

NHS Scotland: nationally determined service changes

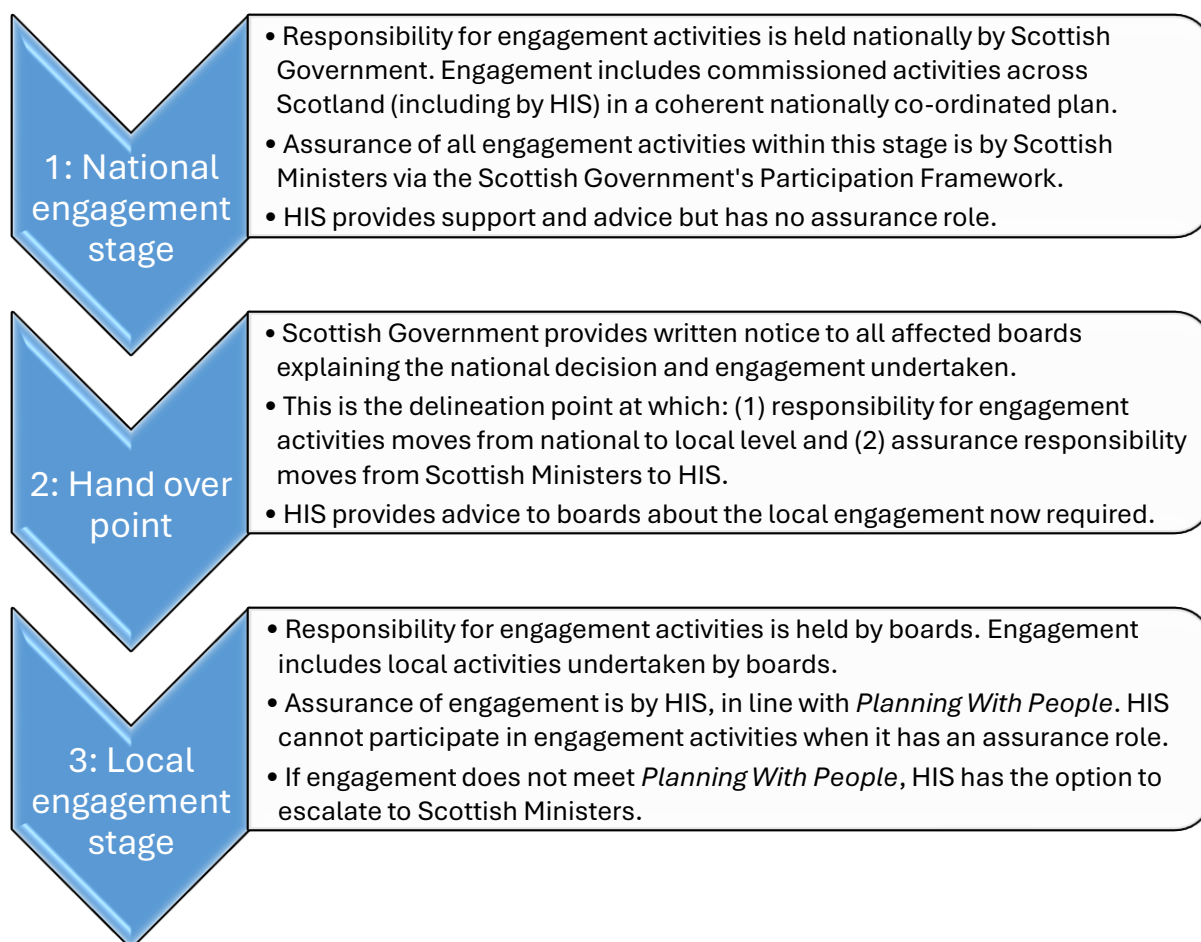
The purpose of this paper is to provide greater clarity about national and local engagement responsibilities for nationally determined service changes.

Background

[Planning with People](#) sets out the responsibilities of NHS Boards, local authorities and Integration Joint Boards for community engagement on service changes and the assurance responsibilities for Healthcare Improvement Scotland (HIS). Engagement responsibilities for Scottish Government are defined in its [Participation Handbook](#) and are assured by Scottish Ministers.

“Nationally determined service changes” are services that are defined by Scottish Government (including those that Scottish Government commissions via the NHS Scotland Planning and Delivery Board) and are delivered by NHS Boards and Integration Joint Boards (hereafter referred to as “affected boards”).

Nationally determined service changes: summary of roles and responsibilities



Recommended community engagement for nationally determined service changes

1: National Engagement Stage		
Step	Responsibility	Assurance
Develop a communication & engagement plan to underpin the service change / development. This will include planning a co-ordinated and coherent approach across all affected board areas.	Scottish Government	<p>Assurance of engagement is by Scottish Ministers with responsibilities defined in the Scottish Government Participation Handbook</p> <p>Healthcare Improvement Scotland has no statutory assurance role but can provide advice on delivery of this framework to Scottish Government. If HIS identifies areas where engagement falls short of this framework it can state these concerns to Scottish Government and Scottish Ministers.</p>
Inform affected people and communities about the planned service change / development by making information widely available at an early stage.	Scottish Government, with co-ordinated approach across affected boards	
Recruit extensive community representation to the project group, including people with lived experience of the services proposed, and from the geographical communities affected.	Scottish Government, with co-ordinated support across affected boards to reach all communities	
Complete and publish an options appraisal involving people, communities and clinicians. If there is only one viable option available, clearly provide the reasons for this.	Scottish Government	
Complete and publish impact assessments involving people and communities: <ul style="list-style-type: none"> • A national Equality Impact Assessment • An Islands Impact Assessment (if applicable) • A Fairer Scotland Duty assessment Where negative impacts are identified, consider how these could be mitigated.	Scottish Government, with co-ordinated support across affected boards to reach all communities	
Update the communication & engagement plan based on the findings of the early engagement and impact assessments, identifying any specific additional engagement required.	Scottish Government	
Complete a 3-month public consultation with communities affected by the proposed change providing full information on the viable option(s).	Scottish Government, with co-ordinated approach across affected boards and commissioning national organisations (eg, HIS)	
Submit new service description and details of all engagement activities to Scottish Ministers for consideration, assurance and approval.	Scottish Government	

2: Hand over point		
Step	Responsibility	Assurance
Provide written notice to all affected NHS Boards and IJBs explaining what the national service change is, why the decision is being made on a national basis and how it has been informed by meaningful engagement activity.	Scottish Government	Scottish Ministers
Develop a local communication and engagement plan. This will differ from case to case and from area to area depending on the provision of relevant services in each area, so requirements should be discussed and agreed with HIS.	Affected NHS Boards / IJBs	HIS

3: Local engagement stage		
Step	Responsibility	Assurance
Inform affected people and communities about the service change (communication). This is required for all nationally determined service changes.	Affected NHS Boards / IJBs	Assurance of engagement is by HIS following Planning with People
Undertake specific local engagement to consider any local mitigations required to the nationally determined service change. The engagement activities will differ depending on which of the following two categories the service change falls into: (i) Where there is scope to influence the detail of how the national decision is implemented locally (ii) Where there is not scope for local engagement to influence the service model or location of services This will be defined in the engagement plan developed in the handover stage.	Affected NHS Boards / IJBs	Assurance flowcharts are available on the HIS website

Temporary service changes

Sometimes there is a need to make immediate short-term, temporary service changes in response to specific pressures such as infection control or staffing shortages. It is recognised this situation may apply to service decisions being made at a national level, with temporary arrangements being put in place while a new long term service operating model is developed.

[Planning with People](#) describes the engagement requirements for temporary service change. This includes the need to:

1. Understand the impact of the temporary service change on people who use the service. This includes engaging with them to ask about the impact and potential mitigations.
2. Clearly communicate with people what the temporary arrangement is, an indicative timescale for how long temporary arrangements will be in place, how services can be accessed and the support available.
3. Seek ongoing feedback from people and communities on the temporary arrangements to inform current and future service design.

The guidance states that temporary service changes are for a short period of time and that at the end of this time, the service provider should contact HIS to discuss how it will be followed by engagement that meets *Planning with People*. It notes that the period of temporary change may have enabled the collection of evidence to support a case for a permanent service change.

Therefore, for temporary service changes at a national level, the expectation would be:

1. Complete the actions stated in *Planning with People* for temporary service change (understand the impact, communicate clearly and seek ongoing feedback).
2. Complete the recommended engagement stated in this paper to plan and implement the permanent new service operating model.

Additional information

There are several resources on Healthcare Improvement Scotland's website to support understanding of the requirements of the guidance and the planning of engagement activity:

Service Change resources - <https://www.hisengage.scot/service-change/resources/>

Methodology - <https://www.hisengage.scot/equipping-professionals/participation-toolkit/>

General information - www.hisengage.scot

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