

Centre for
Sustainable
Delivery



Introducing the National Centre for Sustainable Delivery



The national Centre for Sustainable Delivery (CfSD) is designed to recover, renew and transform Scotland's health care system through sustainable technological innovation and digital solutions.

Hosted by NHS Golden Jubilee and commissioned by the Scottish Government, CfSD brings together existing transformation programmes with an innovation team to support the rapid rollout of new techniques, innovations and clinically safe, fast and efficient pathways for Scotland's patients.

People are living longer and deserve to live well.

CfSD will work with experts and patients across Scotland to make our healthcare system the best in the world and ensure that people receive the right care, from the right people, at the right time. To achieve this we need to focus on sustainability, value, innovation and listening to our patients.



Our priorities

- Embed best practice by driving forward existing programmes proven to add value in improving health and social care.
- Collaborate with partners to influence and shape new programmes of work across NHSScotland that are agile, consistent and equitable.
- Design and drive national redesign and transformation programmes to enable a sustainable health and care system providing world-class excellence in care experience, outcomes through optimal care pathways.
- Undertake research and publish evidence based learning to establish the CfSD as an internationally recognised unit for system change.
- Drive redesign and transformation through collaboration and partnership working - developing and maintaining networks of clinicians and senior leaders across different specialities and settings across health and social care, including primary, secondary and social care.
- Assess, monitor and redesign by analysing national data to inform system understanding, prioritisation and programme design to optimally achieve key objectives.
- Offer bespoke assistance to help tackle areas of challenge in health and care across NHSScotland.

Our vision

The Centre for Sustainable Delivery aspires to be an internationally recognised centre of excellence, promoting and embedding best practice through a 'Once for Scotland' approach to enabling a sustainable health and care system.

We will create new opportunities to support both existing services and new health innovations in collaboration with NHS Boards, Scottish Government, health and social care partners, third sector, academia and industry.

We will achieve this by:

- Ensuring equitable, sustainable and transparent use of the available resources to achieve better outcomes and experiences for every patient.
- Establishing a Collaborative Taskforce to provide leadership to help solve the biggest challenges across Scotland's health and social system.
- Integrating the best available evidence with multidisciplinary clinical knowledge and expertise.
- Designing services with patients, for patients.
- Using data and analytics to plan and drive redesign and transformation programmes and evaluate impact on health outcomes.
- Investigating data-driven technologies to transform the way health and social care is delivered.
- Exploring innovative models of collaboration and investment that could offer opportunities in research, service development and innovation.

Cancer diagnosis

The Centre for Sustainable Delivery works collaboratively with academics, wider UK nations, senior leaders, patient representatives, third sector, NHS Scotland's clinical community and more to improve outcomes for cancer patients.

We aim to increase early detection rates of cancer, improving waiting times and enhancing patient experience.

Work-streams driven by Scottish Government cancer policy include:

Early cancer diagnosis

The Early Diagnosis Team in CfSD lead the Scottish Government's flagship Detect Cancer Early (DCE) Programme that aims to reduce health inequalities and increase the proportion of bowel, breast and lung cancers detected at stage one*.

The programme adopts a whole-systems approach across the following areas:

- **Public awareness:** Activating evidence-based behaviour change campaigns.
- **Primary care:** Delivering regional and local primary care education sessions to support quality improvement and promote latest clinical guidance and referral best practice.
- **Screening:** Funding the introduction of gFIT to the Scottish Bowel Screening Programme and shaping a feasibility study for lung cancer screening in Scotland.
- **Diagnostics:** Exploring the emerging role for pharmacy to help identify and expedite those at higher risk of cancer, including direct access to imaging.
- **Data:** With partners such as Public Health Scotland (PHS), the Scottish Government's Business Intelligence Unit, academia and more to commission research and undertake analysis to improve outcomes. This includes:
 - supporting the National Cancer Diagnosis Audit;
 - feeding into the International Cancer Benchmark Partnership; and
 - sharing emerging practice and learning from NHSScotland at high-profile events and conferences.

*A new early cancer diagnosis vision is currently being developed and will form part of the next cancer strategy, due for publication Spring 2023.

Optimal cancer diagnostic pathways

CfSD works with clinical experts across NHSScotland and wider nations to develop national optimal cancer pathways and accompanying implementation plans to support Boards diagnosing cancer faster, while improving patient experience.

Overseen by the newly formed multi-disciplinary Early Cancer Diagnosis Programme Board, this work will help accelerate the pathway for those with cancer to the point of treatment, while providing reassurance and reducing anxiety for those who do not.

The Programme Board will oversee the Framework that decides the order in which optimal pathways are developed for cancer types – lung is first.

Early Cancer Diagnostic Centres

Scotland's first three Early Cancer Diagnostic Centres were established in 2021.

The Centres are designed to quickly diagnose or rule out cancer in those who do not meet existing Scottish Referral Guidelines for Suspected Cancer, with fast-track diagnostic testing at one appointment, where possible.

The new Centres, established within existing NHS infrastructure, provide primary care with an alternative route to urgently refer patients who have non-specific but concerning symptoms – such as weight loss, fatigue, pain and nausea – or where the GP's instinct is cancer.

Evaluation of the early adopter sites is being undertaken by the University of Strathclyde to ensure all learning and optimal components are spread across NHSScotland to achieve equitable access across the country (Programme for Government commitment).

Improving patient access

The national Centre for Sustainable Delivery brings together the existing Modernising Patient Pathways Programme and the Scottish Access Collaborative to improve patient access to clinical services.

The Programmes support redesign of care to optimise patient access to the right care, from the right person at the right time.

This is done by supporting frontline clinical teams to lead the design and development of sustainable solutions. Balancing capacity with demand for services, working with specialty networks to share best practice, reduce and ensure patients have access to the most appropriate support as quickly as possible.

Specialty Delivery Groups

Clinically led Specialty Delivery Groups (SDGs) are engaging with, supporting and guiding local adoption of service change.

The SDGs continue to support new and innovative pathway developments on a once for Scotland basis by sharing progress and best practice, enabling Board teams to engage in opportunities to progress local solutions.

SDGs are now being standardised to ensure:

- Work plans focus on delivering high impact changes.
- Agile development of Once for Scotland pathways.
- Frontline clinician engagement at hospital and primary care level.
- Full measurement and accountability.

In addition, the SDGs will:

- Be co-chaired by a CfSD National Associate Clinical Director (NACD) and the CfSD-appointed specialty Clinical Lead.
- Work alongside dedicated CfSD National Improvement Advisors and National Associate Directors to drive work plan creation and delivery.
- Include representation from all territorial NHS Boards, both clinical and operational management.
- Have core primary care representation.
- Have representation and support from other relevant national bodies.
- Monitor the level of implementation and associated impact through the establishment of a measurement strategy incorporating agreed indicators.
- Engage in the Accelerated National Innovation Adoption (ANIA) pathway, supporting pipeline development and creating the conditions for the widespread adoption of innovation.
- Support opportunities to drive forward alternative workforce solutions including advanced practice opportunities.



Once for Scotland pathways

Active Clinical Referral Triage (ACRT)

Senior clinical decision maker reviews of all relevant electronic patient records, including imaging, lab results to triage to optimal, evidence-based, locally agreed pathways reducing the need for face-to-face (F2F) attendances.

Discharge Patient Initiated Reviews (PIR)

Conversion of pre-arranged routine follow-up appointments, where clinically appropriate, to patient initiated requests for review.

Remote Consulting

Ongoing spread and embedding of virtual attendance technology reduces the need to travel to healthcare facilities for face-to-face appointments.

Bringing it Together

Supporting NHS Boards to combine multiple elements of redesigned pathways including ACRT, PIR and Remote Consulting to achieve greater impact.

Enhanced Recovery After Surgery (ERAS)

Evidence based pathways to help people recover more quickly after having major surgery or procedures. ERAS aims to ensure that people are as healthy as possible before receiving treatment and receive the best possible care before, during and after their operation.

Equality Interventions Pathways (Equip)

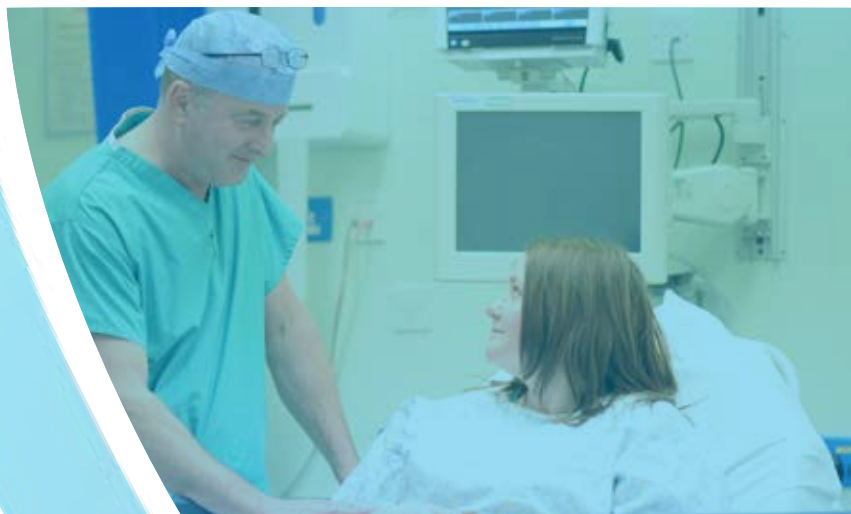
Redesign of pathways for procedures that benefit relatively small numbers of people and redirect those who are not likely to benefit, to alternative options.

Intravenous Fluids

Supporting spread and embedding of best practice in prescription and management of intravenous fluids to reduce variation.

Other pathways in development

- Breast Care
- Cardiology
- Cancer
- Chronic Pain
- Dermatology
- Ear Nose and Throat
- Gastrointestinal
- General Surgery
- Gynaecology
- Neurology
- Respiratory
- Urology
- Vascular



Accelerated National Innovation Adoption

The national Centre for Sustainable Delivery's Innovation team works collaboratively to bring innovative technologies to the frontline on a national basis to improve citizen health.

Accelerated National Innovation Adoption (ANIA) pathway

The Accelerated National Innovation Adoption (ANIA) Pathway is an exciting new initiative focused on using technology to fast-track proven innovations into the healthcare frontline on a Once for Scotland basis.

It is delivered in collaboration with a range of national organisations to combine the right skills and capabilities across Scotland to reduce the barriers to national innovation adoption.

ANIA will ensure the quick and safe rollout of technological innovations that will improve patient outcomes, improve patient and staff experience and which are both financially and environmentally sustainable.

Early areas of focus for the work include innovations that optimise delivery of care in heart failure, dermatology, theatres and cancer.



Cytosponge

Cytosponge is being rolled out as an alternative to upper GI Endoscopy to detect those at risk of oesophageal cancer.

Remote Consulting

Ongoing spread and embedding of virtual attendance technology reduces the need to travel to healthcare facilities for face-to-face appointments.

Scottish Capsule Programme (SCOTCAP) Colon Capsule Endoscopy (CCE)

This innovative project will enable the rollout of Colon Capsule Endoscopy, a small device the size of a pill that contains a digital camera, as a less invasive alternative for individuals in need of Colonoscopy.



Workforce programmes

The national Centre for Sustainable Delivery work with partner organisations on a number of national workforce development programmes.

Accelerating the Development of Enhanced Practitioners (ADEPt)

ADEPt is a multi-professional initiative to facilitate the sharing and spread at pace of innovative workforce roles that add capacity to teams and services.

Enhanced Practitioners are qualified health and social care professionals, working at an enhanced level of practice, with specific knowledge and skills in a field of expertise.

We will continue to support the spread of these enhanced roles across Scotland to increase capacity and support for priority specialties.

Flying Finish

Flying Finish is a suite of activities and interventions that enable proactive career planning for all staff, thus facilitating meaningful career longevity in an age inclusive environment for an increasingly age-diverse workforce.

Team Service Planning

Team Service Planning is a multidisciplinary approach to defining, developing and delivering clinical capacity within a service or team.

Using a combination of tools and techniques, Team Service Planning enables services to significantly improve clinical capacity and access by strengthening their resilience and flexibility.

Optimising Primary / Secondary Care Interface Working

The Primary/ Secondary Care Interface programme is a new partnership with the Royal College of General Practitioners and Scottish Government Primary Care Division.

The focus is to optimise the effectiveness and cohesiveness of NHS Board level interface groups whilst creating new integrated pathways and capabilities to improve the flow of patients between primary and secondary care.

The aim is to harness the principles of realistic medicine and value-based care to ensure that patients get the right treatment, in the right setting at the right time.



Ideal Green Theatre

The Ideal Green Theatre programme is a new initiative for CfSD, focusing on delivery and further development of a 41-point action plan to reduce the environmental impact of theatres.

Many elements of this plan have been pioneered and proven by NHS Highland, with a number of further innovative strands in development.

While a number of components focus on structural elements, such as ventilation, no pipeline nitrous oxide, lighting, waste and optimising the use of theatres, we will also be developing practices, which include the non-sterile glove review and handwashing 'rubbing not scrubbing'.

We will be working with Specialty Delivery Groups and developing a dedicated Green Theatres Clinical Leadership Group to deliver a phased plan, whilst identifying further opportunities to expand the ambition.

This work will be delivered with a number of key partners including Scottish Government and NHS National Services Scotland. It is an exciting new initiative that will support in making tangible progress towards the net zero targets for NHS Scotland.



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