

CfSD Update

Submission:	Annual Delivery Plan Q2	Report Author:	Russell Scott
Submission Date:	15 October 2025	Period Covered by Report:	End of September 2025

Programme:	Modernising Patient Pathways		Total Workstreams: 9			
Objectives	Actions this Month	Planned Actions for Next Month	Workstreams RAG status:			
Driving transformational and sustainable change to improve planned care patient access and outcomes across NHS Scotland.	<ul style="list-style-type: none">Over 113k appointments had been saved through the use of ACRT, and 37k patients have been placed on a PIR pathway.Published NHS Inform page to support forthcoming hand osteoarthritis page.Ongoing work on competency frameworks for Dermatology and Urology specialist nursing, and respiratory advanced practice physiotherapy.Dermatology framework approved by SDG.SDG meetings for Cataract, Critical Care, Dermatology, ENT, Gastroenterology, Neurology, Rheumatology, Urology and Vascular Surgery.	<ul style="list-style-type: none">Submit severe asthma pathway for sign off and publishing. Re-approval of national headache pathway.Plan dermatology RDS pathway webinar.Launch patient focussed booking (PFB) data capture pilot with 3 Boards.Ongoing work on competency frameworks for Dermatology and Urology specialist nursing, and respiratory advanced practice physiotherapy.Digital Dermatology: Programme Team will provide national support from October.Start Strategic Needs Assessment to inform Target Operating Model for Gynae.	Red	Amber	Green	Other
				2	7	
			RAG notes:			
			<ul style="list-style-type: none">A Following national pathways approval there has been delays in publishing on GJ or RDS sites.A Limited Board engagement due to capacity issues arising from supporting planned care performance arrangements.Other workstreams are green.			

Programme:	National Elective Co-ordination Unit		Total Workstreams:		6	
Objectives	Actions this Month	Planned Actions for Next Month	Workstreams RAG status:			
Support the development of a national elective co-ordination unit, including the transition to an operational model, which will support Boards with their current planned care waiting lists.	<ul style="list-style-type: none">Continued national waiting list patient validation: 288k patients validated to date.National waiting list validation campaign finalised for 1 Board.Patient treatment capacity campaigns: treated 16k patients across various specialities.Coordinated ongoing National Dermatology campaign in 2 Boards with 1 provider Board. Finalised image triage for remaining patients in 1 Board.Reviewed Diabetes Closed Loop team processes, roles and responsibilities.	<ul style="list-style-type: none">Continue to undertake national waiting list validation in 2 Boards, and start validation in another 2 Boards.Coordinate ongoing National Dermatology campaign in 1 Board with 1 provider Board.Ongoing planning for the National Dermatology campaign in another Board. Engage with SG regarding priority Boards for the Dermatology campaign.Work with SG Digital Health & Care and Microsoft to develop an integrated digital system for NECU.	Red	Amber	Green	Other
					5	
			<ul style="list-style-type: none">All workstreams are green.			


Programme:	National Unscheduled Care Improvement		Total Workstreams:		5	
Objectives	Actions this Month	Planned Actions for Next Month	Workstreams RAG status:			
Define best practice in key areas within Unscheduled Care (UC) and support Boards to improve the patient and staff experience and the timeliness and safety of patient care	<ul style="list-style-type: none">Issued first data analysis packs to Boards to support development of improvement plans.Continued development of leverage points analysis for all Boards.Carried out clinical leadership visit to 1 Board.Held national discussion forum for community palliative care.Continued data analysis for palliative care pathways and care home data.Flow Navigation Phase 1 closure report sent to communications team for design/formatting before being distributed nationally.Drafted Same Day Emergency Care (SDEC) guiding principles document to be circulated.Continued Board benchmarking to identify where additional support is required.	<ul style="list-style-type: none">Continue planning around the overall strategic direction of the Programme.Continue data analysis for palliative care pathways and care home data. Issue palliative care survey and collate feedback.Hold national discussion group re: access to end-of-life drugs for care home residents.Support Flow Navigation expansion Test of Change in 1 Board.Will hold Flow Navigation Regroup event to share insights from Boards, SAS and NHS24.To present Same Day Emergency Care (SDEC) guiding principles document to Unscheduled Care SLT for review and approval.Provide support to Boards to help implementation of Whole System Operating Framework.	Red	Amber	Green	Other
				1	4	
			<ul style="list-style-type: none"><div>A</div> Flow Navigation SDG paused while Phase 2 work is scoped.Other workstreams are green.			

Programme:	Cancer Improvement and Earlier Diagnosis Programme		Total Workstreams:		8	
Objectives	Actions this Month	Planned Actions for Next Month	Workstreams RAG status:			
Reduce the proportion of later-stage cancers (stage III and IV) diagnosed over the next 10 years, with a focus on those from areas of deprivation.	<ul style="list-style-type: none">Continued development of Cancer Action Plan 2026-2029.Continued to support Boards with backlog clearance and improvement plans.Supported Cancer Programme Delivery Board and associated improvement plans.Finalised toolkit for the Framework for Effective Cancer Management.Submitted scoping paper to SG regarding Cancer Waiting Times review.Latest “Be the Early Bird” public awareness campaign went live.Colorectal optimal cancer diagnostic pathway published and available on Right Decision Service.	<ul style="list-style-type: none">Will continue further development of Cancer Action Plan 2026-2029.Continue to support Boards with backlog clearance and improvement plans.Revise Cancer Performance Delivery Board Terms of Reference and membership.Publish Framework for Effective Cancer Management to Right Decision Service.Hold Detect Cancer Earlier roadshows targeting areas of deprivation.Finalise communications plan for the Gateway C primary care education platform.	Red	Amber	Green	Other
					8	
			<ul style="list-style-type: none">All workstreams are green.			

		<ul style="list-style-type: none"> Develop “lessons learned” document following the clinical review of the Scottish Referral Guidelines for Suspected Cancer. 	
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Programme:	National Endoscopy Programme		Total Workstreams:			6
Objectives	Actions this Month	Planned Actions for Next Month	Workstreams RAG status:			
Supporting the ongoing delivery of the Endoscopy and Urology Diagnostic Recovery and Renewal Plan	<ul style="list-style-type: none">Endoscopy Reporting System user group have completed testing and collated list of issues to be discussed with NSS.SBAR submitted to SG recommending that NHS Scotland uses data analytics from the National Endoscopy Database and that funds are reassigned to support this work.Worked with Right Decision Service to progress publication of the Endoscopy toolkit.Closing date for non-medical endoscopists has been extended into Oct.Carried out physical visit to 1 Board to support reduction in Did Not Attends (DNAs).	<ul style="list-style-type: none">Work with Boards to promote use of refreshed qFIT consensus to validate waiting lists.Will support NSS who will met with Endoscopy Reporting System supplier to discuss current issues and concerns raised by user group.Continue to monitor waiting times and provide feedback to Boards.Work with 2 Boards to support training needs for non-medical endoscopists.Continue to progress publication of the Endoscopy toolkit.Hold in-person visit with 1 Board to support development of Endoscopy plan.	Red	Amber	Green	Other
				1	5	
			<ul style="list-style-type: none"><div>A</div> Some Boards have been told that their version of the Endoscopy Reporting System can no longer be supported. CfSD are supporting NSS who are discussing the situation with the supplier and central legal office.Other workstreams are green.			

Programme:	Innovation		Total Workstreams: 11			
Objectives	Actions this Month	Planned Actions for Next Month	Workstreams RAG status:			
Facilitate the rapid assessment of new technologies for potential national adoption and lead the accelerated implementation of approved technologies across NHS Scotland.	<ul style="list-style-type: none">Digital Dermatology: 100% of GP practices now have access to the digital application.Diabetes Prevention and Ambulatory ECG Patches: funding for both innovations has now been approved by the SG.Pharmacogenetics: recruitment is ongoing, and pre go-live meetings beings held with Boards.Diabetes Remission: clinical leads have been recruited. Procurement evaluation consensus meetings completed and preferred supplier identified. Drafted benefits realisation strategy.Chest X-Ray AI: technical design and costing behind schedule as PACS team are focussed on delivery of their core	<ul style="list-style-type: none">Pharmacogenetics: start testing for both CYP2C19 Genotype and Neonatal Gentamicin projects.Diabetes Remission: Onboarding of clinical leads and project manager. Hold meetings with digital partners re: SCI Gateway configuration.Diabetes Prevention and Ambulatory ECG Patches: establish Programme Delivery Boards and prepare for project recruitment.Intelligent Liver Testing and Obstructive Sleep Apnoea: hold stakeholder meetings to understand Board needs.Chest X-Ray AI: continue to progress workstreams that are not dependent on PACS team.Submit benefits report to IDA.	Red	Amber	Green	Other
				3	7	1
			<ul style="list-style-type: none">A National PACS team need to focus on deployment of new PACS system and cannot fully support Chest X-Ray AI at this point.A Delays in getting purchase order approval for testing machines.A Delays in getting Data Privacy Impact Assessment approved in 2 Boards. One has since been resolved.			

	programme. Team have adjusted timeline to focus on delivery of other workstreams.	<ul style="list-style-type: none"> • Prepare for Horizon scanning meeting. 	<ul style="list-style-type: none"> •  Digital Dermatology workstream is now completed. • Other workstreams are green.
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Programme:	Green Healthcare Scotland		Total Workstreams:			7
Objectives	Actions this Month	Planned Actions for Next Month	Workstreams RAG status:			
Improve and evidence environmental sustainability across NHS Scotland	<ul style="list-style-type: none">Explored use of sulphur hexafluoride and perfluoroethane in vitreoretinal surgery: gathered clinical input to inform next steps.Hospital wide surgical vacuum: developed paper on system use, with intention of submitting paper to a medical journal.7 bar surgical air systems: carried out mapping of the current state of system use.Reusable laparoscopic ports and instruments: continue current trials. Started to explore opportunities to expand trials.Introduce reusable textiles: present paper to SG Resource Stewardship GroupReusable hover mattresses: update action following review by NSS ARHAI team.	<ul style="list-style-type: none">7 bar surgical air systems: will continue mapping of current landscape.Hospital wide surgical vacuum: will look to develop paper further.Reusable laparoscopic ports and instruments: support current trials and explore opportunities to expand trials.Reusable Hover Mattresses and Block Rooms: prepare to publish actions of CfSD website.Will commence rebranding/messaging from Green Theatres Programme to NHS Green Healthcare Scotland.Start to develop overarching strategy for Green Healthcare Scotland.	Red	Amber	Green	Other
				2	5	
			<ul style="list-style-type: none">A Some delays in progressing carbon saving actions due to capacity issues limiting clinical input and supporting data.A Some Boards have not engaged with current cycle of measurement meetings.Other workstreams are green.			

Programme:	Planned Care Programme		Total Workstreams:		23	
Objectives	Actions this Month	Planned Actions for Next Month	Workstreams RAG status:			
Enhance the delivery of planned care, by facilitating initiatives designed to improve demand and capacity, promote greater elective activity and address waiting times.	<ul style="list-style-type: none">Waiting Times: continued support of SG's "weekly rhythm" re: 52 week wait clearance reporting and analysis.National Orthopaedic Plan: discussed with Deputy Chief Medical Officer for review.National Treatment Centre: continue monitoring NTC capacity and performance.Allocated final tranche of additional Trauma and Orthopaedic funding to Boards.Held Scottish National Audit Programme governance discussions with BoardsContinued roll out of Ophthalmology Electronic Patient Record (EPR) across West of Scotland.Worked with Boards to increase cataract activity via in-sourcing and waiting list initiatives supported by SG funding.Continued to support expansion of National Ultrasound Training Programme.	<ul style="list-style-type: none">Continue leading weekly meetings with Boards to focus on clearance of 52wk+ waits.Work with Boards to ensure that SG funded initiatives are implemented and delivered.Continue to monitor and manage NTC capacity and performance.Submit updated National Orthopaedic Plan.Continue to develop NHS Inform page about key orthopaedic conditions and after-care.Review Ophthalmology EPR progress against trajectory and patient outcome data with Boards and NSS Product Lead.Continue to monitor implementation of Cataract Blueprint, particularly re: ongoing theatre staffing challenges.Continue to hold monthly imaging performance meetings with Boards, inc. progress against National Imaging Plan.	Red	Amber	Green	Other
				2	20	1
			<ul style="list-style-type: none"><div>A</div> Electronic Patient Record delivery behind target but mitigations being implemented.<div>A</div> Ongoing issues with theatre upgrades in 1 Board. Potential solutions have been identified.<div>O</div> Scottish Strategic Network for Diagnostics meetings have been paused pending Network review.Other workstreams are green.			

Workstream RAG status: Definition			
Red	Amber	Green	Other
Workstreams shown as red have a significant risk to delivery than cannot be managed within existing resources. There is a likelihood that key elements of the work will not be achievable and may need to be amended.	Workstreams shown as amber have a risk to delivery, but this risk can be managed within existing CfSD resources. There is a need to take corrective action and/or agree necessary changes to the planned outcomes.	Workstreams shown as green are on track and are expected to be completed on time (or ahead of schedule) and will achieve the expected outcomes. Any issues are minor and readily correctable.	Some workstreams may have a different status. This includes workstreams which are completed, paused, or not yet started.