

PLANNED CARE WAITING TIMES TARGETS – PROGRESS UPDATE 13 JAN 2023

PRIORITY AND PURPOSE

This is a routine submission to provide the First Minister and Cabinet Secretary for Health and Social Care with an update on progress against the delivery of the planned care waiting times targets.

CONTEXT AND ISSUES

Officials last met with the Cabinet Secretary on 7 December to provide an update on progress towards the long wait targets.

Latest Performance Update

NHS Lothian

CfSD are re-engaging with the Board around efficiencies which might be made in Dermatology OPs. The Board report there are still one or two very long waits on their list, due to patient availability, and they plan to bring these patients in as soon as possible. The Board are also being supported by NECU to undertake a validation exercise for a proportion of their Orthopaedic list, however significant pressures remain in this area as capacity is being used for urgent care, while inpatient beds are not available for recovery.

OPTIONS CONSIDERED AND ADVICE

Boards continue to submit monthly updates to CfSD on progress across High Impact Programmes, meeting monthly with CfSD to assess, review and improve processes and data quality. To date, there has been significant progress against 22/23 NHS Recovery Plan commitment to release OP activity through redesign [Redacted – section 30(b)] with Boards indicating the potential to be even more productive and are aiming to achieve significantly more than this year's commitment [Redacted – section 30(b)]

Planning for 2023/24 is underway to expand the specialties covered for ACRT and PIR to align with additional OP commitment in Recovery Plan for 23/24.

The NECU Team continue to scope and implement capacity solutions for NHS Boards, [Redacted – section 30(b)]

Specialty Delivery Groups (SDGs) have met over the last month with a specific focus on sharing best practice and opportunities around day-surgery given winter bed pressures. Planning sessions are being delivered over January and February to develop SDG workplans and deliverables for 2023/24.

CONCLUSION AND NEXT STEPS

As a key support function for NHS Boards, NECU will now support the administrative and clinical validation for patients waiting over one year across inpatient and outpatient services in the following key specialties:

- ENT
- General Surgery
- Gynaecology
- Orthopaedics
- Urology

These are the key specialities that have been impacted due to the recent NHS pressures, and have some of the longest waiting patients, therefore NECU will now be able to support the delivery of high volume waiting list validation. We have asked that the NECU team at CFSD work with NHS Boards to support this validation campaign.

We have also been working with NHS GJ to identify any potential theatre capacity, which can be made available to Boards immediately. Weekend capacity has been identified within Orthopaedics, cath labs, Day-Surgery unit, General Surgery, Ophthalmology and also for CT and MRI. These sessions are not currently staffed therefore further discussions on an individual Board basis are required to identify opportunities to utilise appropriately.

This, and the validation work, will be supported by some slippage in our 2022/23 allocation. We will continue to work closely with the Boards and the CFSD team to monitor uptake and progress of this work over the coming weeks and months

(The remaining document is out of scope so has been redacted)

**Directorate for Chief Operating Officer,
Health Performance & Delivery Division**

**PLANNED CARE WAITING TIMES TARGETS – PROGRESS UPDATE - 27 January
2023**

PRIORITY AND PURPOSE

1. This is a routine submission to provide the First Minister and Cabinet Secretary for Health and Social Care with an update on progress against the delivery of the planned care waiting times targets.

NHS Ayrshire & Arran

A NECU-led mutual aid campaign to support Diabetes and Endocrinology commenced in December which saw significant reductions in long waiting patients arising from the completion of a waiting list validation exercise. [Redacted – Exemption 30(b)]

OPTIONS CONSIDERED AND ADVICE

A communication was circulated to Chief Executives on 13 January to outline NECU's offer to support the delivery of high volume waiting list validation for key specialities that have been impacted by recent NHS pressures (General Surgery; Gynaecology; Orthopaedics, ENT and Urology).. [Redacted – Exemption 30(b)] We will continue to encourage all Boards with long waits in these areas to engage with CfSD for support.

CONCLUSION AND NEXT STEPS

The Planned Care guidance to support 2023/24 planning will be issued in the week commencing 30 January which sets out key priorities for Boards in the next 12 months. This includes immediate actions to support improvement through CfSD productive opportunities and validation, and reducing long waits in line with the targets announced last summer.

(The remaining document is out of scope so has been redacted)

**Directorate for Chief Operating Officer,
Health Performance & Delivery Division**

PLANNED CARE WAITING TIMES TARGETS – PROGRESS UPDATE 10 February
2023

PRIORITY AND PURPOSE

This is a routine submission to provide the First Minister and Cabinet Secretary for Health and Social Care with an update on progress against the delivery of the planned care waiting times targets.

OPTIONS CONSIDERED AND ADVICE

Boards continuing to submit monthly Heatmap updates to CfSD on progress across High Impact Programmes, and are meeting monthly with CfSD to assess, review and improve processes and data quality.

Reporting for 23/24 will expand the specialties covered for ACRT and PIR to align with additional OP commitment in the Recovery Plan for 23/24.

NECU

The NECU Team continue to scope and implement capacity solutions for NHS Boards, with the below work delivered to date:

- [Redacted – Exemption 30(b)]

Specialty Delivery Groups (SDG)

Planning sessions are being delivered over January and February to develop SDG workplans and deliverables for 2023/24.

The official ‘sign off’ process for ‘Once for Scotland’ clinical pathways has now been confirmed, ensuring all pathways developed through SDGs are recognised end-to-end from Primary Care through Secondary Care.

Earlier Cancer Diagnosis

CfSD are also establishing a National Bronchoscopy & EBUS Training Programme for NHS Scotland through the NHS Scotland Academy (hosted at the NHS Golden Jubilee) which will, in part, address an unmet need in providing better EBUS staging for lung cancer patients in Scotland, ultimately contributing to improved lung cancer outcomes.

The two new Rapid Cancer Diagnostic Services (RCDS) in NHS Lanarkshire and NHS Borders are working on go live dates, and announcements will be coordinated with SG and CfSD comms.

[Redacted – Exemption 30(b)]

CONCLUSION AND NEXT STEPS

Health Boards are expected to work with officials and CfSD to develop plans and agree local solutions to support implementation of productive opportunities and key deliverables, which include a range of national and local, high impact, transformation programmes that will help increase capacity and enhance regional and national working. This includes:

- Fully scaling High Impact Programmes (ACRT, PIR, ERAS, Day Surgery, Cytosponge, CCE)
- Adopting 'Hospital within a hospital' model
- Extending scope of day surgery
- Waiting list validation
- Adopting Minimum Standards per procedure across theatre productivity
- Adopting recommendations from the Atlas of Variation maps
- Maximising throughput through NTCs
- High-volume pathway redesign
- Maximising digital capacity

Implementation of productive opportunities by Boards will be monitored through heatmaps, and ongoing collaboration with CFSD, Specialty Delivery Groups and Boards will support and monitor implementation of Minimum Standards to reduce variation.

[Redacted – Out of Scope]

2. Plans and trajectories are due to be submitted for approval by Friday, 17 March 2023, with Boards expected to submit an activity template for the year ahead, detailing monthly predicted position against:

CFSD productive opportunities including high volume throughput, same day surgery

(The remaining document is out of scope so has been redacted)

**Directorate for Chief Operating Officer,
Health Performance & Delivery Division**

PLANNED CARE WAITING TIMES TARGETS – PROGRESS UPDATE 24 February
2023

PRIORITY AND PURPOSE

This is a routine submission to provide the First Minister and Cabinet Secretary for Health and Social Care with an update on progress against the delivery of the planned care waiting times targets.

NHS Ayrshire & Arran

The majority of patients waiting >104 weeks and >78 weeks are now within one speciality: Diabetes and Endocrinology. To help address this, a NECU-lead mutual aid arrangement was commissioned by the Board to support a waiting list validation exercise in December 2022. However due to a clinical issue, this support was temporarily paused in January, with the subsequent impact to date therefore smaller than anticipated. This arrangement is expected to recommence in late-February, and steady ongoing progress to reduce long waits is expected to follow.

[Redacted – Exemption 30(b)]

Insourcing clinics to support this speciality are underway, and an initial NECU facilitated meeting between Ayrshire & Arran and NHS Grampian was held on 7 February to discuss options for mutual aid. A follow-up meeting for clinical staff to agree processes will be arranged as soon as possible.

NECU-lead mutual aid for Neurology remains paused, pending resolution of clinical concerns, however some Board-led waiting list initiatives and additional insourcing are underway in the interim.

(The remaining document is out of scope so has been redacted)

**Directorate for Chief Operating Officer,
Health Performance & Delivery Division**

OFFICIAL: SENSITIVE

**PLANNED CARE WAITING TIMES TARGETS – PROGRESS UPDATE 24 March
2023**

PRIORITY AND PURPOSE

This is a routine submission to provide the First Minister and Cabinet Secretary for Health and Social Care with an update on progress against the delivery of the planned care waiting times targets.

NHS Ayrshire & Arran

The Board have reported that the service is scoping a longer term service redesign for Diabetes & Endocrinology with a focus on Active Clinical Referral Triage (ACRT), patient opt-in and development of new advanced practice nursing and pharmacy roles. [Redacted – Exemption 30(b)]

National Elective Co-ordination Unit-lead mutual aid for Neurology remains paused, pending resolution of clinical concerns, however there are ongoing discussions between the Board and NHS GGC, who deliver this service, with a view to modernising the Service Level Agreement (SLA) to resource initiatives such as ACRT which will help to reduce the waiting list.

OPTIONS CONSIDERED AND ADVICE

Officials have started assessing the plans; reviewing how Boards will maximise planned care capacity and protect diagnostic capacity locally, regionally and nationally. Plans are also being assessed for the productive opportunities identified in line with the Centre for Sustainable Delivery (CfSD) priorities, as well as responses on waiting list validation and cancer waiting times. [Redacted – Exemption 30(b)]

(The remaining document is out of scope so has been redacted)

**Directorate for Chief Operating Officer,
Health Performance & Delivery Division**

PLANNED CARE WAITING TIMES TARGETS – PROGRESS UPDATE 25 April 2023

PRIORITY AND PURPOSE

This is a routine submission to provide the First Minister and Cabinet Secretary for NHS Recovery, Health and Social Care with an update on progress against the delivery of the planned care waiting times targets. This submission has been provided fortnightly since the introduction of long wait targets in July 2022.

CONTEXT AND ISSUES

Planned care planning guidance was issued to Boards in February setting out key priorities for Boards for 2023/24, such as maximising planned care capacity, protect diagnostics, prioritise cancer delivery, address long waits, and a strong emphasis on recovery, redesign and sustainability in line with Centre for Sustainable Delivery (CfSD) priorities. Draft plans have now been submitted and more detail is set out in this submission

We are also working closely with CFSD to develop multiyear plans to support the largest volume, and most challenged specialties that will include activity and trajectories to Spring 2026.

Latest Performance Update

[Redacted – Exemption 30(b)]

OPTIONS CONSIDERED AND ADVICE

We will work with Boards to produce revised plans and finalised trajectories, and will use these to monitor performance to ensure we meet the commitment to provide year-on-year reductions to waiting times, as set out in the policy prospectus. Discussions with Boards are expected to be concluded by early May and will be held jointly with the Centre for Sustainable Delivery (CfSD) colleagues to ensure a collaborative final plan is developed.

Initial plans show that the majority of Boards have already provided a clear plan of how they intend to engage and deploy CfSD programmes throughout the coming year to optimise and improve planned care performance. This includes intentions to prioritise, scale and adopt; Active Clinical Referral Triage (ACRT), Patient initiated Reviews (PIR), Colon Capsule Endoscopy (CCE) and Cytosponge, Enhanced Recovery After Surgery (ERAS) and Same Day Surgery (BADs), where not already done so. Support requirements for CfSD initiatives will be discussed with Boards as part of regular meetings.

These lines within Options Considered and Advice are also mentioned in Planned Care Targets – Progress Update for 8 May 2023.

(The remaining document is out of scope so has been redacted)

**Directorate for Chief Operating Officer,
Health Performance & Delivery Division**

PLANNED CARE WAITING TIMES TARGETS – PROGRESS UPDATE 2 June 2023

PRIORITY AND PURPOSE

This is a routine submission to provide the First Minister and Cabinet Secretary for NHS Recovery, Health and Social Care with an update on progress against the delivery of the planned care waiting times targets.

NHS Ayrshire & Arran

The vast majority of remaining over 2 year and over 18 month waits are in Diabetes & Endocrinology. Specific objectives for 2023/24 include:

- Redesigning patient pathways with a focus on ACRT (Active Clinical Referral Triage) and patient opt-in
- NECU (National Elective Co-ordination Unit) facilitated mutual aid / ACRT
[Redacted – Exemption 30(b)]

NHS Grampian

[Redacted – Exemption 30(b)] the Board have reported it is difficult to envisage how the current Urology capacity could be diverted from higher priority patients to address this backlog of patients. [Redacted – Exemption 30(b)]The Board have escalated this group to NECU and directly with the SG Performance leads to help identify if there may be any mutual aid available across NHS Scotland to address this specific group of patients.

OPTIONS CONSIDERED AND ADVICE

Centre for Sustainable Delivery

The CfSD's Modernising Patient Pathways Programme (MPPP) continue to build on the positive improvements to release planned care capacity through redesign:

Heatmaps

[Redacted – Exemption 30(b)] Through 2023/24, the Heatmaps will also focus on increasing productivity across inpatient and day-case activity, specifically on Orthopaedic joints, Cataracts and day-case Hernia and Hysterectomy. Although well-established across many

OFFICIAL: SENSITIVE

Boards, Enhanced Recovery After Surgery (ERAS) will remain in Board's Heatmaps to ensure a focus on reducing Inpatient Length of Stay.

Specialty Delivery Groups (SDGs)

SDGs have set out their 2023/24 workplans to support Boards in the delivery of their Heatmap ambitions to adopt and deploy existing and new optimal patient pathways to drive further efficiencies and patient outcomes. The Urology SDG will be delivering 3 Peer Review sessions through June 2023 across East, West and North regions. These sessions will allow a deeper dive into best practice across Scotland's Urology services to stimulate enthusiasm for change, joint working and opportunities to collectively reduce unwarranted variation.

The National Elective Co-ordination Unit (NECU)

[Redacted – Exemption 30(b)] Most recently this process has been enhanced with a Digital Patient Interaction tool which offers much quicker feedback from patients on their current condition, whilst waiting for assessment or treatment. [Redacted – Exemption 30(b)]

National Treatment Centres

[Redacted – Exemption 30(b)]

(The remaining document is out of scope so has been redacted)

Directorate for Chief Operating Officer

Health Performance & Delivery Division

PS/First Minister

PS/Cabinet Secretary for NHS Recovery, Health and Social Care

PLANNED CARE WAITING TIMES TARGETS – PROGRESS UPDATE

PRIORITY AND PURPOSE

3. This is a routine submission to provide the First Minister and Cabinet Secretary for NHS Recovery, Health and Social Care with an update on progress against the delivery of the planned care waiting times targets.

CONTEXT AND ISSUES

This update mainly focusses on the latest performance based on management information and work that is being progressed based on initiatives through CFSD, and NTCs. [Redacted – Out of Scope] This work continues in collaboration with boards and key stakeholders, including CFSD. [Redacted – Out of Scope]

We also continue work to develop a national multi-year delivery plan to generate the additionality necessary to meet our ambition to reduce waiting lists year-on-year. This is being progressed urgently with clinical input across specialties (including via the orthopaedic Specialty Delivery Group), including regional opportunities to maximise and deploy capacity across board boundaries, and informed by modelling scenarios across the largest specialties, which fully utilise productive opportunities.

[Redacted – Exemption 30(b)]

OPTIONS CONSIDERED AND ADVICE

Centre for Sustainable Delivery (CfSD)

CfSD's Modernising Patient Pathways Programme (MPPP) continue to build on the positive improvements to release planned care capacity through redesign:

- *Heatmaps*

[Redacted – Exemption 30(b)] Although well-established across many Boards, Enhanced Recovery After Surgery (ERAS) will also remain in Boards' Heatmaps to ensure a focus on reducing Inpatient Length of Stay.

- *Specialty Delivery Groups (SDGs)*

Speciality Delivery Groups (SDGs) have set out their 2023/24 workplans to support Boards in delivery of their Heatmap ambitions to adopt and deploy existing and new optimal patient pathways to drive further efficiencies and patient outcomes. [Redacted – Exemption 30(b)]. These sessions allowed a deeper dive into best practice across Scotland’s Urology services to stimulate enthusiasm for change, joint working and opportunities to collectively reduce unwarranted variation. A recommendations paper is being compiled and will be available at the end of July 2023 – this work will be factored into the more detailed planning work that is ongoing. . [Redacted – Exemption 30(b)]

- *The National Elective Co-ordination Unit (NECU)*

[Redacted – Exemption 30(b)]Most recently this process has been enhanced with a Digital Patient Interaction tool offering much quicker feedback from patients on their current condition whilst waiting for assessment or treatment. [Redacted – Exemption 30(b)]
[Redacted – Exemption 30(b)]

(The remaining document is out of scope so has been redacted)

Directorate for Chief Operating Officer

Health Performance & Delivery Division

PLANNED CARE WAITING TIMES TARGETS – PROGRESS UPDATE 28 July 2023

PRIORITY AND PURPOSE

This is a routine submission to provide the First Minister and Cabinet Secretary for NHS Recovery, Health and Social Care with an update on progress against the delivery of the planned care waiting times targets.

CONTEXT AND ISSUES

This update mainly focusses on the latest performance based on management information and work that is being progressed based on initiatives through the CfSD [Redacted – Out of Scope]

Latest Performance Update

[Redacted – Exemption 30(b)] As noted in the previous update, the service is also scoping a longer term service redesign with a focus on Active Clinical Referral Triage (ACRT), patient opt-in and development of new advanced practice nursing and pharmacy roles.

[Redacted – Exemption 30(b)]

[Redacted – Out of Scope]

ADVICE IN DEVELOPMENT

[Redacted – Out of Scope]

Centre for Sustainable Delivery (CfSD)

CfSD's Modernising Patient Pathways Programme (MPPP) continue to build on the positive improvements to release planned care capacity through redesign:

- *Heatmaps*

[Redacted – Exemption 30(b)]

- *Specialty Delivery Groups (SDGs)*

SDGs have set out their 2023/24 workplans to support Boards in delivery of their Heatmap ambitions to adopt and deploy existing and new optimal patient pathways to drive further efficiencies and patient outcomes.. The CfSD will be setting up a new Peri-operative Delivery Group in the Autumn to focus on improving flow, optimal use of resources and patient outcomes across theatre pathways. The group will adopt the same approach as other SDGs with nominated clinical and operational leads from each NHS Board and will link directly with the existing surgical SDGs to drive improvements across each specialty.

- *The National Elective Co-ordination Unit (NECU)*

[Redacted – Exemption 30(b)]

4. The NECU team are working to now support clinicians within this highly specialist area to both see and treat the above noted patients who still require treatment. In discussion with clinical experts across NHS Scotland a plan is being developed that will facilitate treatment of these patients across NHS Scotland. This national campaign will support and facilitate increased capacity for treatment within NHS Scotland and enable the development of training to build future sustainability within this highly specialist clinical area.

Following completion of the administrative waiting list validation, NECU are now in the process of matching available clinicians to clinical validation sessions and engaging with potential provider health boards to support treatment sessions on a regional basis. They anticipate that the initial clinical validation work will commence by September 2023, with local anaesthetic procedures being booked following this clinical validation exercise. This represents a marginal increase to the timeline initially proposed in which patients were expected to receive treatment by the end of August 2023

[Redacted – Out of Scope]

(remaining document is out of scope so has been redacted)

Directorate for Chief Operating Officer

Health Performance & Delivery Division

PLANNED CARE WAITING TIMES TARGETS – PROGRESS UPDATE 25 August
2023

PRIORITY AND PURPOSE

This is a routine submission to provide the First Minister and Cabinet Secretary for NHS Recovery, Health and Social Care with an update on progress against the delivery of the planned care waiting times targets.

CONTEXT AND ISSUES

[Redacted – Out of Scope]

[Redacted – Exemption 30(b)]

[Redacted – Out of Scope]

OPTIONS CONSIDERED AND ADVICE

Centre for Sustainable Delivery (CfSD)

CfSD's Modernising Patient Pathways Programme (MPPP) continue to build on the positive improvements to release planned care capacity through redesign:

[Redacted – Exemption 30(b)]

(remaining document is out of scope so has been redacted)

Directorate for Chief Operating Officer

Health Performance & Delivery Division

PLANNED CARE WAITING TIMES TARGETS – PROGRESS UPDATE 25
September 2023

PRIORITY AND PURPOSE

This is a routine submission to provide the First Minister and Cabinet Secretary for NHS Recovery, Health and Social Care with an update on progress against the delivery of the planned care waiting times targets.

CONTEXT AND ISSUES

This update focusses on the latest performance based on management information (MI), work that is being progressed based on initiatives through the CfSD [Redacted – Out of Scope] *Latest Performance Update*

[Redacted – Out of Scope]

Notwithstanding the above actions, officials are exploring regional and pan-Scotland solutions for the remaining over 2 year waits in these Boards and have approached the National Elective Co-ordination Unit (NECU) to commence initial discussions

[Redacted – Out of Scope]

OPTIONS CONSIDERED AND ADVICE

Centre for Sustainable Delivery (CfSD)

CfSD's Modernising Patient Pathways Programme (MPPP) continue to build on the positive improvements to release planned care capacity through redesign:

[Redacted – Exemption 30(b)]

(remaining document is out of scope so has been redacted)

Directorate for Chief Operating Officer
Health Performance & Delivery Division

MINISTERIAL ENGAGEMENT BRIEFING: HUMZA YOUSAF 9.01.2023

Engagement title	Meeting with the North Highland Women's Hub (NHWWH)
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ANNEX B

BACKGROUND – NORTH HIGHLAND WOMEN'S HUB

[Redacted - Out of Scope]

[Redacted - Out of Scope]

Centre for Sustainable Development (CfSD) Work

- Review of BADS data with a view to reducing in-patient stays.
- [Redacted – Exemption 30(b)]
- Pathway reviews as above to look at self-care pathways.
- Increase use of Patient Initiated Returns where appropriate.

LINES TO TAKE

- The Centre for Sustainable Delivery (CFSD) is working with Boards to accelerate implementation of high impact changes, including Active Clinical Referral Treatment and Patient Initiated Review, freeing up additional capacity in the NHS system. These improvement programmes will support delivery of the targets and provide sustainable solutions for the future.
- We are working with CFSD and boards to embed regional and national working to ensure that long waiting patients can access treatment more quickly.
- We are also developing 'Once for Scotland' pathways, harnessing all opportunities to deliver patient care in the right place and closer to home, this includes maximising day case procedures to avoid any unnecessary stays in hospital.

ANNEX D

PLANNED CARE

[Redacted - Out of Scope]

LONG WAIT TARGETS

- Key areas of work are already underway to enhance capacity and increase activity, which will be targeted at the longest waiting patients. These include:
 - Upscaling high impact changes through Centre for Sustainable Delivery (CfSD)
 - Roll out of the National Elective Co-ordination Unit (NECU) to provide a consistent approach to national capacity allocation.

[Redacted - Out of Scope]

(remaining document is out of scope so has been redacted)

STATEMENT BRIEFING: CABINET SECRETARY FOR HEALTH

Statement title	Statement on NHS Winter Pressures
Debate timing	Date: 10 January 2023 Time: 1420 PM

ANNEX B – TOPICAL ISSUES

What is the Scottish Government doing to tackle ever increasing waiting times?

- Key areas of work are already underway to enhance capacity and increase activity, which will be targeted at the longest waiting patients. These include:
 - Upscaling high impact changes through Centre for Sustainable Delivery (CfSD).
 - Roll out of the National Elective Co-ordination Unit (NECU) to provide a consistent approach to national capacity allocation.

ANNEX E2: PLANNED CARE

BACKGROUND

An additional 1,500 staff will be recruited across all sites.

- The Centre for Sustainable Delivery (CfSD), established in 2021, has a central role in the recovery and redesign of NHS Scotland. This includes supporting increasing capacity, reducing unnecessary demand, and embedding new innovations and ways of working locally and nationally.

(remaining document is out of scope so has been redacted)

We are continuing to work closely with Boards and the Centre for Sustainable Delivery (CfSD) to renew the focus on accelerating implementation of the Heat Map programmes to maximise capacity, reduce variation and increase theatre efficiencies, including Active Clinical Referral Treatment and Patient Initiated Review

MINISTERIAL ENGAGEMENT BRIEFING: HUMZA YOUSAF

Engagement title	BBC Disclosure Scotland interview
Engagement timing	Pre-meet: 22 February 2023, 14:45 – 16:15 Recording: 22 February 2023, 16:15 – 17:00

ANNEX A

[Redacted – Out of Scope]

[Redacted – Exemption 30(b)]

[Redacted – Out of Scope]

[Redacted – Out of Scope]

We will continue to work with the Centre for Sustainable Delivery (CfSD) to explore and embed innovative models to support earlier diagnosis efforts

ANNEX B

The Centre for Sustainable Delivery is working with Boards to accelerate implementation of high impact changes, including Active Clinical Referral Treatment and Patient Initiated Review

- These improvement programmes will not only support delivery of the targets they will provide sustainable solutions for the future.
- We are working with CFSD and boards to embed regional and national working to ensure that long waiting patients can access treatment more quickly.

(remaining document is out of scope so has been redacted)

SCANCE Contribution

[Redacted – Out of Scope] **SPEAKING NOTE**

- | |
|--|
| <ul style="list-style-type: none">• [Redacted – Out of Scope] [Redacted – Exemption 30(b)] |
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NHS WAITING TIMES PUBLICATION: 31 DECEMBER 2022: CABINET SECRETARY FOR HEALTH AND SOCIAL CARE

Purpose

To inform the Cabinet Secretary of the key facts from the above health and social care statistics being released by Public Health Scotland.

Planned Care Recovery

Boards are committed to the delivery of efficiency and productivity gains to mitigate the impact of the budget reductions, and are collectively making positive progress

through the Centre for Sustainable Delivery High Impact Programmes, including delivery of ACRT, PIR, CCE and Cytosponge.

[Redacted – Out of Scope]

[Redacted – Exemption 30(b)]

Planned Care planning guidance for 2023/24 was circulated to Health Boards on 6 February. The guidance puts a strong emphasis on recovery, redesign and sustainability, and supporting improvement through CfSD productive opportunities. It also reflects the requirement for Boards to prioritise cancer and diagnostics, and to reduce long waits in line with the targets announced last summer. Plans and trajectories are due to be submitted for approval by Friday, 17 March 2023.

(remaining document is out of scope so has been redacted)

Directorate for Chief Operating Officer

23 February 2022

BRIEFING FOR THE FIRST MINISTER

FORMAL OPENING OF NATIONAL TREATMENT CENTRE - FIFE ORTHOPAEDICS AT VICTORIA HOSPITAL KIRKALDY

24 MARCH 2023

**[Redacted – Out of Scope]
ANNEX A**

1. PLANNED CARE

Q. [Redacted – Out of Scope]

- We have also progressed significant immediate and long term solutions to support Boards to clear their remaining long waits. In addition to the targets introduced last year, NHS Scotland’s Centre for Sustainable Delivery (CfSD), launched in 2021, is playing a central role in working with health boards to identify new ways to increase capacity, and to respond to demand through service innovation and redesign.
- As well as creating additional capacity, the aim is to develop new pathways of care that are more efficient, enhance delivery of services in community settings, and reduce the variation and waiting times for planned care by adopting minimum standards to deliver higher volume activity.

*(*This section is also referenced in the NTCP Highland for June 2023)*

(remaining document is out of scope so has been redacted)

Planned Care Performance – Health Board’s Meeting – Cabinet Secretary Briefing – Monday 17 April 2023.

[Redacted – Out of Scope]

Health Board plans for the 2023/24 financial year have been reviewed by officials for commitments to maximise planned care capacity, protect diagnostics, prioritise cancer delivery, address long waits and work with the Centre for Sustainable Delivery (CfSD) to adopt and upscale a range of national, high impact programmes on recovery, redesign and sustainability. Further work will take place with Boards, including NHS Grampian, GG&C, Lanarkshire and Lothian.

Colleagues at CFSD are working with Boards to accelerate implementation of high impact changes, including Active Clinical Referral Treatment and Patient Initiated Review, freeing up additional capacity in the NHS system. Officials are also engaged with CFSD and Boards to embed regional and national working to ensure that long waiting patients can access treatment more quickly.

[Redacted – Out of Scope]

[Redacted – Exemption 30(b)] [Redacted – Out of Scope][Redacted – Redacted 30(b)][Redacted – Out of Scope] [Redacted – Exemption 30(b)] [Redacted – Out of Scope]

[Redacted – Exemption 30(b)]

(remaining document is out of scope so has been redacted)

ENGAGEMENT TITLE: MEETING WITH BRITISH DENTAL ASSOCIATION (BDA)

Date and time of engagement	Thursday 15 June 14:45 to 15:30 (45 mins)
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- **Closing remarks and actions**

[Redacted – Out of Scope]

- Discussions also ongoing on a frequent basis with Boards, inc CEs, CFSD, Specialty Delivery Groups, Regional Planners and Improvement leads to ensure optimising all capacity and resources to support recovery.

ANNEX D

Additional Briefing on key issues

[Redacted – Out of Scope]

Increasing Capacity

The **Centre for Sustainable Delivery (CfSD)** is working with Boards to accelerate implementation of high impact changes, including Active Clinical Referral Treatment and Patient Initiated Review, freeing up additional capacity in the NHS system. These improvement programmes will support delivery of the targets and provide sustainable solutions for the future.

SG is working with CfSD and boards to embed regional and national working to ensure that long waiting patients can access treatment more quickly. We are also developing 'Once for Scotland' pathways, harnessing all opportunities to deliver patient care in the right place and closer to home, this includes maximising day case procedures to avoid any unnecessary stays in hospital.

(remaining document is out of scope so has been redacted)

BRIEFING FOR THE FIRST MINISTER

NHS 75 ANNIVERSARY FOURTH VALLEY VISIT: 3 JULY 2023

Key message	To mark the 75th anniversary of the NHS. To announce the £4.5 million investment in the Improving Cancer Journey project, run as a joint partnership with Macmillan Cancer Support.
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[Redacted – Out of Scope]

ANNEX D

PLANNED CARE

- **[Redacted – Out of Scope]**
- We are working collaboratively with the CFSD and NHS Boards to support and connect planned care resources across Scotland, with our patients at the centre of this delivery.

[Redacted – Out of Scope]

CENTRE FOR SUSTAINABLE DELIVERY

The Centre for Sustainable Delivery (CfSD) is playing a central role in working with health boards to ensure that they are able to continually identify new ways to increase capacity, and to respond to demand through service innovation and redesign.

- CfSD is developing new pathways of care that are more efficient, enhance delivery of services in community settings, and reduce waiting times for planned care by adopting minimum standards to deliver higher volume activity.
- This includes working with Boards to accelerate implementation of high impact changes, including Active Clinical Referral Treatment (ACRT) and Patient Initiated Review (PIR), freeing up additional capacity in the NHS system. These improvement programmes will support delivery of the targets and provide sustainable solutions for the future.
- CfSD is supporting Boards to extend day-case surgeries and to identify a dedicated planned care bed footprint to enable a “hospital within a hospital” approach in order to protect the delivery of planned care.
- We are also developing ‘Once for Scotland’ pathways, harnessing all opportunities to deliver patient care in the right place and closer to home, this includes maximising day case procedures to avoid any unnecessary stays in hospital.

(remaining document is out of scope so has been redacted)

**ENGAGEMENT BRIEFING: MINISTER FOR PUBLIC HEALTH AND WOMEN'S
HEALTH : 24 OCTOBER 2023**

Engagement title	Innovative Solutions for Scotland's population health challenges
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ANNEX B

ROUNDTABLE DISCUSSION

Background

- **[Redacted – Out of Scope]**The Scottish Government created the Accelerated National Innovation Adoption (ANIA) pathway and Innovation Design Authority (IDA) in Summer 2022. Together they now provide a national approach to the identification, assessment and accelerated adoption of innovative technologies within the Scottish NHS. These will act as key enablers of recovery and transformation. Once established, we will actively investigate how ANIA and the IDA can provide a similar function within social care.

Accelerated National Innovation Adoption Pathway

- ANIA is led by the national Centre for Sustainable Delivery, hosted by NHS Golden Jubilee.
- It is a collaborative venture that also involves NHS National Services Scotland, Healthcare Improvement Scotland, Public Health Scotland, Digital Health & Care Directorate and NHS Education for Scotland. A recurring £1.5 million has been allocated from 1 April 2024 for the staffing of this programme.
- ANIA is fed by the end-to-end innovation pathway supported from the Office of the Chief Scientist (Health), and delivered in partnership with the NHS, academia and industry. This includes translational research, our three regional CSO NHS Innovation Hubs (recently twinned with Techscalars), Open Innovation Competitions and innovation fellowships. We are also working with UK and international partners to identify high impact innovations from outside of Scotland.

Innovation Design Authority

- **[Redacted – Out of Scope]**It provides system leadership and co-ordination and approves the progression of innovations through ANIA stage gates. These are assessed against impact on NHS recovery, including consideration of impact on health outcomes (including health inequalities), patient experience, workforce, financial sustainability and carbon reduction. Innovations supported for

accelerated deployment by the IDA would then come to Scottish Ministers for approval (subject to value).

[Redacted – Out of Scope]

ANNEX C

ASK THE PANEL

[Redacted – Out of Scope]How are we going to help the NHS become sustainable?

- The Centre for Sustainable Delivery is supporting Boards to accelerate implementation of high impact changes, including Active Clinical Referral Treatment - which is a form of enhanced vetting to ensure patients are put on the right pathway at the start of their treatment - and Patient Initiated Review, where, after consultation, selected patients are discharged from secondary care with a reliable self-referral process to eliminate unnecessary routine attendances.
 - These pathways are more efficient and help to free-up capacity in the system for those patients who will benefit from secondary care.
 - As well as creating additional capacity, the aim is to develop new pathways of care that enhance delivery of services in community settings, and reduce the variation by adopting minimum standards to deliver higher volume activity.
For example, CfSD published a blueprint in September 2022 (aligned with professional guidance and supported by a consensus group of ophthalmic consultants in Scotland) to assist surgical teams increase efficiency and productivity across cataract only surgical sessions and reduce rate limiting factors.
- [Redacted – Out of Scope]**

ANNEX G

PLANNED CARE AND WAITING TIMES

Top Lines

CENTRE FOR SUSTAINABLE DELIVERY

NHS Scotland’s Centre for Sustainable Delivery (CfSD) is playing a central role in working with Health Boards to ensure that they are able to continually identify new ways to increase capacity, and to respond to demand through service innovation and redesign.

- This includes supporting Boards to accelerate implementation of high impact changes, including Active Clinical Referral Treatment (ACRT) and Patient Initiated Review (PIR), freeing up additional capacity in the NHS system. These improvement programmes will support delivery of the targets and provide sustainable solutions for the future.

- We are also developing ‘Once for Scotland’ pathways, harnessing all opportunities to deliver patient care in the right place and closer to home, this includes maximising day case procedures to avoid any unnecessary stays in hospital.

(remaining document is out of scope so has been redacted)

BRIEFING: CABINET SECRETARY FOR NHS RECOVERY, HEALTH AND SOCIAL CARE – 14 JUNE 2023

Statement title	Taking Action on NHS Waiting Times
------------------------	------------------------------------

ANNEX C

[Redacted – Out of Scope]

- The Centre for Sustainable Delivery is working closely with Boards to accelerate implementation of high impact changes, including Active Clinical Referral Treatment and Patient Initiated Review, freeing up additional capacity in the NHS system, and providing sustainable solutions for the future.
- . [Redacted – Exemption 30(b)]

[Redacted – Out of Scope]

[Redacted – Exemption 30(b)]

ANNEX K

LONG WAITING IPDC INCONTINENCE PROCEDURES

- CfSD are progressing with clinical and administrative validation with Boards.
- This will result in a single waiting list for Scotland and which will then be treated through a capacity campaign model. Boards will be advised of this and the expectation that they provide consultants / surgeons to treat patients.
- We await a timeframe from CfSD for this work to enable patients to be contacted and treated.

(remaining document is out of scope so has been redacted)

CABINET SECRETARY FOR NHS RECOVERY, HEALTH AND SOCIAL CARE: BRIEFING – NHS CHAIRS MEETING – 24 APRIL 2023

OPENING REMARKS

[Redacted – Out of Scope]

Within this, the Centre for Sustainable Delivery (CfSD, at NHS Golden Jubilee) will be central in mobilising clinical innovation and improvement support.

[Redacted – Out of Scope]

CENTRE FOR SUSTAINABLE DELIVERY (CfSD)

Boards continue to submit monthly updates to the CfSD on progress across High Impact Programmes.

- To date, there has been significant progress against 2022/23 NHS Recovery Plan commitment to release OP activity through redesign, with management information indicating over 100,000 unnecessary appointments being saved during 2022/23 through Active Clinical Referral Treatment (ACRT) and Patient Initiated Review (PIR).

[Redacted – Exemption 30(b)]

CANCER MANAGEMENT

- [Redacted – Out of Scope] Scotland's first optimal cancer diagnostic pathway, led by the Centre for Sustainable Delivery, was published on 12th December 2022. The redesigned pathway for lung cancer services sets a timeframe for each step to enable a patient's diagnosis by day 21 and treatment for most to start by day 42, which is significantly more ambitious than current cancer waiting times standards.

£3 million of Detect Cancer Earlier (DCE) Programme investment is being offered to Health Boards and Regional Cancer Networks to fund the re-alignment of existing pathways.

(remaining document is out of scope so has been redacted)

**CABINET SECRETARY FOR NHS RECOVERY, HEALTH AND SOCIAL CARE:
SUBMISSION – SURVEILLANCE COLONOSCOPIES – ORKNEY – 16.10.23**

COLONOSCOPY SURVEILLANCE FAILURES: NHS ORKNEY

[Redacted – Out of Scope]

Actions Taken

[Redacted – Out of Scope] NHS Orkney have also committed to engage with the National Clinical Lead for endoscopy via the Centre for Sustainable Delivery (CfSD).

[Redacted – Out of Scope]

[Redacted – Out of Scope]

**CABINET SECRETARY FOR NHS RECOVERY, HEALTH AND SOCIAL CARE:
SUBMISSION : 6 OCTOBER**

Directorate of Chief Operating Officer, NHS Scotland
6 October 2023

Cabinet Secretary for NHS Recovery, Health & Social Care

First Minister and Deputy First Minister

RECOVERY ROAD MAP – PLANNED CARE

Priority and purpose

Routine. To set out the actions and additional funding required to achieve the commitment made in the policy prospectus to reduce NHS waiting times year on year.

[Redacted – Out of Scope] [Redacted – Out of Scope]

Waiting list trends & modelling predictions

Outpatients

1. [Redacted – Out of Scope] The Centre for Sustainable Delivery (CfSD) will work with NHS Boards and partners to deliver the identified improvements.
2. [Redacted – Out of Scope] To ensure the success of the productive opportunities and to see the impact against the backlog, officials will work closely with CFSD and Boards to scrutinise progress and monitor performance and activity on a continuous basis, particularly in the speciality areas with the greatest level of waits – dermatology, ENT, general surgery, Gynae, ophthalmology and orthopaedics.
[Redacted – Out of Scope]

Targeted Investment & Actions

3. [Redacted – Out of Scope]

[Redacted – Out of Scope]
4. All the associated actions have already been considered and to some extent underway, but further discussion is ongoing now with stakeholders to work through an action plan that will allow Boards / CFSD to mobilise these options at pace and without delay if additional investment is available.

(remaining document is out of scope so has been redacted)

Head of Performance and Delivery

Directorate of Chief Operating Officer, NHS Scotland

**CABINET SECRETARY FOR NHS RECOVERY, HEALTH AND SOCIAL CARE:
SUBMISSION : 5 OCTOBER : CANCER**

Cabinet Secretary for NHS Recovery, Health and Social Care

[Redacted – Out of Scope]

Cancer Treatment Waiting Times

[Redacted – Out of Scope]

The Centre for Sustainable Delivery is leading improvement work and pathway redesign via their clinically led specialty delivery group for gynaecology. This includes in depth peer review meetings to be held in November involving all boards in NHS Scotland to ensure gynaecology patients are on the right pathway at the right time supporting improvements in waiting times and patient outcomes.

(remaining document is out of scope so has been redacted)

Planning and Quality Division

Directorate of the Chief Operating Officer

ENGAGEMENT TITLE: PARLIAMENTARY RECEPTION - SCOTLAND VERSUS ARTHRITIS

Date and time of engagement	Date: 8 November 2023 Time: 18:00 – 19:00
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Annex A

Lines to take:

[Redacted – Out of Scope]

Centre for Sustainable Delivery (CfSD) programmes have developed strong clinically-led Specialty Delivery Groups (SDG), including one Orthopaedics, which promote multidisciplinary team working, and support local adoption of service improvement programmes. These groups are now well established and have supported several new and innovative pathway developments, many of which are now being successfully scaled up across Scotland, including Active Clinical Referral Triage (ACRT), Patient Initiated Review (PIR) and Enhanced Recovery after Surgery (ERAS).

Centre for Sustainable Delivery (CfSD)

CfSD is developing new pathways of care that are more efficient, enhance delivery of services in community settings, and reduce waiting times for planned care by adopting minimum standards to deliver higher volume activity.

CfSD are also working with Boards that already have developed plans to target increasing throughput in first instance. This work is expected to enable the delivery of “super Saturday”, or similar sessions, and will help mitigate disruption of activity due to unscheduled care demand

(remaining document is out of scope so has been redacted)

NHS WAITING TIMES GUIDANCE REVIEW : CAB SEC BRIEFING: 3 AUGUST 2023

Cabinet Secretary for NHS Recovery, Health and Social Care
First Minister

NHS WAITING TIMES GUIDANCE REVIEW

Purpose & Timing

Routine: To provide you with an update on the Waiting Times Guidance Review, and seek approval for recommended policy updates.

Review process

[Redacted – Exemption 30(b)]

[Redacted- Out of Scope]

ANNEX A - RECOMMENDATIONS

Current Practice	Recommended Update
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There is currently a variation across Boards as to what communications are issued to patients.	A Standardised communication package has been created to provide consistency for patients e.g. frequency and information. This will now include an Active Clinical Referral Triage (ACRT) communication which explains to patients which pathway they are on.
Active Clinical Review Triage (ACRT) currently doesn't feature within the Waiting Times Guidance.	New ways of working to be referenced in guidance, Active Clinical Review Triage (ACRT) one example with links provided to Boards of tool kit and case studies.

(remaining document is out of scope so has been redacted)

ENGAGEMENT TITLE: Meeting with the North Highland Women's Wellbeing Hub

Date and time of engagement	Monday 15 May 2023 11:15-12:15
Key Messages	<ul style="list-style-type: none"> • [Redacted – Out of Scope] • NHSScotland's Centre for Sustainable Delivery (CfSD) has established a Specialty Delivery Group for Gynaecology in order to support, innovate and develop high quality services across Scotland, reducing unwarranted variation, promoting a best-in-class and where appropriate once-for-Scotland approach. [Redacted – Out of Scope] • .

ANNEX D

D1. BACKGROUND BRIEFING

[Redacted – Out of Scope]

LINES TO TAKE

- [Redacted – Out of Scope]The Centre for Sustainable Delivery (CFSD) is working with Boards to accelerate implementation of high impact changes, including Active Clinical Referral Treatment and Patient Initiated Review, freeing up additional capacity in the NHS system. These improvement programmes will support delivery of the targets and provide sustainable solutions for the future. This includes establishing Specialty Delivery Groups, including one for gynaecology, in order to support, innovate and develop high quality services across Scotland, reducing unwarranted variation, promoting a best-in-class and where appropriate once-for-Scotland approach.
- We are working with CFSD and boards to embed regional and national working to ensure that long waiting patients can access treatment more quickly.
- We are also developing 'Once for Scotland' pathways, harnessing all opportunities to deliver patient care in the right place and closer to home, this includes maximising day case procedures to avoid any unnecessary stays in hospital.

(remaining document is out of scope so has been redacted)

From: [Redacted – Out of Scope]

Sent: 31 March 2023 14:41

To: Cabinet Secretary for NHS Recovery, Health and Social Care

<CabSecNRHSC@gov.scot>

Cc: [Redacted – Out of Scope]

Subject: Lines to clear: 7 year waits for hip and knee surgery - Daily Mail

PO,

The Daily Mail have asked for a comment on research from Aberdeen University which claims patients will wait up to seven years for hip and knee surgery:

I have spoken to researchers at the University of Aberdeen who predict that patients face waits of up to seven years for hip and knee surgery because more patients are being added to the list than treated.

The original release of their research is here <https://www.abdn.ac.uk/news/16602/>

Now they say the worst case scenario of seven year waits is looking more likely because waiting times have worsened and elective surgeries were reduced during the winter pressures. They say members of their team (I believe the Scottish Committee for Orthopaedics and Trauma) met Humza Yousaf last year and shared their data but no action has resulted from that meeting in terms of reducing waiting lists.

We have agreed the response below with Spads and officials.

Grateful for clearance.

SG Spokesperson said:

“ [Redacted – Out of Scope]

Background

The Scottish Government has established the Centre for Sustainable Delivery to support the development of new and more efficient pathways of care, the implementation of best practice and make effective use of innovation and new technologies.

Thanks

[Redacted – Out of Scope]**Subject:** MINISTER VIEWS PLEASE - Media Query -
[Redacted – Out of Scope]– 19.05.23

Hi [Redacted – Out of Scope]

Thanks for this. Ms Minto is content to clear.

Thanks again,

[Redacted – Out of Scope]Private Secretary to Minister for Public Health and Women's Health - Jenni Minto

The Scottish Government | St Andrew's House | Edinburgh | EH1 3DG

MinisterPHWH@gov.scot

From: [Redacted – Out of Scope]
Sent: 19 May 2023 13:29
To: Minister for Public Health & Women's Health <MinisterPHWH@gov.scot>
Cc: Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>; [Redacted – Out of Scope]
Subject: MINISTER VIEWS PLEASE - Media Query - [Redacted – Out of Scope]

PO/ Ms Minto,

[Redacted – Out of Scope]**SG RESPONSE**

Women's Health Minister Jenni Minto said:

“ [Redacted – Out of Scope]

Background

[Redacted – Out of Scope]NHS Scotland's Centre for Sustainable Delivery (CfSD), launched in 2021, is also playing a central role in working with health boards to ensure that they can continually identify new ways to increase capacity, and to respond to demand through service innovation and redesign. This includes establishing Specialty Delivery Groups, including one for Gynaecology, to support, innovate and develop high quality services across Scotland.

[Redacted – Out of Scope]

Email – 19.06.2023

PS/Cabinet Secretary

[Redacted – Out of Scope] As requested, we have developed an action plan to set out how and when these patients will be treated by adopting a national approach to clear the waiting list. This approach will include a two stage validation process (admin and clinical), carried out through the National Elective Coordination Unit (NECU). [Redacted – Exemption 30(b)]
NECU will also work with Boards to determine what resource is available nationally to appoint and treat these patients through a capacity campaign model. [Redacted – Exemption 30(b)]

Kind regards,

[Redacted – Out of Scope]

From: [Redacted – Out of Scope] **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care
Sent: 31 May 2023 16:47
To: Cabinet Secretary for NHS Recovery, Health and Social Care
<CabSecNRHSC@gov.scot>
Cc: DG Health & Social Care <DGHSC@gov.scot>; Chief Medical Officer <CMO@gov.scot>; [Redacted – Out of Scope] **Subject:** RE: [Redacted – Out of Scope]
[Redacted – Out of Scope]

[Redacted – Out of Scope]

[Redacted – Out of Scope]

[Redacted – Out of Scope] Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

07721 111012



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From: [Redacted – Out of Scope]
Sent: 31 May 2023 12:56
To: Cabinet Secretary for NHS Recovery, Health and Social Care
<CabSecNRHSC@gov.scot>
Cc: DG Health & Social Care <DGHSC@gov.scot>; Chief Medical Officer <CMO@gov.scot>; [Redacted – Out of Scope]

PS/Cabinet Secretary

Apologies for the delay in providing an update.

[Redacted – Out of Scope]
Current Position

[Redacted – Out of Scope]

[Redacted – Exemption 30(b)]

Officials are engaging with CfSD to explore options and will provide a further update once more is known.

[Redacted – Out of Scope]

[Redacted – Out of Scope]

From: [Redacted – Out of Scope] **On Behalf Of** Cabinet Secretary for NHS Recovery, Health and Social Care

Sent: 16 May 2023 09:54

To: Speirs P (Paula) <Paula.Speirs@gov.scot>; Cabinet Secretary for NHS Recovery, Health and Social Care <CabSecNRHSC@gov.scot>

Cc: DG Health & Social Care <DGHSC@gov.scot>; Chief Medical Officer <CMO@gov.scot>; [Redacted – Out of Scope]

[Redacted – Out of Scope]

Mr Matheson has noted, and would welcome a further update on this case, assurance provided by boards and progress on the role NECU could play in the future.

[Redacted – Out of Scope] Private Secretary to the Cabinet Secretary for NHS Recovery, Health and Social Care – Michael Matheson

The Scottish Government

St Andrew's House | Regent Road | Edinburgh | EH1 3DG

07721 111012

From: [Redacted – Out of Scope]

Sent: 12 May 2023 16:51

To: Cabinet Secretary for NHS Recovery, Health and Social Care

<CabSecNRHSC@gov.scot>

Cc: DG Health & Social Care <DGHSC@gov.scot>; Chief Medical Officer

<CMO@gov.scot>[Redacted – Out of Scope]

[Redacted – Out of Scope]

Next Steps

Officials are engaging with both National Services Division and CfSD-delivered National Elective Co-ordination Unit (NECU) to explore, as a matter of urgency, if NECU and/or regional planning can help with service provision of TVT. A further update on this can be provided.

I hope this update is helpful and copying colleagues, if further detail is required.

[Redacted – Out of Scope]

ASDHD – MINISTERIAL STATISTIC BRIEFING 30 MARCH 2023

HEALTH AND SOCIAL CARE ANALYSIS

Cabinet Secretary for NHS Recovery, Health and Social Care

Minister for Public Health and Women's Health

HEALTH AND SOCIAL CARE STATISTICS – RELEASED AT 09:30 ON 4 April 2023

Urology & Colorectal

- A peer review of Urology services across NHS Scotland will shortly commence through the Centre for Sustainable Delivery (CfSD) to improve the quality and efficiency of urology pathways.

(remaining document is out of scope so has been redacted)

ASDHD – MINISTERIAL STATISTIC BRIEFING 22 JUNE 2023

HEALTH AND SOCIAL CARE ANALYSIS

Cabinet Secretary for NHS Recovery, Health and Social Care

Minister for Public Health and Women's Health

Minister for Drugs & Alcohol Policy

Urological & Colorectal Cancers

- A peer review of Urology services across NHS Scotland via the Centre for Sustainable Delivery (CfSD) were held in June. The outputs and recommendations will be shared with boards to improve the quality and efficiency of urology pathways.

(remaining document is out of scope so has been redacted)

MINISTERIAL ENGAGEMENT BRIEFING: MICHAEL MATHESON

Engagement title	Visit to the Queen Elizabeth University Hospital (QEUH) in Glasgow
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Performance

- The Centre for Sustainable Delivery are in the process of undertaking discovery work with NHS Boards which includes detailed analysis of local data to determine what is already in place taking a whole-system approach to drive improvement in creating system capacity, and to identify where demand and capacity gaps exist.

(remaining document is out of scope so has been redacted)

Core Accident & Emergency Performance (w/e 16 April 2023) Challenged Sites Update

- **Forth Valley Royal Hospital**

- Following an assurance meeting held by John Burns, Chief Operating Officer with NHS Forth Valley's Chief Executive, the Board will meet with Scottish Government and Centre for Sustainable Delivery (CfSD) officials again this week to further discuss plans for improvement.
- The next meeting will be to discuss in depth how the board can create a whole system plan for improvement, beginning with building a sustainable structure of staffing and governance.

(remaining document is out of scope so has been redacted)

Core Accident & Emergency Performance (w/e 02 July 2023)

Policy Background

- We continue to engage with Health Boards, and the National Team are regularly on site supporting the most pressured boards (NHS Ayrshire & Arran, NHS Forth Valley, NHS Grampian, NHS Lothian, NHS GGC, and NHS Lanarkshire).
- Monthly performance calls with each of these Boards will begin this month with members from the Scottish Government's Unscheduled Care Team and CfSD colleagues in attendance

*(*These lines are also referenced in the update from w/e 9 July 2023)*

(remaining document is out of scope so has been redacted)

Core Accident & Emergency Performance (w/e 16 July 2023)

Policy Background

- We continue to engage with Health Boards, and the National Team are regularly on site supporting the most pressured boards (NHS Forth Valley, NHS Lothian, NHS GGC, and NHS Lanarkshire).
- Regular performance calls with each of these Boards have begun this month with members from the Scottish Government's Unscheduled Care Team and CfSD colleagues in attendance.

- CfSD colleagues are hosting Baseline Discovery Sessions for Health Boards which begin week commencing 24 July 2023.

(remaining document is out of scope so has been redacted)

Core Accident & Emergency Performance (w/e 23 July 2023)

Policy Background

- Regular performance calls with each of these Boards have begun this month with members from the Scottish Government's Unscheduled Care Team and CfSD colleagues in attendance.
- CfSD colleagues are hosting Baseline Discovery Sessions for Health Boards which have commenced this week

(remaining document is out of scope so has been redacted)

Core Accident & Emergency Performance (w/e 06 August 2023)

Policy Background

- Regular performance and improvement calls with individual Health Boards began last month with members from the Scottish Government's Unscheduled Care Team and CfSD colleagues in attendance.
- CfSD colleagues are hosting Baseline Discovery Sessions for Health Boards. Five sessions took place last week with another two scheduled for this week.

(remaining document is out of scope so has been redacted)

Core Accident & Emergency Performance (w/e 13 August 2023)

Policy Background

- Regular performance and improvement calls with individual Health Boards began last month with members from the Scottish Government's Unscheduled Care Team and CfSD colleagues in attendance.
- CfSD colleagues have hosted the following Discovery Sessions to date: NHS Dumfries & Galloway, NHS Fife, NHS Forth Valley, NHS Grampian and NHS Lothian.

(remaining document is out of scope so has been redacted)

Core Accident & Emergency Performance (w/e 20 August 2023)

Policy Background

- CfSD colleagues have been hosting Discovery Sessions with mainland Health Boards, sessions for the Island Boards will be scheduled in due course.
- Benchmarking and baselining data is still being received and will be reviewed by CfSD colleagues.

(These lines are also noted in the update from w/b 27 August 2023).

(remaining document is out of scope so has been redacted)

Core Accident & Emergency Performance (w/e 03 September 2023)

Policy Background

- CfSD colleagues have hosted Discovery Sessions with mainland Health Boards, sessions with Island Boards will be scheduled in due course.
- Benchmarking and baselining data is still being received and will be reviewed by CfSD colleagues.

(remaining document is out of scope so has been redacted)

Core Accident & Emergency Performance (w/e 08 October 2023)

Policy Background

- We continue to engage with Health Boards, and are work with colleagues in CfSD as the support Health Boards with the development and implementation of their improvement plans, aligned to the 5 portfolios of the Urgent and Unscheduled Care Collaborative.

*(*These lines are also noted in the briefing update from 15 October 2023, 5 November 2023 and 12 November 2023)*

(remaining document is out of scope so has been redacted)

Core Accident & Emergency Performance (w/e 22 October 2023)

Policy Background

- We continue to engage with Health Boards, and are work with colleagues in CfSD as the support Health Boards with the development and implementation of their improvement plans, aligned to the 5 portfolios of the Urgent and Unscheduled Care Collaborative.
- The Centre for Sustainable Delivery has been working to implement their improvement actions in the form of 5 portfolios of work, these include; Community Urgent Care, Flow Navigation Centres, Hospital at Home, Front Door Medicine and Optimising Flow

(These lines are also noted in the brief from w/b 29 October 2023)

(remaining document is out of scope so has been redacted)

ROYAL COLLEGE OF EMERGENCY MEDICINE MEETING BRIEF MINISTERIAL ENGAGEMENT BRIEF: MICHAEL MATHESON

Engagement title	Meeting with the Royal College of Emergency Medicine (RCEM) (Scotland)
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KEY ACTIONS

This programme of improvement activities will be driven forward by the Centre for Sustainable Delivery, which has been commissioned to support Health Boards to implement a range of measures to reduce A&E waiting times and improve patient and staff experience

(remaining document is out of scope so has been redacted)

PLANNED CARE WAITING LIST: BACKLOG ANALYSIS

Presentation to the Cabinet Secretary – 30 August 2023

Key Findings

- [Redacted – Exemption 30(b)]

Caveats from CfSD on Productive Opportunities

- [Redacted – Exemption 30(b)]

New Outpatient Productive Opportunities

- [Redacted – Exemption 30(b)]

Comparison of Scenarios

- [Redacted - Exemption 30(b)]
(remaining document is out of scope so has been redacted)

BRIEFING: CABINET SECRETARY FOR NHS RECOVERY, HEALTH AND SOCIAL CARE

Statement title	Taking Action on NHS Waiting Times
Venue, Date and Timings	Scottish Parliament – TBC Date(s): 14 June 2023 Time(s): 14:50-16:00

ANNEX K

OTHER NHS AREAS

LONG WAITING IPDC INCONTINENCE PROCEDURES

- CfSD are progressing with clinical and administrative validation with Boards.
[Redacted - Exemption – 30(b)]

ENGAGEMENT TITLE: MEETING WITH DIABETES SCOTLAND TO DISCUSS WORLD DIABETES DAY RECEPTION

What	The Minister has accepted an invitation to meet with Diabetes Scotland to discuss the work of the charity ahead of their parliamentary reception to mark World Diabetes Day on 14 th November.
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ANNEX B

Key issues and lines to take

Funding for Diabetes Technology

- Through the Accelerated National Innovation Adoption (ANIA) pathway workstream based at the Centre for Sustainable Delivery (CfSD), the Scottish Government has recently invested a further £350,000 to accelerate the distribution of Closed Loop Systems.

(this line is also noted in the Diabetes Scotland Briefing to Michael Matheson MSP on 6 October 2023 and the Diabetes Briefing – World Diabetes Day Parliamentary reception on 14 November 2023)

ANNEX C

Background

Accelerated National Innovation Adoption Pathway

We have recently commissioned the ANIA pathway team, via the Innovation Design Authority to commence a project supporting increased roll out of closed loop systems as an innovation challenge. We have invested £350,000 to establish a national onboarding team to provide dedicated support to NHS boards and roll out the technology faster and more efficiently across Scotland.

(this line is also noted in the Diabetes Technologies briefing to Ms Maree Todd MSP on 8 September 2023, the Diabetes Briefing to Michael Matheson MSP on 6 October and the Diabetes Briefing – Minister attending World Diabetes Day Parliamentary reception on 14 November 2023)

TOP LINES

- A digital type 2 diabetes remission programme is currently being considered for national rollout through the Accelerated National Innovation Adoption (ANIA) pathway.

(remaining document is out of scope so has been redacted)

BRIEFING FOR MINISTER FOR PUBLIC HEALTH AND WOMENS HEALTH – ASTHMA AND LUNG UK RECEPTION – RESPIRATORY CARE ACTION PLAN – TWO YEARS ON AT SCOTTISH PARLIAMENT – 25 APRIL 2023

What	The Minister has accepted an invitation from Asthma + Lung UK to provide a 5-10 minute speech at an event to celebrate two
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	years since the publication of the Respiratory Care Action Plan for Scotland.
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Background – Respiratory Care Action Plan for Scotland

The Centre for Sustainable Delivery also has a significant respiratory work programme. Previously known as the Modernising Patient Pathways Programme and Scottish Access Collaborative, respiratory work now sits under a Speciality Delivery Group (SDG), which acts as the main delivery vehicle for implementing improvement.

The SDGs are based around an individual clinical speciality and bring together key stakeholders from across Scotland. These groups are multi-disciplinary in nature and act as a voice for clinicians and operational managers.

(remaining document is out of scope so has been redacted)

FRAMEWORK FOR PAIN MANAGEMENT SERVICE DELIVERY - IMPLEMENTATION PLAN UPDATE – MINISTER FOR PUBLIC HEALTH AND WOMEN’S HEALTH – NOVEMBER 2023

AIM B

Convene a national expert working group to identify opportunities for improving pain services and their delivery.

This group will also make recommendations for increased collaboration across local, regional and national collaborative service planning, with the aim of improving the use of resources across clinical pathways and enhancing the sustainability of pain services and support at all levels. In addition, we will continue to work with the Centre for Sustainable Delivery to identify, develop and scale-up innovative approaches to pain management service delivery to deliver higher quality, person-centred, sustainable services. This includes delivery of projects between the primary and secondary care interface and identifying which approaches should be rolled out nationally

GOVERNANCE STRUCTURE

Membership includes policy officials working in pain management, Realistic Medicine, Primary Care, Rehabilitation as well as our National Implementation Lead for Pain Management, the Centre for Sustainable Delivery and lived-experience representation

1. Annex A: Response to Feedback

[Redacted – Exemption 30(b)]

(remaining document is out of scope so has been redacted)

BRIEFING FOR THE CABINET SECRETARY FOR HEALTH AND SOCIAL CARE

COVID-19 RECOVERY COMMITTEE – INQUIRY ON LONG COVID

THURSDAY 23 MARCH 2023

NHS WAITING TIMES

- The Centre for Sustainable Delivery is working with Boards to accelerate implementation of high impact changes, including Active Clinical Referral Treatment and Patient Initiated Review.
- These improvement programmes will not only support delivery of the targets they will provide sustainable solutions for the future.
- We are also working with CfSD and boards to embed regional and national working to ensure that long waiting patients can access treatment more quickly

*(*These lines are also noted in the Briefing for Minister for Public Health Women's Health and Sport – International Long COVID day – 14 March 2023 and the Committee Inquiry – Briefing 23 March 2023)*

(remaining document is out of scope so has been redacted)