

Region	Board	Priority Area <i>select from above</i>	Service Area	Reference	Dec'22 status	Key Deliverable - Name and Description	Key milestones	Progress against deliverables end Dec'22	Lead delivery body	Key Risks	Controls/Actions	Outcome(s)	Major strategies/ programmes the deliverable relates to	Impact of deliverable on health inequalities
National	NHSGJ-CFSD	Recovering planned care	CFSD-MPP/SAC	2022-GJ01	Amber	<u>Develop Speciality Delivery Groups</u> CFSD to develop and implement Speciality Delivery Group model across NHS Scotland, working in collaboration with HBs	Terms of Reference agreed by individual SDGs by Q2 Workplans developed and approved by SDGs by Q3 Boards are asked to approve the key principles underpinning the CFSD clinical leadership model Boards are asked to endorse and engage with the Speciality Delivery Groups Impact Measurement KPI's for Outpatient services are endorsed and progressed	Following late SG funding confirmation SDG Clinical Leads payment have been delayed. Targeting to progress in Q4. Development of ToRs in specialities where there were not previously formalised have been actioned. All SDGs workplans are still being developed across high priority specialities. CFSD Planned Care Conference held in Nov 22 provided opportunity to showcase planned care recovery programmes and promoted Health Board engagement.	National Centre for Sustainable Delivery	Boards do not engage with SDGs, or fail to ensure management/ clinical input Significant slippage due to budget not agreed until mid December 22. This can now progress, but some milestones (notably recruitment of clinical leads, may not occur in year).	Annual Delivery Plan mandate. CFSD NACDs will maintain input with SDG's where clinical leads has not yet been appointed. A full risk management will be developed and agreed as part next steps. Expedite Clinical Lead Recruitment, with exploring options for payments from 22/23 funding allocation.	PC1	NHS Scotland Delivery Plan, Annual Delivery Plan	As per NHS Scotland Delivery Plan, Annual Delivery Plan
National	NHSGJ-CFSD	Recovering planned care	CFSD-MPP/SAC	2022-GJ02	Green	<u>Development of planned care Nationally agreed Pathways</u> CFSD will work with health boards to reduce variation and support improved access for patients as part of planned care recovery	Work will be taken forward via the SDGs (2022-GJ01) 1. Support Implementation and scale up across speciality groups of key Once for Scotland pathways (ACRT, PIR, ERAS) 2. Continue roll out of Colon Capsule Endoscopy across all Boards 3. Progress increasing of Cytosponge activity in line with anticipated demand	Baseline assessment issued out to all Health Boards in support of Productivity Bundle activity and approach. Draft sign off approach developed for formal sign off of designed National Pathways. Cataract surgery blue print developed with formal publication targeted Q4/ 22/23. Toolkit also drafted with Cataract Surgery Standards scoping report complete.	National Centre for Sustainable Delivery	1. Dependency on territorial board capacity and resources to progress programmes and projects due to current Covid pressures 2. Access to relevant data and management information including analytical resource in support of impact and benefit demonstration	Annual Delivery Plan mandate; Progress will be monitored via SDGs and corrective action taken if required	PC1	NHS Scotland Delivery Plan, Annual Delivery Plan	Longer term this work will create more patient-centred, sustainable services that will enable easier, faster access to services
National	NHSGJ-CFSD	Recovering planned care	CFSD-MPP/SAC	2022-GJ03	Amber	<u>Development of metrics and reporting.</u> CFSD will work with partnerships to agree metrics & develop national measurement strategy to demonstrate progress against the key programmes of work on a Board by Board basis	1. Agreement of initial measurement metrics aligned to Heat Maps 2. Develop HeatMaps for 23/24	12 out of 14 Health Boards fully engaged with HeatMaps with confirmed CFSD Champions in place in support of adopting high impact programmes and reporting. Commenced development for 23/24 HeatMaps exploring the additional specialities and programmes to be included. Theatre Optimisation assessment issued out to all Health Boards.	National Centre for Sustainable Delivery	1. Cannot measure impact of SDG led improvement work 2. No capability around accessing whole system data and management information across the various systems and solutions in support of CFSD service redesign and improvements 3. The lack of PHS resource disrupts availability of useful data and reporting	Annual Delivery Plan mandate SBAR being developed and to be shared with CFSD Prog Delivery Board to outline options	PC1	NHS Scotland Delivery Plan, Annual Delivery Plan	As per NHS Scotland Delivery Plan, Annual Delivery Plan
National	NHSGJ-CFSD	Recovering planned care	CFSD-Cancer	2022-GJ04	Green	<u>Awareness Raising</u> Activate national lung cancer public awareness campaign and develop new early diagnosis campaign to reduce fear of cancer and empower people to act early.	National lung cancer public awareness campaign, early diagnosis campaign, refreshed public website	Lung campaign post-campaign evaluation completed. New awareness campaign options have been developed and presented to the Cabinet Secretary. Creative approach approved by Cabinet Secretary. Storyboard for animation approved.	National Centre for Sustainable Delivery	Awareness campaign is ineffective; does not lead to increased public/ GP awareness	1. Stakeholder engagement will take place throughout the development of the new cancer strategy and early diagnosis vision, it will be essential to ensure any decisions are evidence based. 2. Ongoing close contact with centres to capture emerging risks early and explore possible solutions. Encourage any fragile service to consider new workforce model.	PC1	Recovery & Redesign (SG national cancer plan), SG Programme for Government; SG National Planned Care Recovery Plan	Will enable better access to cancer services from deprived communities
National	NHSGJ-CFSD	Recovering planned care	CFSD-Cancer	2022-GJ05	Green	<u>Earlier Cancer Diagnosis Vision</u> CFSD will develop an early diagnosis vision for Scotland, forming part of Scotland's new cancer strategy under development.	Develop earlier diagnosis vision as part of new SG Cancer strategy	Further engagement with stakeholders conducted including Diagnostic Networks. Earlier Diagnosis ambition developed and agreed with the Cabinet Secretary. Strategy and Action Plan shared with Cabinet Secretary.	National Centre for Sustainable Delivery	SG national cancer strategy is delayed/ incomplete; No additional resource available to support delivery of ED vision/wider strategy; Vocal stakeholders within the cancer community could result in competing priorities to be included in the new early diagnosis vision; Level of ambition adopted is deemed an unrealistic stretch.	Extensive stakeholder engagement will take place throughout development of the vision and will be based on existing evidence.	PC1	New SG National Cancer Strategy	National Priority; will help guide faster, more effective access to cancer services
National	NHSGJ-CFSD	Recovering planned care	CFSD-Cancer	2022-GJ06	Green	<u>Pathway Development</u> The aim is to diagnose cancers faster and earlier through the ongoing delivery of Scotland's flagship Detect Cancer Early (DCE) Programme and Rapid Cancer Diagnostic Services	Development of Rapid Cancer Diagnostic Services, improvement of 62-day pathway, development of primary care cancer pathways	Interim independent evaluation report for RCDs by Strathclyde University has been published. Supported the Cabinet Secretary visit of NHS Fife Rapid Cancer Diagnostic Service (RCDs). Meeting with UoS took place and actions agreed to progress work of second year of evaluation - including gap analysis. Monthly meetings commenced with next two Boards to come on-stream. Lung Optimal Diagnostic Pathway toolkit published on TURAS platform.	National Centre for Sustainable Delivery	RCDs staff pressures result in reduced capacity/service offering, particularly over Winter. Pressure on clinical capacity and staffing could reduce full implementation of optimal pathways.	Ongoing close contact with centres to capture emerging risks early and explore possible solutions.	PC1	Recovery & Redesign (SG national cancer plan); NHS Scotland Delivery Plan; Annual Delivery Plan; SG Programme for Government; SG National Planned Care Recovery Plan	As per NHS Scotland Delivery Plan, Annual Delivery Plan This work will create easier, faster, quicker access to cancer services

National	NHSGJ-CFSD	Sustainability and value	CFSD-Innovation	2022-GJ07	Green	<u>Development of ANIA pathway</u> ANIA Collaborative will enable the adoption and scalability of high impact technological based innovations across NHS Scotland in collaboration with a range of delivery partners	Development of ANIA operating framework; ANIA collaboration; official launch of ANIA	Ongoing work continues around developing the governance arrangements between ANIA and the new Innovation Design Authority (IDA). New groups are likely to be convened during 2023 to better address governance needs around ANIA. Standard Operating Plan developed in support of ANIA Value Case.	National Centre for Sustainable Delivery	1. National innovation pathway does not identify new high-value innovations 2. Lack of CFSD Capacity - the full allocation of funding for CFSD team has not been agreed at this point 3. Lack of capacity from clinicians to engage with work due to pressures driven by COVID-19	1. NHS Scotland Delivery Plan mandate; use of Speciality Delivery Groups to embed innovation with local Boards 2. Recruitment of CFSD resources being undertaken against forward look of activity. Identifying partnership opportunities with ANIA Delivery Partners	PC1; VS1	NHS Scotland Delivery Plan, Annual Delivery Plan	As per NHS Scotland Delivery Plan, Annual Delivery Plan Longer term this work will create more patient-centred, sustainable services that will enable easier, faster access to services
National	NHSGJ-CFSD	Sustainability and value	CFSD-Innovation	2022-GJ08	Green	<u>Cultivate a pipeline of high potential innovations for consideration for entry onto ANIA</u> CFSD will progress a range of already identified high potential innovations through the pathway to develop Value Cases for investment.	1. Support for innovation projects going through ANIA process 2. Identification/shortlisting of new innovations for consideration for admission onto ANIA	IDA met on 19th Dec and supported Strategic Assessments for Digital COPD & Digital Diabetes Remission. There are currently 11 projects being progressed through the ANIA pathway: • 6 projects are undergoing initial triage and assessment. • 5 projects are going through more detailed adoption planning.	National Centre for Sustainable Delivery	1. National innovation pathway does not identify new high-value innovations; innovations are not suitable for progressing; 2. Lack of CFSD Capacity (see 2022-GJ85)	1. NHS Scotland Delivery Plan mandate; use of Speciality Delivery Groups to embed innovation with local Boards; 2. oversight of ANIA from ANIA collaboration and CFSD 3. Resourcing controls as per 2022-GJ85	PC1; VS1	NHS Scotland Delivery Plan, Annual Delivery Plan	As per NHS Scotland Delivery Plan, Annual Delivery Plan Longer term this work will create more patient-centred, sustainable services that will enable easier, faster access to services
National	NHSGJ-CFSD	Sustainability and value	CFSD-Primary-Secondary Care Interface	2022-GJ09	Amber	<u>Development of Primary-Secondary Care Interface</u> Will enable individuals to receive better quality care by improving the interface between Primary and Secondary care services, through collaboration with RCGP to implementing person centred pathway redesign across primary and secondary care	1. Advertise and appoint GP Clinical Lead. Establish programme governance. 2. Understanding of Interface groups priorities through RCGP survey, engagement and national workshop. 3. Agree pipeline process for pathway redesign opportunities	RCGP Scotland and CFSD attended Scottish Association of Medical Directors meetings to discuss interface work. SG have not been able to clarify the funding position for the Chronic pain project. Ongoing work to support the development of the primary care component of the digital dermatology ANIA value case continues.	National Centre for Sustainable Delivery	1. PSCI does not identify or delivery high-value improvement or redesign opportunities. 2. PSCI is unable to provide appropriate support/oversight to approved projects. 3. Limited resources and capacity to progress Primary Care Secondary Care Interface opportunities	1. Programme/Project management support provided by CFSD. 2. Agreement made not to progress with the SACT community phlebotomy work at this stage.	PC1; VS1	NHS Scotland Delivery Plan, Annual Delivery Plan	Enables delivery of services within community settings and closer to the patient's home.
National	NHSGJ-CFSD	Sustainability and value	CFSD-Emerging/Strategic Priorities	2022-GJ10	Green	<u>National Green Theatres Programme:</u> To deliver and improve environmental and sustainability within theatres in meeting policy on climate change and net zero organisations	Development of National Green Theatres programme: 1. Scope out the programme governance, workstreams, projects and bundles. 2. Agree benefits map and prioritisation of GTP actions 3. Develop Green map to monitor implementation at Board level 4. Develop Engagement Strategy and Communications Plans	National Green Theatre Programme Board with agreed ToRs now established in support of formal governance. Green Theatre Speciality Delivery Group formalised to support programme of work. Communication plan has been developed with Engagement and Stakeholder Map finalised in support of national Green Theatre activity. Recruitment of National Green Theatre Staff now appointed.	National Centre for Sustainable Delivery	1. Risk that Boards are unable to adopt GT changes or that GT changes do not deliver measurable impacts 2. Risk of expanded scope of work	Green Theatres programme will be based on initial pilot in NHS Highland, which delivered measurable results	VS1	Scottish Government priority; supports SG Net Zero ambitions	As per NHS Scotland Delivery Plan, Annual Delivery Plan
National	NHSGJ-CFSD	Recovering planned care	CFSD-Emerging/Strategic Priorities	2022-GJ11	Green	<u>National Elective Coordination Unit</u> CFSD will develop a programme to support the establishment of NECU in support of NHS Scotland Recovery	Development of NECU (national elective co-ordination unit). Initial priorities will include work to support effective matching of clinical staff with bed/theatre capacity. NEW - SG Request to explore National Waiting List Validation model	Scoping of Workforce Bank and Credit Bank concepts now completed. Workforce model drafted in support of Campaign Capacity. Ongoing development of the Target Operating Model (TOM), including Standard Operating Processes (SOPs) for waiting list validation, outpatients and surgical. 1715 patients have been validated by end of Nov 22 with a 30% removal rate and 1324 patients received surgical treatment across a number of campaigns.	National Centre for Sustainable Delivery	1. Resource and capacity requirements to support the design, implementation and delivery 2. Dependency on territorial board engagement, buy in, capacity and resources 3. Funding to support campaigns 4. Policy/SG direction to explore National Waiting List Validation model	1. NHS Scotland Annual Delivery Plan mandate 2. A full risk management plan will be developed and agreed as part next steps 3. Look to pause some workstreams (Campaign Capacity, Workforce Bank and Credit Bank) to enable programme to re-focus on National Waiting List Validation request.	PC1	Scottish Government priority, NHS Scotland Recovery Plan	The introduction of a national, standardised clinical prioritisation system would help reduce local variation, remove the artificial variation between priority categories, and ensure better patient outcomes.