

# agenda

National Services Division (NSD)  
Gyle Square  
1 South Gyle Crescent  
Edinburgh EH12 9EB  
[www.nsd.scot.nhs.uk](http://www.nsd.scot.nhs.uk)



Meeting: **Scottish Strategic Network for Diagnostics – Oversight Board**  
Meeting date: **Thursday 22<sup>nd</sup> August 2024, 14:00-15:00**  
Venue: **Microsoft Teams**

| No. | Agenda Item                                                                                                                                                                                                                                                              | Owner         | Timing | Paper                                   |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|-----------------------------------------|
| 1.  | <b>Welcome and apologies</b>                                                                                                                                                                                                                                             | C Ross        | 10:00  |                                         |
| 2.  | <b>Minutes of previous meeting</b>                                                                                                                                                                                                                                       | C Ross        | 10:05  | <b>OSB-2024-16</b>                      |
| 3.  | <b>Diagnostic Transformation Plan</b> <ul style="list-style-type: none"><li>• Draft workplan and engagement strategy</li><li>• Stakeholder map review</li><li>• Outline of Transformation Plan</li><li>• Fragility and Transformation survey</li></ul> <b>Discussion</b> | C Ross        | 10:10  | <b>OSB-2024-17</b><br><br><b>Verbal</b> |
| 4.  | <b>National Managed Diagnostic Networks</b>                                                                                                                                                                                                                              | A Betzlbacher | 10:40  | <b>Verbal</b>                           |
| 5.  | <b>Next steps</b>                                                                                                                                                                                                                                                        | C Ross        | 10:45  |                                         |
| 6.  | <b>Any Other Business</b>                                                                                                                                                                                                                                                | C Ross / All  | 10:50  |                                         |
| 7.  | <b>Date, Time &amp; Place of next meetings</b><br><i>Tuesday 24<sup>th</sup> September 2024, 10:00 – 11:00</i>                                                                                                                                                           | C Ross / All  | 10:55  |                                         |



Chair  
Chief Executive  
Director

Keith Redpath  
Mary Morgan  
Susi Buchanan

*NHS National Services Scotland is the common name of the Common Services Agency for the Scottish Health Service*

# Minutes

Meeting: Scottish Strategic Network for Diagnostics – Oversight Board

Meeting date: Tuesday, 25<sup>th</sup> June 2024, 10:00-12:00

Online Meeting: Microsoft Teams

## Attendance

| Name:                  | Role                                                                    | Board / Representing                |
|------------------------|-------------------------------------------------------------------------|-------------------------------------|
| Catherine Ross         | Chief Scientific Officer (Chair)                                        | Scottish Government                 |
| Susi Buchanan          | NSD Director and Genomics Representative                                | NHS National Services Scotland      |
| Victoria Keir          | Unit Head Genomics, Diagnostics and Rare Conditions                     | Scottish Government                 |
| Thomas Lamont          | Associate Postgraduate Dental Dean (deputising for Karen Reid)          | NHS Education for Scotland          |
| Rory MacKenzie         | National Associate Clinical Director (deputising for Katie Cuthbertson) | Centre for Sustainable Delivery     |
| Safia Qureshi          | Chair                                                                   | SSND Steering Group                 |
|                        | Deputy Director of Finance (deputising for Alex Stephen)                | Directors of Finance (DoFs)         |
| Ann Traquair Smith     | Director of Diagnostics and Imaging                                     | NHS Greater Glasgow & Clyde         |
| Paula Speirs           | Deputy Chief Operating Officer for Planning                             | Scottish Government                 |
| <b>In attendance:</b>  |                                                                         |                                     |
| Anna Betzlbacher       | Portfolio Manager                                                       | NHS National Services Scotland      |
| Alex Brown             | Policy Manager                                                          | Scottish Government                 |
| Evan Brown             | Programme Manager                                                       | NHS National Services Scotland      |
| Francesca Della Pietra | Policy Team Leader                                                      | Scottish Government                 |
| David Dorward          | Digital Pathology Lead                                                  | Scottish Pathology Network (SPaN)   |
|                        | Programme Support Officer                                               | NHS National Services Scotland      |
| Catriona Johnson       | Associate Director                                                      | NHS National Services Scotland      |
| Camilla Young          | Senion Programme Manager                                                | NHS National Services Scotland      |
| <b>Apologies:</b>      |                                                                         |                                     |
| Paul Bachoo            | Medical Director, Acute Services                                        | SAMD                                |
| Jonathan Cameron       | Deputy Director of eHealth                                              | Scottish Government                 |
|                        | Equipment Lead                                                          | NHS Infrastructure Management Board |
| Katie Cuthbertson      | National Director (Dr Rory McKenzie attending)                          | Centre for Sustainable Delivery     |
| Alex Stephen           | Director of Finance ( deputising)                                       | NHS Grampian                        |
| Karen Reid             | Chief Executive (Thomas Lamont deputising)                              | NHS Education for Scotland          |

## 1. Welcome and Apologies

The Chair welcomed everyone to the meeting and apologies were noted as above.

## 2. Minutes of Previous Meeting

The minutes of the meeting held on 30<sup>th</sup> January 2024 were ratified and agreed as an accurate account of the meeting.

### 3. Governance

- **Highlight Report – for noting**

There were no major concerns or issues raised. The report provided a high-level summary of the key activities of the SSND since the last Oversight Board meeting.

- **Annual Report – for approval**

The Annual Report was circulated prior to the meeting for approval. The report summarised the focus points of the SSND in the last financial year (2023/24) and what the SSND wanted to achieve in 2024/25.

It was suggested to reference alignment with the network review, which was recently undertaken, and the new construct of all networks, within the 'Looking ahead to 2024/25' page of the report. A. Betzlbacher to link with P. Speirs to obtain a graphic around what the new structures would look like, which would be added to the report.

**Action 06-24: Anna Betzlbacher / Paula Speirs**

### 4. Commission of the SSND by Strategic Planning Board (SPB)

Since the establishment of the NHS Scotland Planning and Delivery Board (PDB) in November 2024 there has been a significant focus on fragile services which had been identified through engagement with Health Boards. These included oncology, vascular, diagnostics and remote and rural. There is an aim to develop, at pace, a single plan for NHS Scotland for a coherent and prioritised focus including regional and national work. It was recognised that there were two asks of the SSND in terms of Diagnostics to:

#### **Medium to longer term**

To build a national framework or road map for the SSND to develop for Scotland, to ensure long term sustainability of services.

#### **Immediate term**

To address fragility and sustainability issues across Scotland. This would include:

- Mapping and evaluation of existing work, including the workplans of the National Managed Diagnostic Networks, to ensure all work is strategically aligned to the commission. It was noted that existing work may require to be paused to make best use of clinical and programme expertise.
- Reform work, which was ongoing locally, regionally and nationally to bring it together for coherence.
- The development of the national clinical framework.

There was a suggestion for further clarity on the ask to be provided to give direction for Steering Group and Core Group members. It would help focus discussions and actions within those groups. There was agreement for Susi Buchanan, Paula Speirs, Lorraine Cowie and Safia Qureshi to further refine the ask to the SSND.

**Action 07-24: Susi Buchanan / Safia Qureshi / Lorraine Cowie / Paula Speirs**

It was noted that there was an urgency to obtain input/examples from the five National Managed Diagnostic Networks and the SSND Core Groups around work currently underway, or examples of potential work which could be undertaken to address this need. This would include solutions, implications, major challenges and steps to take. A template was suggested to assist, which the Programme Team would prepare.

**Action 08-24: Programme Team**

On receipt of the examples, the Oversight Board would perform the initial prioritisation exercise and develop a set of recommendations for the PDB. The PDB would advise the Oversight Board on key areas for delivery.

## **5. Diagnostic Transformation Plan**

- **SBARR to Strategic Planning Board (SPB) – for approval**

Catriona Johnson shared a slide presentation and referred to the SBARR, which was circulated with the papers,

Catriona referred to the five strategic themes, identified by the communities in the network structure, and noted that six short term initiatives were identified, which were endorsed by the Strategic Planning Board. Further scoping work had been requested as a next step. Examples of the scoping work were provided which involved identifying a problem statement and aims. This was undertaken by engaging with communities through the network structure to identify actions, key deliverables and the organisation best place to support/lead the work.

Catriona noted there had recently been more clarity around the commission to the SSND. A presentation was provided at the SSND Steering Group meeting held in June 2024, which identified three priority areas for 2024/25:

- Adopting value-based pathways and stewardship through an evidence-based approach.
- Partnering to develop a digitally enabled, intelligence led approach, and
- Developing a strategic plan focusing on transforming our model of diagnostics across health and care.

In terms of a response, the next steps would be:

- A road map/transformation plan would be designed to align with the sustainability agenda and at pace.
- Assess and prioritise proposals – economic, sustainability and population level benefit. Initial scoping work had begun.
- Opportunity to revise the SSND structure and governance to effect delivery and pace.
- To make effective use of limited programme and clinical/scientific leadership the Network had at present.
- To then make recommendations to the PDB.

It was recognised that the SBARR would require to be reframed based on the urgency around the fragility and sustainability of services.

**ACTION 09-24: Programme Team**

- **Digital Pathology proposal to SPB – for approval**

Due to time constraints, discussions on the proposal would be moved to the next meeting.

David Dorward added that the proposal aligned with the immediate asks, which were discussed throughout the meeting. He advised there was risk that if decisions were not made quickly around digital pathology, we may see Health Boards reverting to individual plans.

It was suggested that David may think about strengthening the paper to further align with earlier discussions, particularly in terms of impact, output, financial aspects and interplay with other work currently ongoing within digital across Scotland. David Dorward agreed. Catherine Ross and NSD colleagues offered their support, if required.

**ACTION 10-24: David Dorward**

## 6. Next Steps

A proposal to be prepared by the SSND Programme Team around the delivery structure including how to integrate resource, expertise and knowledge to move forward.

**ACTION 11-24: Programme Team**

## 7. Any Other Business

No further business was raised.

## 8. Date, Time and Place of next meetings

Thursday, 22<sup>nd</sup> August 2024 (*confirmed post-meeting*)

### Action List

| #     | Action                                                                                                                                                                                                                    | Responsible                                                   | Deadline   |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------|
| 06-24 | <b><u>Annual Report</u></b> – As part of the 'Looking Ahead' page, reference alignment with the review undertaken on the new construct of networks. Anna to link with Paula to obtain a graphic to be added to the paper. | Anna Betzlbacher / Paula Speirs                               | 02/07/2024 |
| 07-24 | <b><u>PDB Commission</u></b> – Susi Buchanan, Paula Speirs, Lorraine Cowie and Safia Qureshi to further refine the ask to the SSND.                                                                                       | Susi Buchanan / Safia Qureshi / Lorraine Cowie / Paula Speirs | 02/07/2024 |
| 08-24 | <b><u>PDB Commission</u></b> – Develop a template to assist with the immediate ask around sustainability and fragility of services to be shared with the Network to include challenges, solutions and implications.       | Programme Team                                                | 02/07/2024 |
| 09-24 | <b><u>SBARR</u></b> – To reframe based on the urgency around the fragility and sustainability of services.                                                                                                                | Programme Team                                                | 02/07/2024 |
| 10-24 | <b><u>Digital Pathology paper</u></b> – To strengthen paper to align with the asks from PDB and present at the next meeting.                                                                                              | David Dorward                                                 | 22/08/2024 |
| 11-24 | <b><u>Next steps</u></b> – A proposal to be prepared, together with a template, by the SSND Programme Team around the delivery structure including how to integrate resource, expertise and knowledge to move forward.    | Programme Team                                                | 02/07/2024 |

### Meeting Outputs

| No. | Agenda Item                 | Paper       | Meeting Output |
|-----|-----------------------------|-------------|----------------|
| 2.  | Minutes of Previous Meeting | OSB-2024-11 | Approved       |
| 3.  | Highlight report            | OSB-2024-12 | Noted          |
| 3.  | Annual report               | OSB-2024-13 | Approved       |

|    |                                   |                              |                                                 |
|----|-----------------------------------|------------------------------|-------------------------------------------------|
| 4. | SBARR to Strategic Planning Board | OSB-2024-14                  | To be updated                                   |
| 4. | Digital Pathology proposal to SPB | OSB-2024-15a<br>OSB-2024-15b | Not discussed – To be discussed at next meeting |

# Diagnostic Transformation Plan – indicative components

Last updated: 08.08.2024



**Ambition**

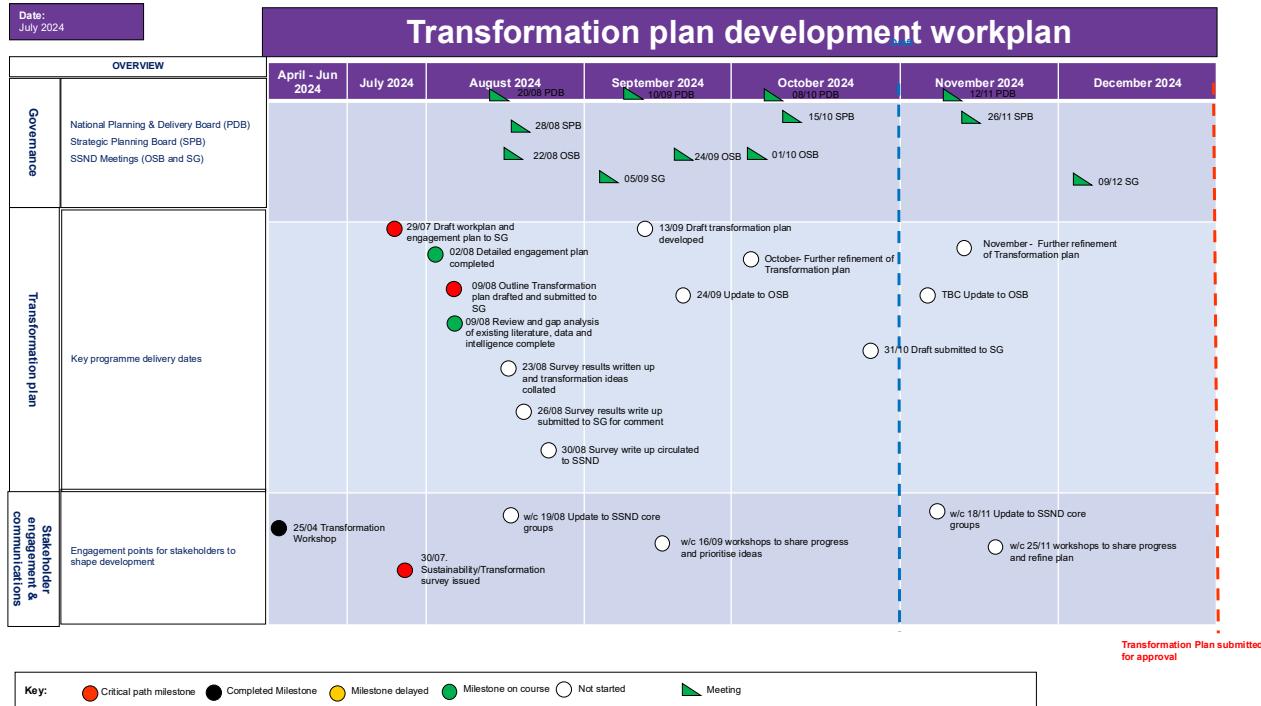
To improve access to equitable outcomes through diagnostic pathways delivered by a digitally enabled and intelligence-led healthcare science profession, driving change through a new model of care

**Outcome**

By the end of Dec 2024, working with stakeholders, the SSND will develop a strategic plan that focuses on transforming our model of diagnostics across health and care

**Diagnostic services**

| In scope                               | Out of scope                        |
|----------------------------------------|-------------------------------------|
| Radiological Imaging                   | Genomics                            |
| Laboratory Diagnostics                 | Non diagnostic elements of services |
| Clinical Physiology                    |                                     |
| Medical Physics & clinical engineering |                                     |



## Engagement plan

| Who                                       | What                                                     | Why                                                                                                                             | Key Dates                                                    |
|-------------------------------------------|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Diagnostic Community                      | Service fragility and transformation survey              | To gather information on the fragility of diagnostic services across Scotland and collate transformational change opportunities | Approval from Chair of SSND 29/07<br>Issue Survey 30/07      |
| SSND OSB, Steering Group, and Core Groups | Progress updates presented at governance meetings        | To ensure SSND members are full involved in the development of the transformation plan                                          | August 2024<br>November 2024                                 |
| Wider Stakeholder groups                  | Workshops to share thinking to date and prioritise ideas | To allow the wider community to shape the development of the transformation plan                                                | Week of 16/09 - prioritisation<br>Week of 25/11 - refinement |
| Wider Stakeholder groups                  | Newsletter                                               | To keep the community informed of progress                                                                                      | September 2024                                               |
| SSND OSB, Steering Group and Core Groups  | Email communication                                      | Drafts circulated for comment in between normal meeting schedule to ensure full engagement.                                     | At each draft stage.                                         |



# Stakeholder map

| SSND Stakeholder Map                       |                                                                                                                                                                                                                                           |                                                                   |                                                          |                                                                                                                                                                                               |                                                       |                                                            |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------------|
| Registration professional and Regulation   |                                                                                                                                                                                                                                           |                                                                   |                                                          |                                                                                                                                                                                               |                                                       |                                                            |
| Registration body                          | Professional Bodies<br><i>organisation with individual members practicing a profession or occupation in which the organisation maintains an oversight of the knowledge, skills, conduct and practice of that profession or occupation</i> |                                                                   |                                                          | Associated scientific Interest groups<br><i>association usually formally organized, that, on the basis of one or more shared concerns, attempts to influence public policy in its favour.</i> |                                                       | Regulation                                                 |
| Health and Care Professions Council (HCPC) | Royal College of Pathology (RCPath)                                                                                                                                                                                                       | Association for Laboratory Medicine (ALM)                         | British Academy of Audiology                             | British Toxicology Society                                                                                                                                                                    | Association for Respiratory Technology and Physiology | UK Accreditation Service (UKAS)                            |
| Academy for Healthcare Science (AHCS)      | Royal College of Surgeons of Edinburgh                                                                                                                                                                                                    | Institute of Biomedical Science (IBMS)                            | Society for Cardiological Science and Technology (SCST)  | British Society for Genetic Medicine                                                                                                                                                          | British Association of Retinal Screening              | Medicines and Healthcare products Regulatory Agency (MHRA) |
| Register of Clinical Technologists         | Royal College of Physicians (RCPL)                                                                                                                                                                                                        | British Blood Transfusion Society (BBTS)                          | British Society for Clinical Neurophysiology (BSCN)      | British Society for Haemostasis and Thrombosis                                                                                                                                                | The British Society of Gastroenterology               | Human Fertilisation and Embryology Authority (HFEA)        |
|                                            | Royal college of Radiology (RCR)                                                                                                                                                                                                          | Association for Clinical Genomic Science ( ACGS)                  | British Society for Clinical Electrophysiology of Vision | British Society for Haematology                                                                                                                                                               | British Society for Echocardiography                  | Joint Accreditation Committee (SCT-Europe & EMBT (JACIE)   |
|                                            | Royal College of Physicians and Surgeons of Glasgow (RSPCG)                                                                                                                                                                               | British Society for Histocompatibility and Immunogenetics ( BSHI) | Association of Health Professions in Ophthalmology       | British Society for Immunology                                                                                                                                                                | The Society of Radiographers                          |                                                            |
|                                            | Joint Collegiate Council for Oncology (established between RCPL and RCR)                                                                                                                                                                  | Association of Anatomical Pathology Technology ( AAPT)            | The Society for Vascular Technology                      | British Fertility Society                                                                                                                                                                     |                                                       |                                                            |
|                                            |                                                                                                                                                                                                                                           | British Association for Cytopathology (BAC)                       | Institute of Physics Engineering and Medicine            | British Society of Audiology                                                                                                                                                                  |                                                       |                                                            |
|                                            |                                                                                                                                                                                                                                           | Association of Reproductive and Clinical Scientists               | College of Radiographers                                 | British Society of Hearing Aid Audiologists                                                                                                                                                   |                                                       |                                                            |
|                                            |                                                                                                                                                                                                                                           | British Nuclear Medicine Society                                  |                                                          | British Sleep Society                                                                                                                                                                         |                                                       |                                                            |

# Stakeholder map

| SSND Stakeholder Map                       |                                                                                          |                                                      |                                                       |
|--------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|
| NHS                                        | SCOTTISH GOVERNMENT                                                                      | NETWORKS                                             | EDUCATION                                             |
| NHSS Health Boards including NES           | Chief Medical Officer (CMO)                                                              | Genomic Medicine Strategic Network                   | Scottish Universities Life Sciences Alliance ( SULSA) |
| Public Health Scotland (PHS)               | Chief Scientific Officer ( CSO)                                                          | National Cancer Network                              | College Development Network ( CDN)                    |
| PACS Reprovisioning Programme              | Chief AHP Officer                                                                        | Scottish Pathology Network (SPAN)                    |                                                       |
| Laboratories Information Management System | Policy makers including: cancer, rare disease, genomics, digital, workforce & education. | Haematology and Transfusion Network Scotland ( HaTS) |                                                       |
| Partnership Leads                          | National Planning and Delivery Board                                                     | Managed Clinical Networks ( MCNs)                    |                                                       |
| E-Health Directors                         | Strategic Planning Board                                                                 | Scottish Clinical Imaging Network (SCIN)             |                                                       |
| HR Directors                               | Realistic Medicine Groups                                                                | Scottish Clinical Biochemistry Network (SCBN)        |                                                       |
|                                            | Scottish Health Technologies Group                                                       | Scottish Microbiology and Virology Network (SMVN)    |                                                       |
|                                            | Chief Scientist                                                                          |                                                      |                                                       |

## Proposed structure

Section 1 – Background

Section 2 – Stakeholder engagement

Section 3 – Transformation themes

Section 4 – Governance



## 1. Background

This section will include:

- Context
- Policy landscape
- Reference to recent and ongoing development work within SSND eg – Cell Pathology Target Operating Model
- Learning from previous national programmes eg– National Laboratories Programme(NLP), Scottish Radiology Transformation Programme (SRTTP)



## 2. Stakeholder engagement

This section will include overviews of:

- SG led collaborative session May 2023
- SG led stakeholder workshop April 2024
- SSND stakeholder workshops and survey data and analysis
- Fragility and Transformation Survey data and analysis
- Prioritisation workshops scheduled for Sept 2024
- Ongoing engagement with diagnostic community through SSND



## 3. Transformation themes

5 transformation themes were identified and agreed through the SSDN Oversight Board and Steering Group:

1. Service Sustainability and resilience
2. Workforce, Training and Education
3. Digital and Innovation
4. Quality Assurance, Patient Safety & Value-based diagnostics
5. Infrastructure, Equipment & Environmental Sustainability



## Transformation themes

Each transformation theme will include a series of associated change proposals. These will:

- be aligned to the new National Clinical Framework
- be categorised and prioritised
- be identified as short/medium/long term
- detail resource requirements
- define benefits realisation and constraints



## Governance

This section will include:

- Diagnostic Transformation Plan governance structure diagram
- high-level milestone plan
- RACI matrix
- details of key contacts



# Minutes (Draft - D0.03)

Meeting: Scottish Strategic Network for Diagnostics – Oversight Board  
Meeting date: Thursday, 22<sup>nd</sup> August 2024, 14:00-16:00  
Online Meeting: Microsoft Teams

## Attendance

| Name:                  | Role                                                                    | Board / Representing                |
|------------------------|-------------------------------------------------------------------------|-------------------------------------|
| Catherine Ross         | Chief Scientific Officer (Chair)                                        | Scottish Government                 |
| Susi Buchanan          | NSD Director and Genomics Representative                                | NHS National Services Scotland      |
| Paul Bachoo            | Medical Director, Acute Services                                        | SAMD                                |
| Lorraine Cowie         | Professional Advisor (deputising for Paula Speirs)                      | Scottish Government                 |
| Alan Denison           | Post Graduate Dean (deputising for Karen Reid)                          | NHS Education for Scotland          |
| Andy Grayer            | Head of Major Programmes (deputising for Jonathan Cameron)              | Scottish Government                 |
| Victoria Keir          | Unit Head Genomics, Diagnostics and Rare Conditions                     | Scottish Government                 |
| Rory MacKenzie         | National Associate Clinical Director (deputising for Katie Cuthbertson) | Centre for Sustainable Delivery     |
| Safia Qureshi          | Chair                                                                   | SSND Steering Group                 |
| Alan Sharp             | Deputy Director of Finance (deputising for Alex Stephen)                | Directors of Finance (DoFs)         |
| Ann Traquair Smith     | Director of Diagnostics and Imaging                                     | NHS Greater Glasgow & Clyde         |
| <b>In attendance:</b>  |                                                                         |                                     |
| Anna Betzlbacher       | Portfolio Manager                                                       | NHS National Services Scotland      |
| Alex Brown             | Policy Manager                                                          | Scottish Government                 |
| Evan Brown             | Programme Manager                                                       | NHS National Services Scotland      |
| Francesca Della Pietra | Policy Team Leader                                                      | Scottish Government                 |
|                        | Programme Support Officer                                               | NHS National Services Scotland      |
| Catriona Johnson       | Associate Director                                                      | NHS National Services Scotland      |
| Stephanie Johnstone    | Policy Manager                                                          | Scottish Government                 |
|                        | Scottish Clinical Leadership Fellow ( <i>observer</i> )                 | Centre for Sustainable Delivery     |
| Camilla Young          | Senior Programme Manager                                                | NHS National Services Scotland      |
| <b>Apologies:</b>      |                                                                         |                                     |
| Jonathan Cameron       | Deputy Director of eHealth (Andy Grayer deputising)                     | Scottish Government                 |
|                        | Equipment Lead                                                          | NHS Infrastructure Management Board |
| Katie Cuthbertson      | National Director (Dr Rory McKenzie attending)                          | Centre for Sustainable Delivery     |
| Alex Stephen           | Director of Finance (Alan Sharp deputising)                             | NHS Grampian                        |
| Karen Reid             | Chief Executive (Alan Denison deputising)                               | NHS Education for Scotland          |
| Paula Speirs           | Deputy Chief Operating Officer for Planning (Lorraine Cowie deputising) | Scottish Government                 |

## 9. Welcome and Apologies

The Chair welcomed everyone to the meeting and apologies were noted as above.

## 10. Minutes of Previous Meeting

The minutes of the meeting held on 25<sup>th</sup> June 2024 were ratified and agreed as an accurate account of the meeting.

## **11. Diagnostic Transformation Plan**

A slide presentation, circulated to the group prior to the meeting, was shared. The slides contained the proposal to develop the diagnostic transformation plan within set timelines. Anna Betzlbacher explained that the first draft of the transformation plan was due to be shared with Scottish Government by the end of October 2024, with the final plan due by the end of the year. Due to the timelines, it was noted there was a need for pace. Additional Oversight Board meetings had been added to diaries. There would be communication in between meetings to ensure Oversight Board members had sight of the plan as it progressed and the opportunity to input.

The group were advised that there had been discussions around widening the Oversight Board membership, to ensure collaboration and to avoid duplication of work ongoing in other areas. The Programme Team would work with Scottish Government to look at strengthening the membership based on the stakeholders who attended the workshop held by Paula Speirs and Catherine Ross earlier in the year.

**Action 12-24 - Programme Team**

- **Draft workplan and engagement strategy**

As part of the workplan, a Fragility and Transformation Survey had been issued to stakeholders. A reminder email would be sent to ensure that responses reflected any sustainability issues which should be reflected in the transformation plan, particularly within blood banks.

There was discussion around blood banks and whether they should be 'in scope'. Blood banks could be viewed as diagnostic due to the laboratory function and the involvement within the Haematology and Transfusion Scotland (HaTS) Network. However, they could also be viewed as an interventional service therefore being 'out of scope'.

There was a suggestion to assess relative impact of blood banks, and others including endoscopy, based on workforce performance, quality, finance and to undertake a definition exercise to reflect what is in scope / out of scope; input from Lorraine Cowie would be sought in developing these definition criteria.

**Action 13-24 – Programme Team/Lorraine Cowie**

There was discussion around measuring the impact of the transformation plan, particularly around financial elements. Through the Directors of Finance, an annual cost book, produced by Health Boards, around diagnostic spend, could be provided for radiology, laboratories and medical physics however, physiology would be difficult. Alan Sharp agreed to explore providing the annual cost books.

**Action 14-24 – Alan Sharp**

The Atlas of Variation and the national Green Theatres programme were also suggested as useful tools for change.

- **Stakeholder map review**

The group reviewed the draft stakeholder map provided. It was noted that CfSD was missing from the stakeholder map. The Programme Team agreed to update the map accordingly.

**Action 15-24 – Programme Team**

There was agreement for all members of the group to review the stakeholder map and provide any updates to the SSND mailbox on any missing information.

**Action 16-24 - All**

- **Outlines of Transformation Plan**

Anna Betzlbacher advised that the outlines of the plan included a high-level proposed structure. This comprised of the background, stakeholder engagement, transformation themes and governance.

In terms of the governance section, it was noted that it would be helpful to have a governance framework infographic to understand the changed governance going forward for the SSND but also other programmes of work undertaken under the sustainability workstream. There was agreement for Lorraine Cowie to collate that by early September, which would be included in the next iteration of the slides and shared with relevant governance groups.

**Action 17-24 – Lorraine Cowie**

- **Fragility and Transformation survey**

Camilla Young advised that the survey was sent out to services leads in different disciplines within Health Boards to gather:

- i) A 'temperature check' in relation to service fragility concerns highlighted by diagnostic services, and
- ii) To gather transformation proposals to be considered for the transformation plan.

There had been 102 responses received to date and the survey was still open. A reminder would be sent out, on behalf of Catherine Ross, to be able to target where responses were missing. The responses would be collated and shared.

The Programme Team are already emailing respondents who had indicated that they would be willing to share their action plan, to request a copy.

## **12. National Managed Diagnostics Networks**

Anna Betzlbacher explained that a decision was made by Board Chief Executives last year to integrate the five national managed diagnostic networks (NMDN) with the SSND to create a coherent governance structure for diagnostics. Integration and alignment was ongoing, but she noted that these networks were integrated into the SSND governance and were represented at Steering Group level. These 5 networks are:

- Haematology and Transfusion Scotland (HaTS)
- Scottish Clinical Biochemistry Network (SCBN)
- Scottish Clinical Imaging Network (SCIN)

- Scottish Microbiology and Virology Network (SMVN)
- Scottish Pathology Network (SPaN)

It was noted that the networks had previously been self-directed, and the integration would be a big change in terms of governance and the way that they work. The next Oversight Board meeting would focus on the workplans of the five national managed diagnostic networks to gain an understanding of their focus and how they could contribute to the remit and strategic objectives of the SSND. A communication would also be considered within NSD around the changes.

**Action 18-24 – Programme Team**

### 13. Next Steps

The Core Groups would be undertaking prioritisation work at service delivery level. This would be collated, together with the results of the Fragility and Transformation Survey, and brought to the SSND Steering Group meeting on 5<sup>th</sup> September for discussion. The Steering Group would pull together key elements of the transformation plan. It would then be taken to Oversight Board for feedback and further refinement.

**Action 19-24 – Programme Team**

Catherine Ross reminded the group that the focus of all work at this time was to develop and deliver the transformation plan.

### 14. Any Other Business

No further business was raised.

### 15. Date, Time and Place of next meetings

Tuesday, 24<sup>th</sup> September 2024 at 10:00 – 11:00

#### Action List

| #     | Action                                                                                                                                                                                                                                     | Responsible                     | Deadline   |
|-------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------|
| 12-24 | <b><u>OSB membership</u></b> – Consider widening the OSB membership to ensure collaboration within different areas and avoiding duplication of work, in terms of the transformation plan.                                                  | Programme Team                  | 24/09/2024 |
| 13-24 | <b><u>SSND Portfolio criteria</u></b> – To assess relative impact on services e.g. blood banks, endoscopy, based on workforce, performance, quality, finance and undertake a definition exercise to reflect what is in scope/out of scope. | Programme Team / Lorraine Cowie | 24/09/2024 |
| 14-24 | <b><u>Measuring improvement</u></b> – Explore providing copies of the annual cost book produced by Health, to show the amount of spend, to assist with measuring improvement of the transformation plan.                                   | Alan Sharp                      | 24/09/2024 |



|       |                                                                                                                                                                                                                                                                                              |                      |            |
|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|------------|
| 15-24 | <b><u>SSND Stakeholder map</u></b> – Update the map to include CfSD.                                                                                                                                                                                                                         | Programme Team       | 30/08/2024 |
| 16-24 | <b><u>SSND Stakeholder map</u></b> – To consider any stakeholders missing from the map and email the SSND mailbox with feedback. The Programme Team to update the map based on feedback.                                                                                                     | All / Programme Team | 30/08/2024 |
| 17-24 | <b><u>Governance map</u></b> – To include an indicative governance framework infographic into the next iteration of Transformation Plan proposal. To provide a copy of the framework to Susi Buchanan to take to the next NSSC meeting.                                                      | Lorraine Cowie       | 24/09/2024 |
| 18-24 | <b><u>Communication</u></b><br>Consider a communication to be issued to Networks around the upcoming changes.                                                                                                                                                                                | Programme Team       | 24/09/2024 |
| 19-24 | <b><u>Next steps</u></b> - To collate the transformation and improvement ideas gathered from the fragility and transformation survey into a paper to be discussed and prioritised at the SSND Steering Group on 05/09 together with the outcomes of the Core Group prioritisation exercises. | Programme Team       | 30/08/2024 |

#### Meeting Outputs

| No. | Agenda Item                            | Paper       | Meeting Output |
|-----|----------------------------------------|-------------|----------------|
| 2.  | Minutes of Previous Meeting            | OSB-2024-16 | Approved       |
| 3.  | Draft workplan and engagement strategy | OSB-2024-12 | Discussed      |

# Scottish Strategic Network for Diagnostics (SSND)

OVERSIGHT BOARD CONSTITUTION AND TERMS OF REFERENCE

## Key Information

|                        |                                                                                                                                     |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
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| Contact:               | <a href="mailto:nss.diagnosticsnetwork@nhs.scot">nss.diagnosticsnetwork@nhs.scot</a>                                                |
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## Document Revision History

| Version | Date     | Summary of Changes                                                                                                                                                                                                       | Name             |
|---------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 0.1     | 09.06.23 | Network name changed throughout doc., accountability added (section 2, pg 9), Drawing on contributions by diagnostics community line added (section 4, pg10)                                                             | Anna Betzlbacher |
| 0.1     | 09.06.23 | Updated structure diagram added, Change control page added, Quorate Details amended                                                                                                                                      | Diane Taylor     |
| 0.2     | 27.07.23 | Updated structure diagram added, following approval of new visual at OSB on 24 <sup>th</sup> July 2023; Updated language in description of OSB and Steering Group remit, reflective of changes made in structure diagram | Anna Betzlbacher |
| 1.0     | 28.07.23 | Version control updated                                                                                                                                                                                                  | Diane Taylor     |
| 1.1     | 17.01.24 | Updates to 1.2 and 2.1 to reflect governance changes for SSND, Transferred to new SSND template                                                                                                                          | Anna Betzlbacher |
| 1.2     | 09.04.24 | Appendix 1 updated with removal of Primary Care rep                                                                                                                                                                      | ██████████       |
| 1.3     | 05.07.24 | Update to governance hierarchy, section 2.1, p5                                                                                                                                                                          | Anna Betzlbacher |

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## 1. Purpose

In NHS Scotland, national networks bring together stakeholders across traditional, professional and geographical boundaries. National Strategic Networks (NSNs) work with partners to support a ‘Once for Scotland’ approach to the planning, design, and delivery of an integrated, holistic, person-centred service model across the health and social care system. Under the chairmanship of an NHS Board Chief Executive, nominated by the NHS Board Chief Executives Group, each NSN provides national strategic leadership with the expertise of its partners to advise NHS Boards, Scottish Government and other stakeholders in relation to the delivery of services by using the most up to date evidence base, in line with strategic national, regional and local priorities.

### 1.1 Network Aim

The Scottish Strategic Network for Diagnostics (SSND) will provide strategic direction and oversight to enable transformation in diagnostics, ensuring services are equipped and able to become more sustainable, innovative and person-centred whilst delivering better outcomes for patients.

### 1.2 Network Objectives

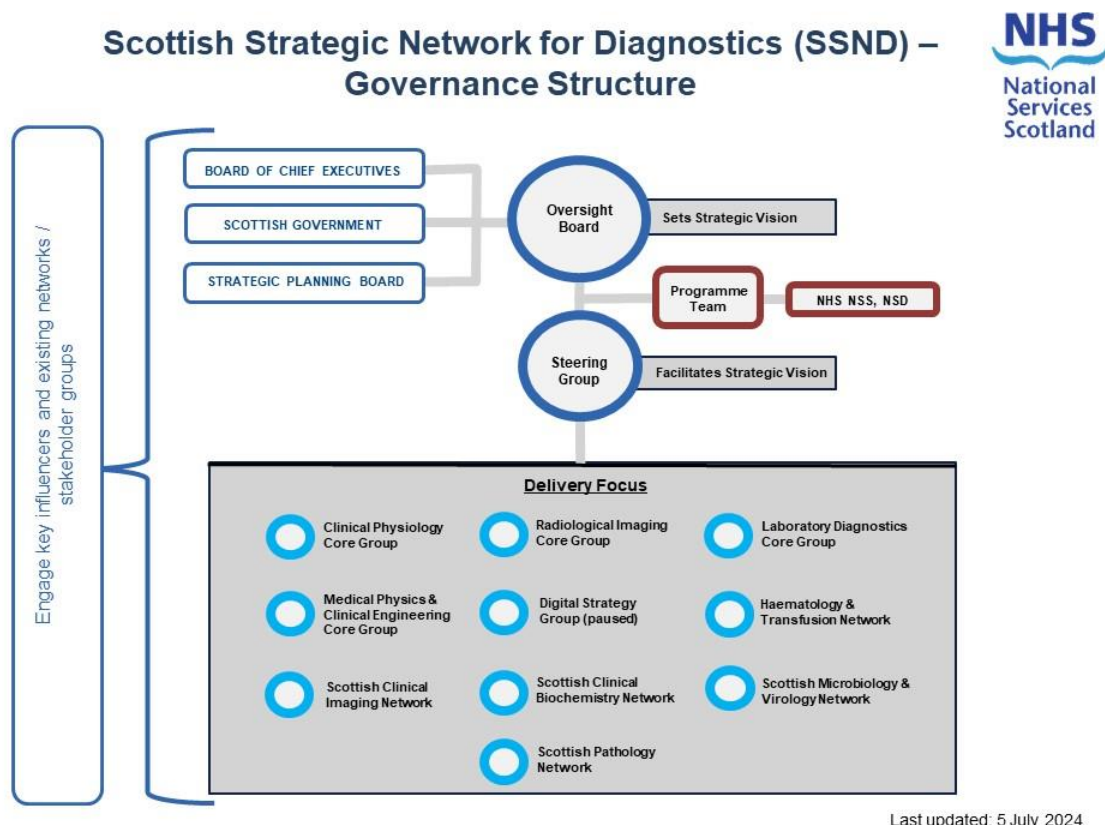
- Creation and ongoing delivery of a coherent and effective network governance structure with clear accountability, reporting and escalation lines, that provides robust network and transformation governance and assurance to Scottish Government, NHS Board CEOs and the NHS Scotland Planning & Delivery Board
- Coproduction of a Diagnostics Framework, that will provide the blueprint for an ambitious long-term strategic vision for diagnostic services of the future

- National strategic leadership and coordination for transformation of diagnostic services that align with the NHS Recovery Renewal and Transformation programme, national priorities and improve outcomes for patients
- Facilitate continuous improvement in the quality of care as a result of having effective systems and processes in place within Scotland's diagnostic services
- Support the delivery of value based health and care focussing on achieving outcomes that matter to people, while using their resources wisely
- Enable strategic policy aims, including climate sustainability and sustainable healthcare through the application of Realistic Medicine principles to sustainability
- Take a 'Once for Scotland' approach to the planning, design and delivery of services, that are equitable, person-centred, evidence-based and aligned with an agreed Framework, supporting Scotland to remain at the forefront of innovation in diagnostic service delivery and research
- Increase synergies between diagnostics disciplines and government policy, ensuring services contribute and advise on government policy and government policy takes into account the wider landscape
- Work collaboratively to ensure that synergies between different diagnostics groups and national networks are explored to enable a coherent and joined-up approach
- Effective stakeholder communication and engagement through design and delivery of a communication plan that ensures stakeholders are involved in the design and delivery of services and improvements
- Improve capability and capacity in diagnostic services by advancing processes and technology through which these services are delivered

The SSND will consider all aspects of service planning and delivery for diagnostic services and disciplines in Scotland (as illustrated in the governance diagram and defined by the Terms of Reference for the Core Groups), as well as the interaction between services and strategic structures in Scotland and those located in the rest of the UK, or beyond the UK.

## 2. Network Governance and ways of working

## 2.1 Structure



The Oversight Board, Steering Group and Core Groups are standing groups through which the network priorities and objectives will be agreed and delivered.

### The Oversight Board

The Oversight Board will provide strategic leadership and vision for the network and is both a decision making and recommendation making body. It is expected to make decisions to inform the direction of diagnostic services in Scotland, but it is also reasonable that in some situations, it may decide to escalate issues and/or make recommendation to Board Chief Executives and/or the Scottish Government. The full Terms of Reference for the Oversight Board can be found at **Annex A**.

### The Steering Group

The Steering Group will facilitate the vision set by the Oversight Board and provide oversight and coherence between the four core groups that are part of the SSND.

### Core Groups

The four Core Groups are Radiological Imaging, Laboratory Diagnostics, Clinical Physiology, and Medical Physics & Clinical Engineering. Core Groups will support and monitor the delivery and progress of the work stream aims and objectives and direct and prioritise the working groups, which will take forward pieces of work in specific areas.

### Pan-discipline Groups

Working Groups will be convened on the instruction of the Steering Group to consider a particular topic or deliver on specific priorities determined by the Oversight Board. They will consist of interested parties with experience and expertise relevant to the topic and each will have a designated lead who is responsible for coordinating the work of the group and providing appropriate feedback to these core groups. Each working group will have its own terms of reference, as well as stated objectives and deliverables.

## Accountability and Performance

The SSND is accountable through NSD to the NHS Board of Chief Executives and the Scottish Government for delivery of its objectives, providing annual updates and escalating specific issues where appropriate. Performance will be monitored and assessed through the NSD performance framework.

### 3. Appointments and Membership

#### 3.1 Chairs of the Oversight Board

The Oversight Board will be co-chaired, with one appointment endorsed by the Board Chief Executives and the other from Scottish Government.

#### 3.2 Membership of the Steering Group

Membership of the Steering Group will be endorsed by the Oversight Board. The chair of the steering group will be nominated by and will sit on the Oversight Board, and will provide regular reports on the business of the Steering Group.

#### 3.3 Membership of the Core Groups

The membership of the Core Groups will be endorsed by the Oversight Board. The chairs of the Core Groups will be nominated by the Oversight Board and will provide regular reports on the business to the steering group.

#### 3.4 Clinical Governance

The SSND has a responsibility to report any potential areas of risk to patient safety and confidentiality to the NHS Board(s) in which the risk is identified and NSD. A confidential record of risks and actions taken will be maintained consistent with NSS risk management processes.

### 4. Expenses

Travel expenses are available to non-NHS Board employees, and are paid in line with NSS' travel and subsistence rates. Contact [NSS.diagnosticsnetwork@nhs.scot](mailto:NSS.diagnosticsnetwork@nhs.scot) for details.

### 5. Confidentiality

Confidentiality must be maintained at all times, in line with NHS Scotland policy. Where papers are marked as 'Confidential' they should not be circulated or discussed out with the relevant group.

### 6. Conflict of interest

Any member who has a personal, commercial or other interest, which might influence, or be reasonably deemed by others to influence their impartiality, should declare this to the membership. Such interests will be recorded by NSD and appropriate steps taken to manage the potential conflict.

### 7. Other

External stakeholders form part of the wider landscape for diagnostic services in Scotland. The work of the SSND may require interaction with commercial partners on specific issues. Any such interactions would be subject to separate governance arrangements as necessary.

## Annex A. Oversight Board Terms of Reference.

### 1. Purpose

The Oversight Board of the SSND will provide a strategic direction and oversight to diagnostics services, and ensure the network and its members have a shared vision that will enable the transformation of Scotland's diagnostics into a more sustainable, innovative and person-centred delivery model.

### 2. Remit of the Group

The Oversight Board members will:

- Provide NHS Board Chief Executives and Scottish Government with assurance on the work of the Strategic Network.
- Provide long-term strategic vision for diagnostic services in Scotland that align with national priorities.
- Set out a transformation plan based on priorities and evidence, and provide clarity on outcomes.
- Provide national strategic leadership for transformation of diagnostic services that align with the NHS Recovery Renewal and Transformation programme, and improve outcomes for patients.
- Set the objectives for the Steering Group and oversee the implementation of work of the Steering group.
- Increase synergies between diagnostics disciplines and government policy, ensuring services contribute and advise on government policy and government policy takes into account the wider landscape.
- Support decision making on issues escalated via the Steering Group and act as escalation point for risks and issues related to diagnostic services.
- Consider the financial consequences and sustainability of any proposed projects.
- Ensure that any proposed strategy considers its net zero climate and environmental sustainability.
- The Oversight Board is responsible for providing assurance to Board Chief Executives and Scottish Government that decisions are evidence based and aligned with any relevant Scottish Government policy.
- The Oversight Board has delegated authority to assess future delivery model options for diagnostics and make recommendations to Scottish Government and Board Chief Executives.

### 3. Roles and Responsibilities

Members must be able to demonstrate commitment and willingness to make a positive, practical, meaningful and lasting contribution to the work of the SSND.

Members are required to attend the meetings or be represented by a deputy that will have their delegated authority to make decisions on their behalf. Meetings will mainly be virtual. Should a meeting be in person access via Microsoft Teams will be arranged, where possible, for those who are unable to travel. Any member who does not attend three meetings in a year and does not send a deputy will be asked to withdraw their membership.

### 4. Membership, frequency, and record of meetings

Membership will be reviewed every 12 months to ensure it is effective and appropriate. Membership can be found in **Appendix 1**. The Oversight Board will remain agile in its membership, inviting subject matter experts and colleagues from the diagnostics community to contribute to agenda topics when required, to ensure robustness of discussions.

The Oversight Board shall meet on at least four occasions each year initially, or more if required. The frequency of meetings can be reduced or conducted via e-mail with agreement from the Oversight Board.

Meetings will be timetabled 6 weeks in advance, usually with an annual schedule of meetings set at the start of the year.



Meetings will only go ahead if there is a quorum of members in attendance. A meeting can be considered quorate when 50% of members are present and if the chair considers that those present provide sufficiently broad representation of the network's stakeholders.

Other representatives may be invited to meetings as observers only or special guest speakers. Guests will be invited to attend or submit papers and reports to the Oversight Board as appropriate. The agenda and associated papers for each meeting shall be circulated by email to the members no later than ten working days in advance of the meeting date.

Shortly after each meeting, any actions agreed will be circulated to allow swift progress. Meeting minutes detailing decisions and work to be carried out as a result of the meeting will be produced in line with agreed NSD standards. They will be circulated in draft form no later than two weeks after the meeting and will be ratified at the subsequent meeting. The final approved minutes will be circulated and made available on the SSND website. This does not preclude communication detailing the progress of current initiatives between meetings.

There will be times where there is a business need for items to be endorsed electronically. An appropriate deadline will be given and where there is a nil return, these items will be considered as endorsed.

## 5. Confidentiality

Confidentiality must be maintained at all times, in line with NHS Scotland policy. Where papers are marked as 'Confidential' they should not be circulated or discussed out with the relevant group.

## 6. Conflict of interest

Any member who has a personal, commercial, or other interest, which might influence, or be reasonably deemed by others to influence their impartiality, should declare this to the membership. Such interests will be recorded by NSD and appropriate steps taken to manage the potential conflict.

## 7. Lifespan of Board

The Oversight Board is accountable to the NHS Board Chief Executives and the Scottish Government who can instigate a review of the Board if appropriate. The terms of reference shall be reviewed after 12 months.

## Appendix 1: Oversight Board Membership

|                                                                                                 |
|-------------------------------------------------------------------------------------------------|
| Co-Chair on behalf of Board of Chief Executives                                                 |
| Co-Chair on behalf of Scottish Government                                                       |
| Scottish Government policy lead                                                                 |
| NSD Director                                                                                    |
| Deputy Chief Operating Officer for Planning, Scottish Government                                |
| National Director, Centre for Sustainable Delivery                                              |
| NHS Education for Scotland (NES)                                                                |
| Director of Finance (Director of Health Finance and Governance & Chief Finance Officer of NHSS) |
| Partnership                                                                                     |
| Deputy Director of eHealth                                                                      |
| Board Medical Director                                                                          |
| Chief Medical Officer                                                                           |
| Chair of Steering Group                                                                         |
| Programme Director                                                                              |
| National Infrastructure Board                                                                   |
| Senior Advisor, Innovative Healthcare Delivery Programme, SG                                    |
| Board Director of Diagnostics and Imaging                                                       |

