, professionalism and creativity. When we engaged with our workforce, we asked what would support them to do their job and provide the best experience at work, the consistent feedback was about being '**more digital**'. This was about **new ways of working** to deliver **sustainable, high-quality services**, enabled by **technology** and **continuous improvement**. This focus on people who use our services was the basis of our commitment and ambition to continually deliver excellence - continuously **improving experiences and outcomes** for the people we serve.

Supportive Workplace

Inputs

We will:

- » have a values-led culture, recognising our workforce as our greatest asset.
- » focus on wellbeing and experience with enhanced engagement of our workforce at all levels.
- » develop new skillsets, roles and career pathways supported by training and development.
- » develop a modern, streamlined model for recruitment and attraction.
- » develop technology enabled, flexible and efficient ways of working.
- » involve our workforce in the design, development and improvement of services and ways of working.

Outcomes

We will:

- » be an employer of choice for anyone seeking to work in the health service offering inclusive opportunities.
- » improve wellbeing and work/life balance for our people.
- » provide a first-class environment for our workforce to grow, develop and succeed.
- » attract, develop, and retain a diverse, talented workforce.
- » develop flexible roles with options for hybrid and remote working.
- » create a culture of innovation and continuous improvement.

We want NHS 24 to be an even better place to work and deliver on our ambition of creating a supportive workplace where our people can thrive. We will continue to develop a values-led culture focused on staff wellbeing, equipping us to meet the changing health and care needs of the people of Scotland. We will continue to engage with our people to understand what they need to support them in delivering the highest quality of service. We will develop the tools and infrastructure they need to deliver effectively, and we will explore potential hybrid roles to support effective and sustainable ways of working.

We will take a quality-led approach to training and development, creating clear career pathways and opportunities. We will embrace technology to improve

ways of working and developing our people. We will look at potential new roles, working practices and services to keep pace with changing needs and expectations

We want to retain, develop, and attract a diverse, talented workforce. We want to build an inclusive and sustainable culture. We want an NHS 24 that is truly reflective of the communities it serves, and that people experience services that are responsive to their needs.

For more detail about how we will do this you can read our [Workforce Strategy and Plan](#) where you will find information on our strategic workforce priorities and how we will deliver them.

What will a future NHS 24 look like for our people?

Many of our people work part time, which allows us to ensure we have the right capacity 24 hours a day 365 days a year and shift patterns that work for them. Over the next five years our people will see a change to the workplace where we will embrace digital technology and new and effective ways of working with increased flexibility. We will support our people to fulfil their individual and collective potential and maximise the value they bring to the people of Scotland.

Our workforce will be made up of highly talented and motivated people, with a diversity that is representative of the population and the people we serve. They will be enabled, equipped and empowered to deliver sustainable services. They will be part of a workplace that proactively supports continuous improvement and innovation.

We will be recognised as an employer of choice for those wishing to work in healthcare, highly rated and recommended by those who already work here. Our people will experience the highest quality induction, have access to training and development programmes with clear career development pathways.

We will look to develop new roles, including hybrid roles that mix the jobs people do, providing more flexibility and opportunities for remote and hybrid working through new ways of working and services.

Resource is a challenge across the NHS and we will ensure we make it easy for our staff to work across locations and organisations in Scotland. 2023 saw us create 'blended roles' where staff work a few days for NHS 24 and the rest of the week for another NHS Scotland Board. We will continue to explore opportunities to expand this approach further across NHS Scotland, working collaboratively to create new career development opportunities and building a more sustainable workforce.

Ambition Fifteen

Where and how people work is changing. We will offer opportunities to carry out a range of roles, with flexible locations to suit our workforce and our patients.

Working for NHS 24 in 2025

Amira has a hybrid job role where she spends 70% of her time as a Digital Healthcare Support Advisor (DHSA) delivering services to the public, and 30% of her time working within the Project Management Office as a Portfolio Support Officer supporting the delivery of projects.

In her role as DHSA she works from home on a digital platform with remote supervision and support from a multidisciplinary team. She is part of a team who all work together on a shift pattern that suits the service and their work/life balance requirements. The team engage virtually and meet in a location on a regular basis to provide team and social interactions.

In her role as a Portfolio Support Officer, she mixes working from home and being in an office where she helps facilitate sessions to bring people together to encourage collaborative working and problem solving.

Working for NHS 24 in 2025

Sara has a blended job role. She works with NHS 24 for three days per week as a Psychological Wellbeing Practitioner delivering mental health services, and two days per week with another health board.

She has an ambition to broaden her career within the NHS and believes this mix is giving her insight knowledge and experience to allow her to progress. For both roles she is office based as part of a wider multi-disciplinary team.

She enjoys the variety of the work and the opportunity to see connections and opportunities to improve the experience of patients contacting both services. Her link manager liaises between both organisations ensuring shared learning and feedback opportunities.

BEING A C©LLABORATIVE and forward-thinking partner

NHS 24 works within a wider system to deliver care and help people to access the right care at the right place. Effective partnership working and collaboration is fundamental to our success. We will continue to work alongside our partners to deliver a high-quality end-to-end journey.

Our partners told us we should prioritise, **improving access**, ensuring we have the right **capacity to effectively meet demand** and providing triage so people can safely access **care closer to home**, or through scheduling attendance with partners to help **manage system flow and demand**.

We collectively aim to improve the **sharing of data and intelligence** to help with local and national service planning and an aspiration to develop better **technology integration** and **interoperability** across the whole system using digital approaches on a once for Scotland basis.

This feedback and other learning has helped identify the high-level inputs and what we need to do to deliver the outcomes we want to be a **Valued Partner**.

A Valued Partner

Inputs

We will:

- » work collaboratively with partners to share best practice and innovation.
- » engage and involve partners in user-centred design and improvement of services using a 'whole system' approach.
- » proactively share data, insight and intelligence to improve pathways and contribute to population health and wellbeing.
- » work collectively to make best use of resources to drive efficiency and sustainability by sharing best practice and innovation.

Outcomes

We will:

- » deliver sustainable effective pathways that reduce unwarranted variation and effort.
- » enhance end-to-end patient experience and outcomes across care pathways.
- » maximise our input to Right Care at the Right Place and potential to contribute to improving population health and wellbeing.
- » demonstrate the value-add of NHS 24 within the health and care system through our services and proactive collaborative working with partners.

We are committed to building upon and improving productive collaborative relationships with our partners. We want to ensure that we collectively meet needs more effectively, fostering a culture of sharing best practice and innovation. We will find better ways to share data, insight and intelligence and actively seek out opportunities to work collaboratively.

We will develop a clear understanding of joint needs and priorities with our partners across key areas, focussing on the services we deliver and pathways we collectively contribute to.

We will engage with our partners as key stakeholders in shaping how we design, deliver and continuously improve

our services and the value we add across the health and care system. We will look to align services, monitoring and evaluating the end-to-end user journey, recognising that there is a collective responsibility to deliver positive outcomes, quality and sustainability.

NHS 24 is connected across NHS Scotland with local health boards, and our national board partners such as the Scottish Ambulance Service and Public Health Scotland. These partnerships are key to how we deliver our services and contribute to improving the experience and outcomes for patients accessing health care. We will work with our health and social care partners to support the delivery of NHS Scotland's recovery and reform.



What a future NHS 24 will look like for our partners

We will work collectively and collaboratively to drive continuous improvement, efficiency, and innovation. Through this we will look to jointly deliver longer-term transformation, whilst also focussing on the more immediate drivers of recovery.

As we take forward our digital transformation, we will take a whole system approach to the planning, design and development of integrated patient pathways and services. We will develop systems and processes that make best use of all our resources and expertise. We will focus on connectivity, interoperability, and accessibility to ensure pathways of care are connected and enabled by technology to meet the needs of all our users and to provide maximum value and sustainability.

We will work with partners and proactively share data, insight, and intelligence and seek out feedback to improve outcomes. We will also look to identify how we can

more effectively use the data and intelligence we collect to inform national planning and to contribute to public health and wellbeing interventions at a community and population level.

We will seek out opportunities for greater collaboration and sharing of resources, including our infrastructure and expertise to maximise sustainability and value. This could include joint working on shared initiatives, training programmes and developing innovative products and services to best meet our collective needs and that of the people of Scotland.

We will build on already strong foundations of partnership working, continuing to listen to the voice of our partners as we shape and improve our services. And we will seek out new partnership opportunities, such as those across the third sector and beyond health.

DELIVERING EXCELLENCE

We are committed to continuously deliver excellence. We want to better understand and measure this through our quality management approach informed by data, insight and intelligence. We are a quality driven organisation that puts people at the heart of everything we do, with a focus on exceeding expectations, contributing towards improved health outcomes, and acting on climate emergency and sustainability. Our **Clinical Roadmap** and **Quality Framework** further describe our commitments to quality of care and alignment to NHS Scotland's Quality Ambitions and Principles and Scottish Government's vision for [Realistic Medicine and Value Based Healthcare](#).



Person Centered

Mutually beneficial partnerships between patients, their families and those delivering healthcare services which respect individual needs and values and which demonstrate compassion, continuity, clear communication and shared decision-making.

Safe

There will be no avoidable injury or harm to people from healthcare they receive, and an appropriate, clean and safe environment will be provided for the delivery of healthcare services at all times.

Effective

The most appropriate treatments, interventions, support and services will be provided at the right time to everyone who will benefit, and wasteful or harmful variation will be eradicated.

We will embed **quality management** in the systems, processes, and governance mechanisms across all services and functions consistently and reliably. We will use this as the basis for considering what we do now and in the future to make a positive impact on **People, Society** and the **Environment**.



People

Our commitment to people is anchored in **Equality, Inclusion, and Human Rights**. We will ensure we uphold the basic rights and freedoms of every person we interact with, directly or indirectly when they use our services or when they are working with us.

We will involve people in decisions that affect them, listening to and responding to them. We will monitor people's experience of the services we provide and in our role as an employer to understand 'what matters' to learn and improve. We will do all that we can to enhance access to the services we provide, acknowledging that using phone and online services can prove challenging for some people within our society.

We will aim to empower people to understand their rights and to fully support them to contribute to the development of our services. We will provide inclusive and open environments and conditions to collaborate and work with people to deliver accessible services and end-to-end journeys that best meet people's needs.

We will seek to engage with people and adopt **User Centred Design** principles to support and encourage them to actively participate in how we define, design, develop and deliver our services - from inception to improvement. We are committed to meaningful **Public Involvement** and we will engage with and support people so we can learn from their experience of using our services to drive quality and continuous improvement.

Environment

We recognise our responsibility towards **Climate Emergency and Sustainability** and have established a dedicated programme of work building on the ideas of our people and recognising the opportunities to both reduce our footprint, not least as we transform our digital infrastructure, and to work collaboratively with other Boards and public sector organisations to use our estate and assets efficiently.

Alongside this we will set out actions to align with NHS Scotland's [Climate Emergency and Sustainability Strategy](#) and to establish a culture of providing environmentally sustainable healthcare.



Society

We aim to ensure we deliver services that are value for money, and we will proactively consider wider population health and our impact on society as part of that. We are committed to **Working Collectively and Collaboratively** with partners to ensure our services demonstrate the **Value Add** to the wider health and care system. We will ensure best use of resource, investment and expertise, by helping people access the care they need closer to home to reduce the burden on primary and secondary care services.

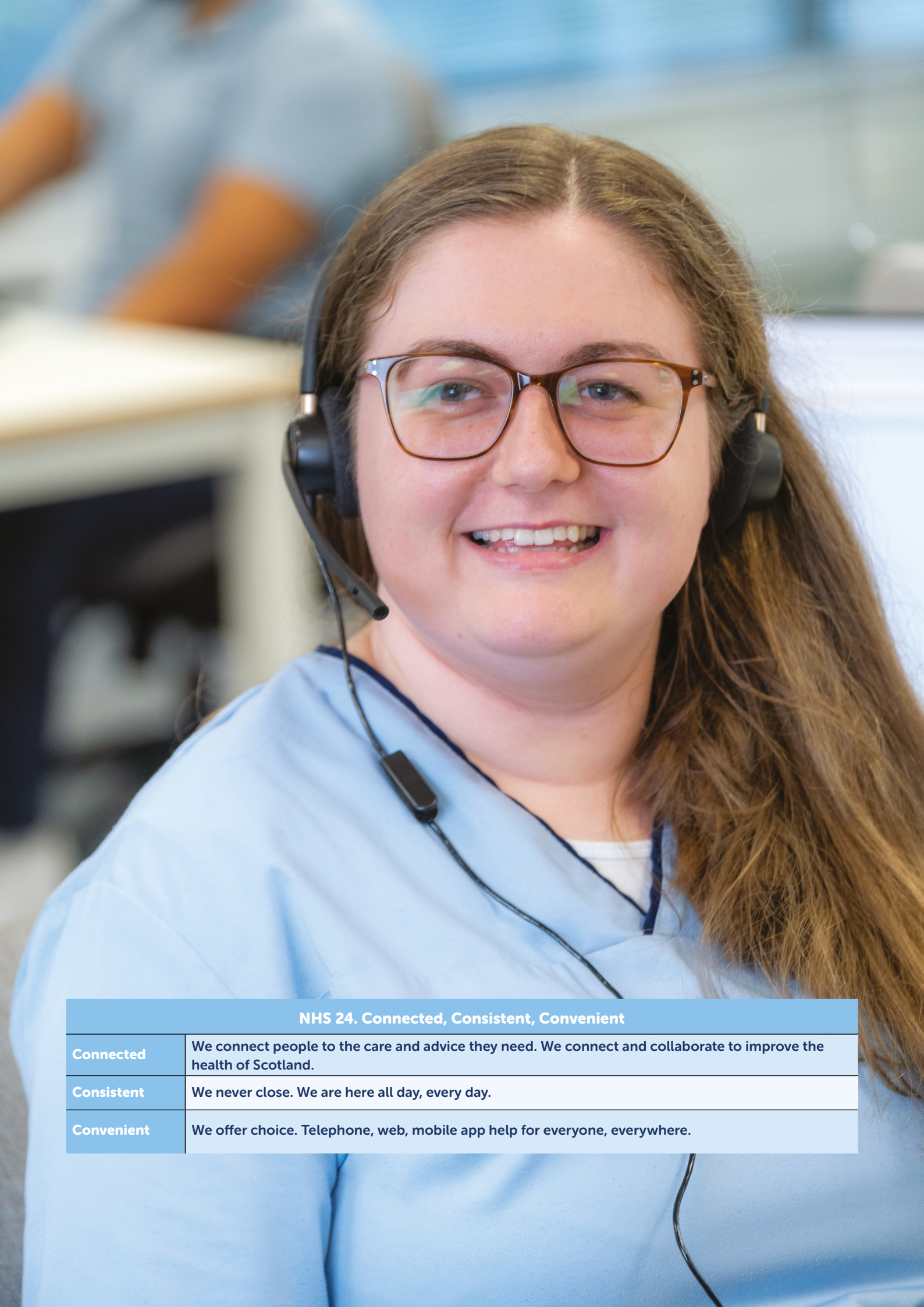
We are committed to better supporting people to proactively manage their own care and wellbeing. Our **Public Health Framework** describes how we might address the wider determinants of health, reduce disease burden and improve individual and population health and wellbeing. We will provide information and advice to people, and, working with our partners, share data and intelligence that helps inform public health interventions at a local and national level.

Ambition Seventeen

We are committed to delivering sustainable services.
We will reduce the need for our staff to travel to work and deliver technology supported services to reduce unnecessary patient travel, accessing care closer to home.

Ambition Sixteen

NHS 24 is an Anchor Institution.
We will offer secure and interesting employment opportunities across our communities and engage with local businesses to support local economic development.

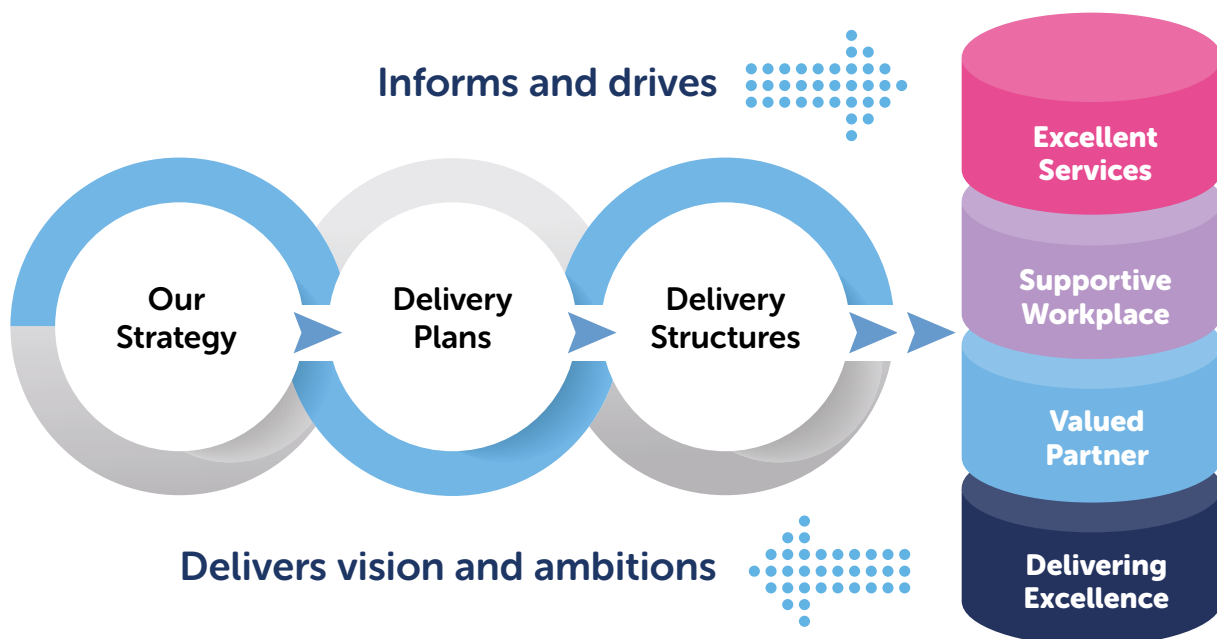


NHS 24. Connected, Consistent, Convenient

Connected	We connect people to the care and advice they need. We connect and collaborate to improve the health of Scotland.
Consistent	We never close. We are here all day, every day.
Convenient	We offer choice. Telephone, web, mobile app help for everyone, everywhere.

DELIVERING OUR STRATEGY

Our Strategy sets out our direction of travel and our high-level ambitions for the next five years and it will inform our future plans, how we use our resources and the results we are aiming to achieve.



A NHS 24 Strategic Delivery Group will oversee the delivery of two overarching strategic portfolios:

1. **Service transformation** – aimed at optimising our current services to be the best they can be and delivering against our commitments as a key partner within the wider system.
2. **Digital transformation** – delivering a digitally enabled infrastructure that transforms the way we deliver services and people access services, and the way our people work to deliver that.

Overall accountability for the delivery of **Our Strategy** is with the NHS 24 Board, our use of resources are directed effectively to achieve our vision and Scottish Government policy.

Each year we will develop and publish a detailed one-year delivery plan and a three-year medium-term plan aligned to **Our Strategy**. These will describe how we will deliver against our strategic portfolio and support delivery across NHS

Scotland priorities and ongoing recovery. We will also work with our partners to - wherever possible - align objectives, innovate and make best use of resources.

Our Strategy is centred on the delivery of our services and the key areas of provision to ensure we continually deliver excellence. However, this does not limit our aspiration to support our partners and wider NHS Scotland ambitions, where we are committed to working collegiately to influence and respond to changing needs and expectations.

Our Strategy provides a foundation and principles for how we will operate through ongoing meaningful and proactive engagement with our partners and across national programmes of work, harnessing emergent technology and innovation to do things differently.

Our Strategy is the start of an exciting journey where we will work inclusively and collaboratively to ensure we make the most of any opportunities now and in the future.

OUR STRATEGIC Ambitions

1	We want to use our data effectively. We will ensure the value of NHS 24's 'early warning' information and data is shared quickly and effectively to allow NHS Scotland the maximum time to prepare for any impacts.
2	We want to reduce health inequalities. We will engage directly with communities across Scotland to improve an understanding of the care, advice and information available.
3	We want to improve the experience of people who contact NHS 24. We will provide new ways of accessing our services making it faster and more convenient 24 hours a day 365 days a year.
4	We will support preventative healthcare. We will expand the information and advice available to people to help them live longer healthier lives getting the support and feedback they need.
5	We want to support people recovering, or managing ongoing conditions. We will develop services that help people stay at home, providing reassurance and avoiding unnecessary admission to hospital.
6	We want people to be able to tell their story once. We will work with key partners including the Scottish Ambulance Service and territorial health boards to share information digitally, effectively and safely.
7	We want to help people with their physical and mental health concerns. Our mental health services have seen the largest growth in demand. We will expand this area utilising digital technology and other access methods.
8	We want to listen to the people that use our services. We will always develop new services based on an understanding of need, the principles of co-design and collaboration across health and care.
9	We want all our services to be sustainable and accessible. We will take a 'digital first' approach using technology in a way that makes it easier for people to access the care, advice and information they need.
10	We recognise the potential of digital technology. We will optimise use of digital and data technologies in the design and delivery of health and care services for improved patient access.
11	We want to help as many people as possible. NHS 24 will deliver all of its services in an omnichannel way. Providing choice for people on how and when they access our services.
12	We believe NHS inform could be a national asset. Working with Scottish Government, NHS 24 will develop the structure, content and facility of NHS inform to become the primary source of online health information and advice.
13	We believe NHS 24 is an open and forward looking organisation. We will fast track the national adoption of proven innovations which could have a transformative impact on efficiency and patient outcomes.
14	We will empower people with choice. Our services will have multiple ways to access and will allow people to provide information which is safely stored and can be shared across other parts of NHS Scotland.
15	Where and how people work is changing. We will offer opportunities to carry out a range of roles, with flexible locations to suit our workforce and our patients.
16	NHS 24 is an Anchor Institution. We will offer secure and interesting employment opportunities across our communities and engage with local businesses to support local economic development.
17	We are committed to delivering sustainable services. We will reduce the need for our staff to travel to work and deliver technology supported services to reduce unnecessary patient travel, accessing care closer to home.



OUR STRATEGIC Delivery Plan

Strategic Portfolio	Key Deliverables
<p>Service Transformation</p>	<ul style="list-style-type: none"> • Improved performance across current service through ongoing service delivery improvement plan in line with revised KPI framework. • Collaborate with partners to deliver improved Out of Hours/Community Urgent Care services, building on the recommendations within the Sir Lewis Ritchie Review. • Collaborative system leadership to transform the way in which people can access urgent and unscheduled care, enabling patients to receive the right care at the right time in the right place by optimising Flow Navigation Centres, learning from experience in first-stage implementation. • Continue to work collaboratively with key partners including Police Scotland to deliver an enhanced pathway for those in mental health distress, streamlining the flow of calls between partners to improve patient journey. • Collaborative strengthening of health information, advice and support within the parameters of the Proactive and Preventative Care programme and develop with SAS a shared approach as anchor institutions. • Work collaboratively to support wider primary care reform agenda, supporting increased self-management of care, and offering clinical triage to get people to the right place for the right care.
<p>Digital Transformation</p>	<ul style="list-style-type: none"> • Procure and implement next generation technology infrastructure to deliver agile, connected, accessible and collaborative omnichannel environment. • In partnership with Scottish Government, review and refresh the commission for NHS inform as a national asset for NHS Scotland for health information, advice and support and implement an agreed improvement plan to build required functionality and content. • Develop and implement a roadmap for NHS 24 Online via app and web as part of NHS 24's omnichannel environment, supporting increased self-management of care and signposting. • Develop roles, capacity and capability within NHS 24 that is digitally enabled to deliver services and work in new ways. • Develop business intelligence capability and infrastructure to inform service design for NHS 24 and with key partners, including Public Health Scotland and SAS across the wider health and care system to build a shared data set. • With SAS, complete system interface to enable automated data transfer for calls reducing call handler time. • With SAS, jointly develop voice analytics capability. • With SAS, exploit collaborative opportunities through the NHS 24 Digital Transformation Programme, including the use of new technologies, streamlining pathways, digital access to services, system interoperability, and shared approaches to infrastructure and capacity building, such as frontline ICT support.

We have set out our priorities over the next three years in our medium-term strategic plan.
This is aligned with the national NHS Scotland recovery priorities.

Strategic Portfolio	Key Deliverables
<p>Workforce</p>	<ul style="list-style-type: none"> • Implement modern approach to recruitment to increase workforce capacity and retain more staff. • Continue to strengthen workforce planning and resource planning. • Implement attrition action plan to retain more staff and proactively support staff to stay with NHS 24. • Implement equalities plan to ensure NHS 24 attracts a representative workforce and removes barriers to employment, inclusion and delivery of care. • Improve attendance and attendance management, supporting staff and managers and creating a positive working environment. • Implement Wellbeing Strategy and ensure NHS 24 is a safe place to work and grow. • Invest in continuous development of our leaders and our people across the organisation. Embed leadership development programmes for all leaders, whilst aligning talent management, coaching and mentoring activities to development opportunities and NHS 24's succession planning process. • Sustain a culture that is values-led and we can demonstrate makes a difference to staff. • Maximise effectiveness of new roles and career frameworks for NHS 24 workforce aligned to wider transformation programmes. • With SAS, identify and progress opportunities for joint working to develop common roles and career pathways, inclusive of rotational roles. • With SAS identify, and progress opportunities for shared approach to training and development, notably in respect of common roles, digital maturity, and leadership development.
<p>Climate Emergency & Sustainability</p>	<ul style="list-style-type: none"> • Work in collaboration with a range of national organisations and partners to combine the right skills and capabilities across Scotland to reduce the barriers to national innovation adoption. • Continue to work to maximise estate utilisation across shared sites and in partnership with other Boards. • Exploit technology to offer flexibility to staff in how they work, reducing the need to travel. • Reduce our footprint through digital and service transformation with sustainability and values as underpinning principles.

Glossary

Term	Definition
Accessibility	Ensuring that services, information and facilities are available and usable by as many people as possible, regardless of their abilities. In healthcare this is about removing barriers and providing equal opportunities for individuals to access and receive appropriate care and support.
Anchor Institution	A large organisation within the healthcare system that plays a central and influential role in its local community and wider society. Anchor institutions are committed to the wellbeing of the communities they serve. They provide essential healthcare services, act as a source of employment, contribute to local economies and engage in community development initiatives.
App	Short for application, an App refers to a software programme designed to perform specific functions or tasks on electronic devices such as smartphones, tablets or computers. In healthcare, apps can be used to provide health information, support self-care, track health conditions, or provide ways of interacting with services.
Breathing Space	Breathing Space is a free and confidential phone service for anyone in Scotland feeling low, anxious or depressed.
Care closer to home	An approach that emphasises providing care and support to individuals in their own homes or within their local communities whenever appropriate. This approach aims to reduce hospital admissions, promote independent living, and improve the overall well-being of patients, while also ensuring that healthcare resources are used efficiently.
Cognitive Behavioural Therapy (CBT)	Cognitive Behavioural Therapy (CBT) is a short-term therapeutic approach that focuses on identifying and changing negative thought patterns and behaviours. It helps people develop practical coping strategies and problem-solving skills.
Digital Front Door (DFD)	An online or digital gateway through which individuals can access a range of healthcare services and resources. A digital front door may include websites, apps, portals, or other digital platforms that provide information, self-help tools, appointment booking and communication with healthcare providers.
Flow Navigation Centres (FNCs)	Flow Navigation Centres are where a team of hospital-based emergency care professionals work. They are a part of the NHS Scotland urgent care pathway and individuals are referred to them for virtual or telephone consultations to save them needing to attend a hospital.
Frontline Services	The NHS 24 teams who directly serve the people of Scotland, by telephone and by webchat.
Human Rights Based Approach	A Human Rights Based Approach places the principles and values of human rights at the centre of decision-making, policy development and service provision.
Hybrid Working	A flexible work arrangement that combines remote work with in-person work at an office or other physical location. Hybrid working allows employees to have a mix of remote and on-site work, providing flexibility, promoting work-life balance, often facilitated by digital technologies.
Interoperability	The ability of different systems, software, or devices to exchange and interpret data. In healthcare, interoperability refers to the seamless sharing and integration of health information across different healthcare systems. It facilitates coordinated care, informed decision-making and better patient outcomes.
Keywords	Keywords are used to categorise conditions and symptoms that individuals call 111 about in the systems that NHS 24 use.

Glossary

Term	Definition
Living Life	A free phone service for adults experiencing low mood, mild to moderate depression or anxiety. The Living Life service offers support to people in Scotland through Cognitive Behavioural Therapy.
Mental Health Hub	NHS 24's team of Psychological Wellbeing Practitioners (PWP) who support people with their mental health.
National Care Service	A proposed integrated system for social care in Scotland, aimed at improving the quality, accessibility, and coordination of care services.
Omnichannel	An approach that focuses on providing a seamless and integrated user experience across multiple channels. In healthcare, omnichannel allows individuals to interact with services through various channels, such as phone calls, websites and mobile apps - allowing people to choose the most convenient and effective means of engagement.
Outcomes	Health outcomes are usually measurements and data used to describe the effects of healthcare on individuals' health status, quality of life and overall well-being.
Primary Care	Primary Care is the first point of contact with the NHS through community-based services provided by general practice (GPs), dental, optometry and pharmacy.
Proactive and Preventative Care	Proactive and preventative care focuses on identifying and addressing potential health issues before they become more serious. It is aimed at promoting health, preventing diseases and detecting early signs of illness.
Quality (High Quality)	In healthcare the word quality or high quality is used to describe a set of standards for services to ensure that they are safe, effective and person centred.
Remote working	The practice of employees working outside of a traditional office environment, often from home or other remote locations. Remote working typically involves using digital tools to communicate and carry out work tasks without being in a workplace.
Right care at the right place	"Right care at the right place" emphasises the importance of delivering healthcare services in the setting based on the individual's needs. It aims to help people get the most appropriate care quickly, safely and as close to home as possible.
Scheduled Care	Non-emergency healthcare services that are planned or arranged in advance. Scheduled care typically includes check-up appointments, consultations with specialists, elective surgeries, diagnostic tests and other non-urgent healthcare interventions.
Scottish Index of Multiple Deprivation (SIMD)	A tool used by NHS Scotland and other organisations to measure and identify areas of deprivation across Scotland. It provides a ranking system that highlights areas of the country that are most deprived, allowing a targeted intervention and resource allocation to address health and social inequalities.
Self Care	Self-care is about keeping fit and healthy, understanding when you can look after yourself, when a pharmacist can help and when to get advice from your GP or another health professional.

Glossary

Term	Definition
Strategy	In healthcare, a strategy describes the future ambitions and actions an organisation intends to take to meet the needs of the population it serves. It provides the basis for service planning to ensure that resources are effectively allocated and aligned across the organisation to meet common objectives.
Sustainability	In healthcare, sustainability is about managing healthcare resources, services and infrastructure in a way that is environmentally, economically and socially responsible.
Third Sector	Also known as the voluntary or non-profit sector, The Third Sector refers to organisations that are independent of the government and business sectors. They are typically driven by a social or environmental purpose and aim to contribute to the well-being of society.
Transformation	The process of making significant changes or improvements in healthcare services, systems and processes to achieve better outcomes for patients and service users. Transformation often focuses on enhancing quality, efficiency, and person centredness, while also incorporating advancements in technology and innovation.
Urgent and Unscheduled Care	Healthcare services that address immediate and unplanned health needs. Urgent care provides immediate attention to conditions that require prompt evaluation and treatment but are not life-threatening. Unscheduled care encompasses services for conditions that cannot wait for routine primary care appointments, but do not require emergency care.
Voice Assisted technology	Technology that enables interaction and control of digital devices or systems through voice commands. Examples include voice assistants like Amazon's Alexa, Apple's Siri, or Google Assistant.
Webchat	A communication channel that enables real-time text-based conversations over the internet. Webchat allows individuals to seek information, advice, or support from healthcare professionals online without the need for a face-to-face meeting or phone call.





