



Scottish Clinical Imaging Network ANNUAL REPORT 2018/19

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Scottish Clinical Imaging Network (SCIN): Annual Report

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1. Executive Summary

The 2018-19 workplan was driven forward effectively through a collaboration of the Core Team, the Steering Group and members of the network subgroups.

2018-19 continues to mark further successful collaboration between SCIN's network members and the Information Management Service (IMS) in relation to quality and performance benchmarking with particular emphasis on PET-CT and Interventional Radiology data.

Successes of 2018-19 include:

Initiation of Special Interest Groups e.g. Computerised Tomography (CT) and Paediatrics.

A sub-group of the PET-CT Working Group, Gallium Short Life Working Group, taking forward the improvements required for FDG supply in Scotland.

Support for Clinical Decision Software and Cross Boundary reporting streams.

The Scottish Government is using data collected by SCIN to progress an imaging pathway for Primary Care for Patients with Unidentified Suspected Malignancy

The Communication Strategy with all the deliverables being met: regular update of website and frequent use of Twitter to provide updates

Education is another area of particular success for SCIN with two education events held in 2018-19 and positive feedback for both.

SCIN has been involved in the development of an Interventional Radiology Skills matrix and an Out of Hours Audit to provide information on available services at practitioner level. This work was progressed in collaboration with the Scottish Radiology Transformation Programme (SRTP) and Scottish Government's Access Collaborative.

SCIN continues to support Scottish Imaging Self-Assessment Tool (SiSAT) after approval by the Scottish Association of Medical Directors (SAMD).

The Network acknowledges the contribution of Dr Hamish McRitchie and Dr Fiona Hawke for their leadership and forward thinking in achieving the network aims and delivery of the network workplan.

The priorities for the SCIN network for the coming year are:

Developing a network approach to accessing interventional radiology services with particular focus on transfer protocols between sites

Revisiting the Review of Indications for PET-CT in conjunction with Scottish Health Technologies Group (SHTG)

Maintain continuous discussion between the PET-CT Gallium Short-Life Working Group and all sites to ensure FDG needs are met Scotland –wide.

Ensure all Special Interest Groups will engage with MpNET regarding education on Dose Optimisation in 2019.

Continue to make contribution to SRTP with Dr Fiona Hawke continuing her involvement with Advanced Practice, Stakeholder and Radiographer Reporting Groups.

Building on the success of the education events from 2018, with two events planned in 2019 with a PET-CT education event planned for Spring 2020.

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In conjunction with the Society of Radiographers and SRTP, SCIN will continue with the work regarding scoping of current practice of Band 5 radiographers, how radiography skills are built into other areas of imaging such as Computerised Tomography (CT), Magnetic Resonance Imaging (MRI) and sonography.

Progression of SiSAT throughout the Scottish Health Boards and using outputs from this in developing quality improvement programmes.

Continuing workforce planning discussions with a number of stakeholder's e.g. National Education Scotland and the College of Radiologists amongst others.

2. Introduction

Managed Diagnostic Networks are defined as co-ordinated groups of health professionals that support diagnostic services to continuously improve service delivery in order to ensure equitable provision of high quality, clinically effective services.

The Scottish Government ^{1/2} has identified that diagnostics are central to whole systems service redesign of the NHS in Scotland including:

- National Delivery Plan for Healthcare Science
- National Clinical Strategy
- Realistic Medicine

Diagnostics, whether delivered in primary, community or secondary care, have an important role to play in achieving NHS Scotland's quality ambitions by contributing to early, accurate and cost effective diagnosis, monitoring and self-management.

3. Network Objectives

In line with delivery of the Scottish Government's core principles for managed networks, SCIN's overarching objectives are as follows:-

- Design and ongoing development of an effective Network structure that is organised, resourced and governed to meet requirements in relation to SGHSCD Guidance on MCNs (currently CEL (2012) 29)
- Support the design and delivery of services that are evidence based and aligned with current strategic and local and regional NHS planning and service priorities.
- Effective Stakeholder Communication and Engagement through design and delivery of a written strategy that ensures stakeholders and Service Users are involved in the Network and explicitly in the design and delivery of service models and improvements.
- Improved capability and capacity in Radiology Services through design and delivery of a written education strategy that reflects and meets stakeholder needs.
- Effective systems and processes to facilitate and provide evidence of continuous improvement in the quality of care (CQI).
- Generate better value for money in how services are delivered.

¹ A National Clinical Strategy for Scotland 2016.

² Realistic Medicine Chief Medical Officers Annual Report 2014-2015

4. Report against Workplan

SCIN has a Core team consisting of Lead Clinician, Dr Hamish McRitchie and Imaging Manager, Dr Fiona Hawke, who have been successful in leading the network driving forward the workplan.

The Network has been successful in the set-up of a number of Special Interest sub-groups to improve education, innovation and best practice sharing in each imaging modality. This complements SCIN's approach to revitalising membership and it's Steering Group which now includes representation from a range of relevant special interest groups:

- Magnetic Resonance Imaging (MRI)
- Computerised Tomography (CT)
- Sonography
- Reporting Radiographers
- Paediatrics

These groups are not governed by the network but are closely aligned to its aims and objectives.

4.1. Service Development and Delivery

Workplan Objective 2018-04

PET-CT Capital Funding

The PET-CT Working Group has driven forward an impressive programme of work in 2018/19, with Dr Roger Staff from NHS Grampian taking on the role of chair. The Capital Funding Strategic Business Case was endorsed by the Diagnostic Steering Group and then presented to Scottish Government's Capital Investment Group and the Directors of Finance. A ten year investment programme has been agreed which includes a new cyclotron for Grampian, a third PET-CT scanner in Glasgow and development of the Gallium service. A Short Life Working Group consisting of a member from each centre was reconvened to progress implementation. This is moving forward with submission for tenders for gallium generators.

Workplan Objective 2018-08

Demand Optimisation

SCIN provided clinical expertise as requested by the Scottish Radiology Transformation Programme (SRTP) in order to enable the Clinical Decision Support Software and Cross Boundary Reporting streams to continue within the designated time frame.

Workplan Objective 2018-10

Scottish Imaging Pathway for Primary Care for Patients with Unidentified Suspected Malignancy

Data collected by SCIN was presented to the Ministerial Cancer Performance Delivery Group to assist with ensuring there is equity of access for all patients with suspected malignancy to imaging. This is now being taken forward by the Scottish Government.

4.2. Stakeholder Communication and Engagement.

Workplan Objective 2018-13

Communication and Engagement

An area of particular success for SCIN has been the Communication Strategy with the following network deliverables being achieved in 2018-19:

- The SCIN website was kept up to date, ensuring that it was informative and user friendly for stakeholders

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- A quarterly newsletter was produced and as well as being sent via email was published on the website to ensure stakeholders were kept informed of work being carried out by SCIN
- Mailing lists were maintained and updated throughout the year
- Surveys were issued to gather feedback from stakeholders and identify their priorities for the Network
- SCIN routinely used the @NMDNScot Twitter account for all of the National Managed Diagnostic Networks to and engage with the imaging community in Scotland.

Success in these areas has been supported by the appointment of a new Programme Support Officer. Increasing stakeholder engagement and communications has become a particular focus for this role. Increased participation of other SCIN members was achieved in these areas via engaging with special interest groups to host their information and engaging with members of the Steering Group to post more relevant/interesting information.

There has also been continuing collaboration with SRTP to align workplans and provide joint opportunities for engagement with the imaging community. Dr Fiona Hawke, the Network Imaging Manager, has also made a significant contribution to the development of the clinical governance framework to support cross-boundary reporting and radiographer reporting.

SCIN Twitter

As mentioned above, an area of success has been the reintroduction of Twitter for SCIN which has become a particular focus of the Programme Support Officer role. Account followers have increased from 422 at April 2018 to 579 in May 2019 and tweets regarding SCIN continue to increase. SCIN use the hashtags #ImagingCommunity, #SCIN and #DiagnosticCommunity to target the relevant audience. Below are examples of and examples of the numbers of engagements (people who have seen/clicked on/ retweeted or liked the tweet).



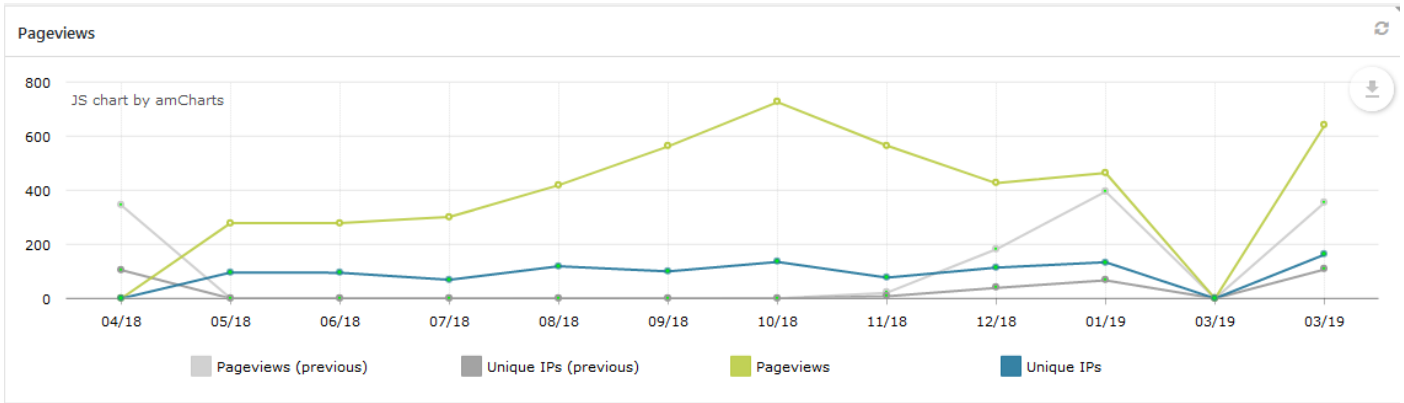
| | |
|-------------------|-----|
| Impressions | 738 |
| Total engagements | 13 |
| Media engagements | 6 |
| Likes | 4 |
| Retweets | 2 |
| Detail expands | 1 |



| | |
|-------------------|-----|
| Impressions | 300 |
| Total engagements | 4 |
| Retweets | 2 |
| Likes | 2 |

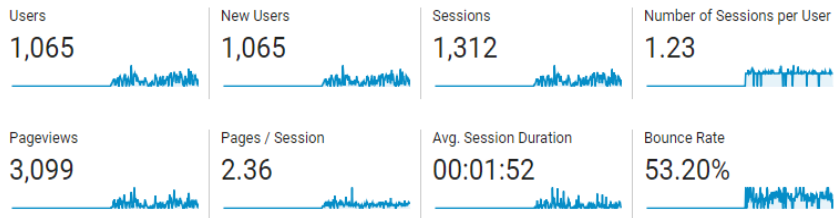
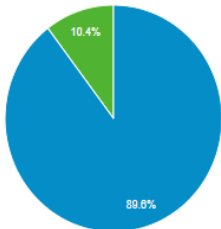
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The SCIN website has benefitted from regular updates during 2018 and promotion of the page has been increased by sharing the website link on twitter and any communications sent to stakeholders and the public in general. As a result visitors increased from 1677 in 2017-18 to 6172 in 2018-19 as can be seen below (April-March). As can also be seen from below the most frequently looked at page is the home page with PET guidelines and Steering Group following that.



SCIN Website Page Views Trend by Month

■ New Visitor ■ Returning Visitor



As can be seen from the above, 80.6% of visitors to the SCIN website were new visitors and only 10.4% were returning (note that these statistics were from the period October 18 – May 19). It indicates that on average each user looks at 2.36 pages per session and spends roughly 2 minutes per session. The most viewed pages can be seen below.

| Top Web Pages | |
|------------------------|--------|
| Results 1 - 20 of 231 | |
| / | 23,08% |
| PET- CT Guidelines | 5,28% |
| SCIN Steering Group | 3,76% |
| SG Members | 3,61% |
| SCIN Annual Event 2018 | 2,95% |
| Documents of Interest | 2,92% |
| Events | 2,83% |

Regular email updates are sent to stakeholders via the SCIN mailbox, there are relevant distribution lists which are kept up to date



Regular tweets were sent via the @NMDNScot twitter account which has 579 followers (as at May 19)

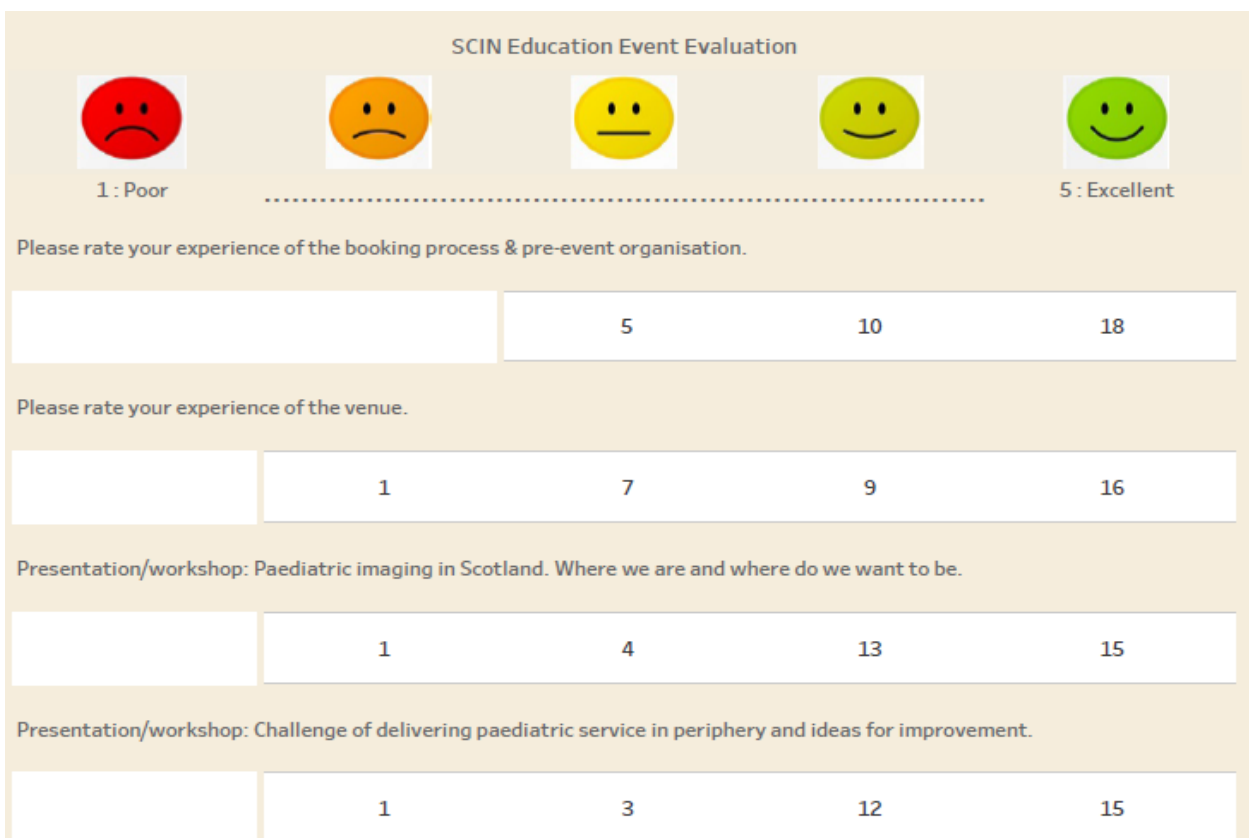
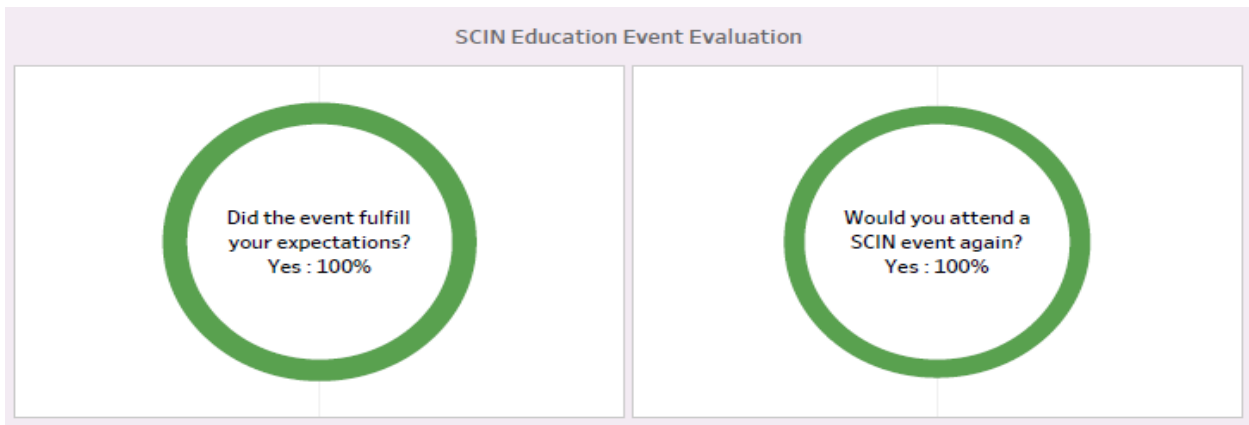
Three Newsletters were sent; autumn 2018, winter 2018 and spring 2019. These were sent to mailing lists and published on the SCIN website.



4.3. Education

Workplan Objective 2018-01 Education and Training

SCIN organised two events this year – Paediatric Imaging in August and also an Annual Education Event in October. The paediatric event was over-subscribed with 73 people signing up and 65 attendees on the day. Feedback from the event was excellent, indicating that this first opportunity to focus on issues impacting on paediatric services was welcomed by the service.

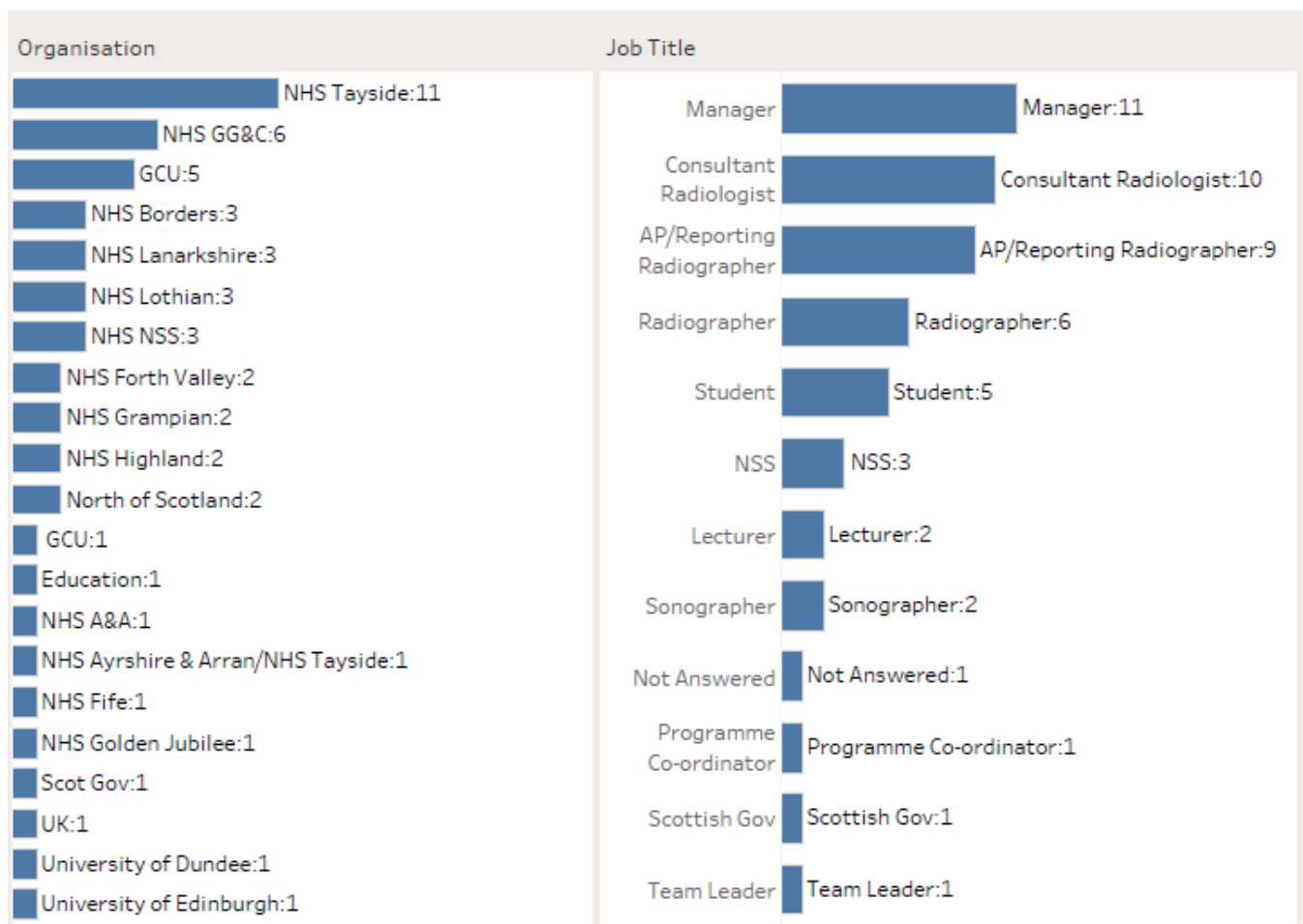


As can be seen from the above all attendees at the Paediatric Event felt the event did meet their expectations and they would also attend another SCIN event as a result. The second figure above illustrates that the majority of attendees thought the presentations on the day were good or excellent. Overall the paediatric event was a very successful day and good feedback was gathered.

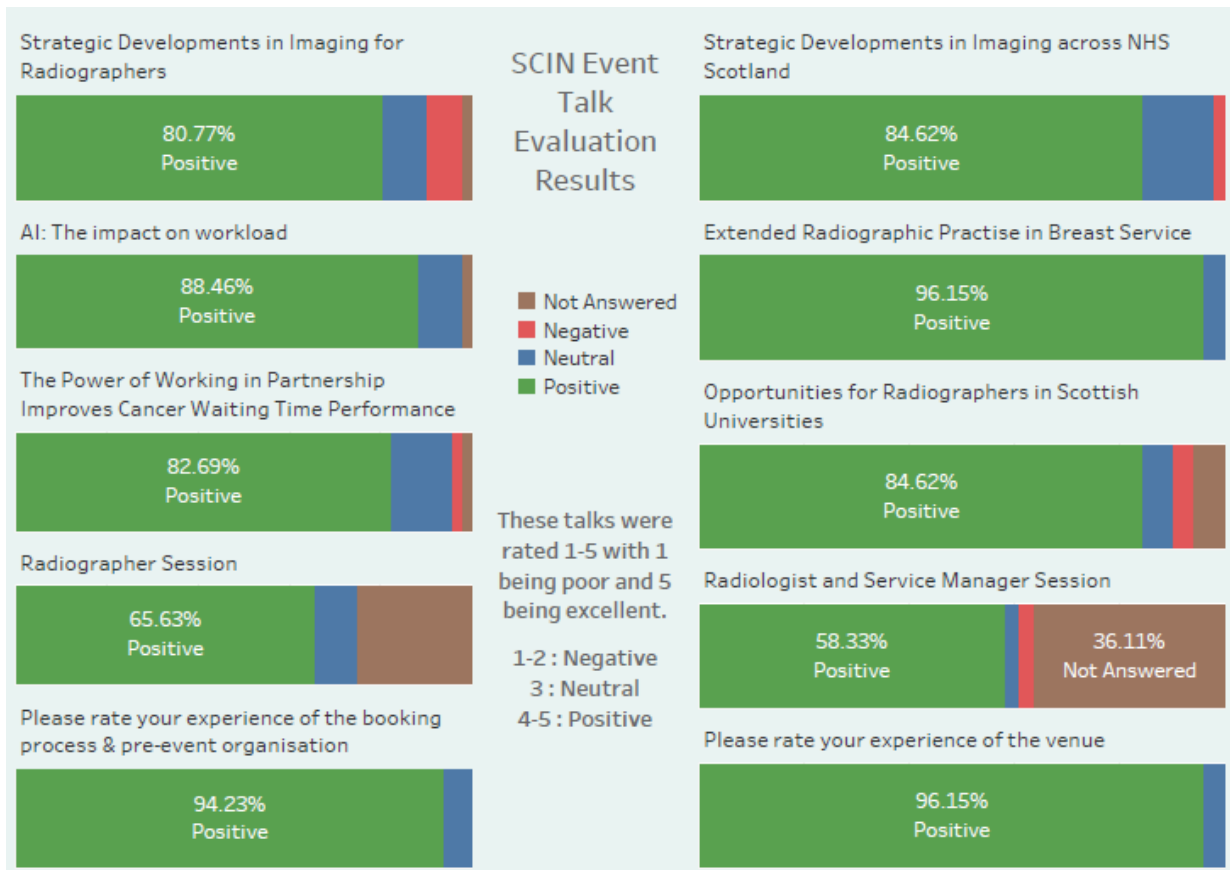
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This event led to the creation of a paediatric workstream within the SCIN work plan, based on key issues that arose from a strategic planning session. The workstream will consider a range of issues including flexible approaches to working. SCIN was invited to host a breakout session at the British Society for Paediatric Radiologists conference in November when further engagement took place with key stakeholders to develop the workstream.

The second event of 2018 was the SCIN Annual Event which was held on the 4th October in the Malmaison Hotel, Dundee. This event was very well received with 83 people registering to attend and 76 attending on the day. As can be seen from the images below, evaluations illustrated that attendees came from a wide range of boards and external agencies and included a wide variety of roles from senior management to student. They also illustrate that talks were well received by the majority of attendees and that the organisation of the event and the venue its self were very well received by.



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4.4. Audit and Continuous Quality Improvement

Workplan Objective 2018-02

PET-CT Data Collection

SCIN worked with the Information Management Service (IMS) to develop a way to measure and evidence the quality of service across centres and to look at capacity and demand. The IMS has also collected and collated monthly data from all the PET centres which helped illustrate the growing demand on the PET-CT service. The PET-CT Working Group monitored patient pathways, ensuring capacity was appropriately utilised.

Workplan Objective 2018-03

PET-CT KPIs

Key Performance Indicators for PET-CT were agreed and data was collected to ensure these were reported to the working group bi-annually. This data was reviewed at the PET-CT Working Group meetings where variation in quality can now be readily identified. It was agreed at a recent meeting to collect this data on an annual basis only now.

Workplan Objective 2018-07

DNA and Urgency Codes

SCIN worked with the Radiology Information System (RIS) Users Group to monitor how national DNA and Urgency Code processes were standardised in Scotland. This work was progressed by SRTP.

Workplan Objective 2018-06

Scottish Imaging Self-Assessment Tool (SiSAT)

The SCIN Quality Improvement Group developed the Scottish Imaging Self Assessment Tool (SiSAT) to provide a comprehensive document that evidences service quality. This was in response to a number of instances across the British Isles where external agencies e.g Health Improvement Scotland (Health Environment Inspections (HEI), Older People in Acute Care (OPAC), Health and Safety Executive (HSE), Ionising Radiation (Medical Exposures) Regulations (IRMER), have criticised the lack of documentary

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evidence of quality standards within radiology services. The SiSAT provides a Quality Scorecard for imaging services using indicators assessing Clinical Performance, Environment, Workload and Workforce, Patient Experience and Safety Characteristics.

SiSAT will be completed by clinicians and managers responsible for the service in each NHS Board area. The questionnaire findings will be held within each service and remain internal documents. The SiSAT will help identify gaps in quality and provide evidence of quality improvement via the associated action plans.

The SiSAT can also be used to benchmark quality against other centres if managers from both services agree to this action. The resultant document can be submitted, if required, for any external inspection. The SiSAT does not specify that any evidence to support the responses be submitted, however it is expected that supporting evidence is available and could be supplied during an external inspection.

SiSAT was presented to the Scottish Association of Medical Directors (SAMD), who were supportive of it as a useful tool to inform and support good governance and recommended it being adopted by Boards through SCIN on a voluntary basis. This would allow a no cost self assessment while allowing the evidence to be collated, should accreditation by an external agency be required. SiSAT has also been endorsed by the Scottish Imaging Managers Group and DSG.

Workplan Objective 2018-09

Develop an Atlas of Interventional Radiology

Scotland's Chief Medical Officer issued a short report highlighting a crisis in Interventional Radiology (IR), citing the recommendations SCIN had produced in 2016 as part of the proposed solution. Refreshing the 2016 report and producing an Atlas of Variation for IR had been part of the five year vision for SCIN. The Steering Group agreed in August that SCIN would begin to develop a skills matrix to provide information on available services at practitioner level. This work was progressed in collaboration with Scottish Government's Access Collaborative. A Short Life Working Group (SLWG) was convened by government and SCIN was represented.

Following on from the collection of data for the IR matrix, the government SLWG asked SCIN to develop a prospective audit of IR on call activity to determine the type and volume of work in the out of hours period. This was completed in March 2019.

4.5. Value

Workplan Objective 2018-11

Developing a sustainable workforce

SCIN has worked with multiple stakeholders – National Education Scotland (NES), College of Radiologists, Society and college of Radiographers, Higher Education Institutions (HEIs), SRTP and Scottish Government – to support the development of a sustainable workforce.

The initial meeting to kick off this piece of work was held and audit of workforce including:

- Anticipated retirements
- Effects on sustainability due to retirements
- Post graduate education to underpin specialist services

Participation in the audit was low as was participation in the Scottish Radiographer SoR workforce census (on the SCIN website) though there is a continuing perception, from radiographers of all grades, that radiographer workforce issues are a significant problem across Scotland. Following discussion at the SCIN Steering Group in March 2019, the service managers at the meeting were clear that there were many radiographer workforce problems that were common across Scotland. It was agreed to ask a member of the Scottish Managers Group to speak at the Annual Event in May to help clarify the situation. This will hopefully lead to an understanding of the work required going forward.

5. Plans for the Year Ahead

The key priorities for SCIN for 2019-2020 are:

Workplan Objective 2019-02

Develop cohesive pathways to imaging that provide safe, equitable access to diagnosis and care

By building on the work of the Interventional Radiology Clinical Reference Group, SCIN is developing a network approach to accessing interventional radiology services. A protocol for transfer of patients between health boards is currently under development for Interventional Radiology Services. SCIN is also presenting a paper on future service delivery models for IR to the National Planning Board and hopes to support this work going forward.

Workplan Objective 2019-03

Support Service modernisation and development in key strategic areas

The PET-CT Working Group is revising the Review of Indications in light of any clinical development in partnership with Scottish Health Technologies Group (SHTG) – potential updates are discussed at each PET-CT Working Group.

The PET-CT Gallium Short Life Working Group (SLWG) is in continuous discussion with all the PET-CT sites and suppliers to ensure FDG needs are met Scotland-wide.

SCIN facilitated the inaugural meeting of the Paediatric Special Interest Group on 25th April. Two pieces of work relating to the SCIN workplans were passed to the Paediatric SIG to progress- dose optimisation and an evaluation of patient satisfaction with the Scottish Radiation risk posters developed by MpNET and SCIN collaboration. Mark Worrell from MpNET presented on dose optimisation and will be supporting this work from within the SIG. The SIG will bring a report of progress on these pieces of work back to the next SCIN steering group for discussion. Some educational materials were discussed at the SIG and these will be hosted on the SCIN website to facilitate national access to the resources in line with the workplan. This is expected to develop further over the next year as MpNET will be working with the Paediatric SIG to understand the educational needs in paediatrics and to develop further resources which will be hosted on the SCIN website.

It is planned that all Special Interest groups will engage with MpNET regarding education on Dose Optimisation in 2019

Workplan Objective 2019-04

Support the development of sustainable imaging services throughout the Scottish Radiology Transformation Programme (SRTP)

The SCIN Core Team continues to make contribution to SRTP by attending the regular programme meetings and providing a vehicle for engagement and consultation with the clinical community as required and agreed. Dr Fiona Hawke, SCIN National Imaging Manager, has been proactive in representing SCIN in the Stakeholder Engagement Group, Advanced Practice Group and also the Radiographer Reporting Group and will continue her involvement with these groups in 2019.

Workplan Objective 2019-05

Education Events

SCIN will continue to build on the success of the education events from 2018 with two events planned in the coming year – the Annual Education Event in May 2019 and a Radiography Focused event in November coinciding with National Radiography Day.

A decision to organise a PET-CT Education event in Spring 2020 has been agreed by the PET-CT Working Group.

Workplan Objective 2019-06

There is a need to identify service requirement for advanced practice roles and to ensure that these roles meet the other pillars of Advanced Practice other than clinical skill

SCIN, in conjunction with the Society of Radiographers and SRTP, will continue with the work which commenced in 2018 regarding scoping of current practice of Band 5 radiographers, how radiography skills base are built into Computerised Tomography (CT) and also Magnetic Resonance Imaging (MRI) as well as how boards are progressing succession planning in sonography. A previous report concerning these issues has generated further discussion and will be discussed again as part of the SCIN Annual Event.

Workplan Objective 2019-07

SCIN will continue to nurture a culture of continuous quality improvement in imaging across NHS Scotland

In 2019, SCIN will continue to progress the Scottish Imaging Self Assessment Tool (SiSAT) throughout the Scottish Health Boards and support the Boards in using outputs to develop quality improvement programmes. Approval by SAMD has assisted with highlighting this to Health Boards with Health Improvement Scotland (HIS) has shown interest in taking this forward.

Workplan Objective 2019-08

Contribute to workforce planning, development and education to equip the workforce of the future

The Interventional Radiology Clinical Reference Group has been involved in developing an Interventional Radiology Out of Hours audit to assist with workforce planning. This has been presented to the Scottish Government SLWG and was presented to the National Planning Board on May 3rd.

SCIN has also been successful in assisting with the facilitation of radiographer Special Interest Groups such as Sonography, Magnetic Resonance Imaging (MRI) and Computerised Tomography (CT). In 2019, SCIN will facilitate a Special Interest Group in Paediatrics.

Workplan Objective 2019-09

SCIN is engaging with National Education Scotland, College of Radiologists, Society and College of Radiographers, HEIs, SRTP and the Scottish Government to develop a sustainable imaging workforce

SCIN, with particular input from Dr Fiona Hawke, continues to work with SRTP regarding workforce planning. This is a continuation of work commenced in 2018. A further discussion of what is required by SCIN will take place in 2019.

Workplan Objective 2019-10

SiSAT

A further iteration of SiSAT will be undertaken in 2019.

6. Detailed Description of Progress in 2018/19

| Objective Number | SMART Objective | Linked Dimensions of Quality | Planned start / end dates | Detailed plan/available owner | Description of progress towards meeting objectives | Anticipated outcome | RAGB Status |
|--|---|------------------------------|---------------------------|--|--|--|-------------|
| 2018-01 Education and Training | SCIN will facilitate 2 education events | 3:4:5 | June 2018-December | Programme Manager and Imaging Manager | 2 education events were organised for the Imaging community and its stakeholders | The events will align and contribute to the work that is being progressed in the Scottish Radiology Transformation Programme | B |
| 2018-02 PET-CT Data Collection | The Information Management Service will collate and analysis the data returns from the 4 PET-CT centres | 3:4:5:6 | April 2018-March 2019 | Data Analyst Information Management Service | The data analyst collated analysis of the PET-CT data returns | The PET-CT centres are providing PET-CT to the same clinical indications. PET-CT trends can be observed and proactively managed | B |
| 2018-03 PET-CT KPI's | The Information Management Service will analysis the agreed 6 KPI's | 1:2:3:4:5:6 | April 2018-March 2019 | Programme Manager /Data Analyst Information Management Service | The data analyst collated analysis of the PET-CT data returns | The KPI's will be used to monitor and improve the quality of service delivered to all NHS Scotland patients. | B |

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| 2018-04 | | | | | | | |
| PET-CT Capital Funding | The PET-CT Capital Funding Business case will be finalised. | 3:4:5:6 | April 2018-March 2019 | PET-CT Capital Funding Group | The finalised report was presented to the Directors of Finance/Board Chief Executives/Diagnostic Steering Group /National Cancer Strategy Group and the Scottish Government | The PET-CT Business will be accepted and endorsed by the Scottish Government as the agreed national strategy for PET-CT | B |
| 2018-05 | | | | | | | |
| PET-CT Health Board Boundaries | The PET-CT working group will monitor the patient pathways with a view of re-drawing these between the PET-CT centre | 3:6 | April 2018-March 2019 | PET-CT Working Group | This was reviewed at the PET-CT working group meetings | Patient pathways could be redefined to improve access to PET-CT | B |
| 2018-06 | | | | | | | |
| Scottish Imaging Self Assessment Tool (SiSAT) | The SiSAT will be piloted in 2 NHS Boards and revised in line with findings | 2:3:4 | April 2018-March 2019 | Imaging Manager/ Programme Manager / IMS | The SiSAT was presented to the Scottish Association of Medical Directors who will be asked to endorse the SiSAT for it to be accepted by Health Improvement Scotland in order for it to become a validated quality improvement tool. | SiSAT aims to provide a comprehensive document that evidences services quality for NHS Scotland Imaging Boards | B |

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| <p>2018-07 DNA and Urgency Codes</p> | <p>SCIN will continue to work with the RIS users group to monitor how national DNA and Urgency code processes are being standardised in NHS Scotland</p> | <p>3:4</p> | <p>April 2018-March 2019</p> | <p>Imaging Manager / Programme Manager</p> | <p>SCIN communicated regularly with the RIS users group to ascertain the progress of how the national DNA and Urgency code processes are being standardised in NHS Scotland</p> | <p>DNA and Urgency Codes are standardised in NHS Scotland</p> | <p>B</p> |
| <p>2018-08 Demand Optimisation</p> | <p>SCIN will provide clinical expertise as requested by the SRTP in order to enable the Clinical Decision Support Software and Cross Boundary Reporting streams to continue within the designated timeframe.</p> | <p>2:3:4:5:6</p> | <p>April 2018-March 2019</p> | <p>Imaging Manager</p> | <p>SCIN provided the clinical expertise to the SRTP to enable the SRTP to deliver its programme of activity within its designated time frame SCIN reported on the progress of this work to the National Demand Optimisation Group</p> | <p>The Scottish Radiology Transformation Programme will develop Clinical Decision Support Software and Cross Boundary Reporting</p> | <p>B</p> |
| <p>2018-08 Develop an Atlas of Interventional Radiology</p> | <p>SCIN will establish if there is a need to develop a Atlas of Interventional Radiology procedures and if it aligns with the National Atlas of Variation that is being compiled by the Scottish Government.</p> | <p>3:4</p> | <p>April 2018-March 2019</p> | <p>Programme Manager 15</p> | <p>SCIN established if the National Trauma Network is compiling an Atlas Interventional Radiology</p> | <p>SCIN will develop an Atlas of Interventional Radiology that can contribute the strategic work that is occurring in the Scottish Government or the Regional Trauma Network</p> | <p>B</p> |

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| <p>2018-10</p> <p>Scottish Imaging Pathway for Primary Care for Patients with Unidentified Suspected Malignancy</p> | <p>SCIN will work with the Ministerial Cancer Performance Delivery Group to enable Boards to spread the uptake of the Imaging Pathways</p> | <p>3:4:5:6</p> | <p>April 2018-March 2019</p> | <p>SCIN core Team</p> | <p>Data that has been collated by SCIN was presented to the Ministerial Cancer Performance Delivery Group</p> | <p>There is equity of access for all patients with suspected malignancy to imaging.</p> | <p>B</p> |
| <p>2018-11</p> <p>Developing a sustainable workforce</p> | <p>SCIN is engaging with the National Education Scotland, College of Radiologists, Society and College of Radiographers, HEIs Scottish Radiology Transformation Programme (SRTP) and the Scottish Government to develop a sustainable Imaging workforce.</p> | <p>3:4:5:6</p> | <p>April 2018-March 2019</p> | <p>Imaging Manager</p> | <p>SCIN presented the work that it was undertaking to the DSG and the SRTP</p> | <p>This work informs the Scottish Government of vacancies, likely impact of retrials and succession planning. Constraints to education such as funding, training time and backfill are also on the agenda for continued discussion</p> | <p>A</p> |

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|---|---|----------------|------------------------------|--|--|---|-----------------|
| <p>2018-12</p> <p>Advanced Practice in Radiography in Scotland</p> | <p>There is a need to identify service requirement for Advanced Practice roles and to ensure that these roles meet the other pillars of Advanced Practice other than the clinical skill.</p> <p>SCIN will provide clinical expertise with regards to how these roles should be developed in NHS Scotland.</p> | <p>3:4:5:6</p> | <p>April 2018-March 2019</p> | <p>Imaging Manager /Society of Radiographers/ Scottish Radiology Transformation Programme</p> | <p>SCIN and the Society of Radiographers will scope what the current practice is for band 5 radiographers How Radiography skills base are built in CT/MR and how the boards succession plan for ultrasound</p> | <p>SCIN and the Society of Radiographers will be able to advise the Scottish Government of what needs to be implemented to ensure that Radiographers are sufficiently trained to meet the future demands of health care needs.</p> | <p>A</p> |
| <p>2018-13</p> <p>Communication and Engagement</p> | <p>SCIN will promote its refreshed network brand on all of its communication to the Imaging community and its stakeholder</p> | <p>1:3:4:5</p> | <p>April 2018-March 2019</p> | <p>Programme Manager /Programme Support Officer</p> | <p>SCIN issued quarterly bulletins.</p> | <p>The Imaging Community and its stakeholders are informed of the work that SCIN has undertaken</p> | <p>B</p> |

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| RAG status | Description |
|------------|--|
| RED (R) | The network is unlikely to achieve the objective/standard within the agreed timescale |
| AMBER (A) | There is a risk that the network will not achieve the objective/standard within the agreed timescale, however progress has been made |
| GREEN (G) | The network is on track to achieve the objective/standard within the agreed timescale |
| BLUE (B) | The network has been successful in achieving the network objective/standard to plan |

The Institute of Medicine's six dimensions of quality are central to NHS Scotland's approach to systems-based healthcare quality improvement, therefore objectives should be linked to these dimensions:

Person-centred: providing care that is responsive to individual personal preferences, needs and values and assuring that patient values guide all clinical decisions;

Safe: avoiding injuries to patients from healthcare that is intended to help them;

Effective: providing services based on scientific knowledge;

Efficient: avoiding waste, including waste of equipment, supplies, ideas, and energy;

Equitable: providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location or socio-economic status; and

Timely: reducing waits and sometimes harmful delays for both those who receive care and those who give care.

7. SCIN Workplan 2019-20

When defining network objectives please consider the Institute of Medicine's six dimensions of quality, which are central to NHS Scotland's approach to systems-based healthcare quality improvement:

1. **Person-centred:** providing care that is responsive to individual personal preferences, needs and values and assuring that patient values guide all clinical decisions;
2. **Safe:** avoiding injuries to patients from healthcare that is intended to help them;
3. **Effective:** providing services based on scientific knowledge;
4. **Efficient:** avoiding waste, including waste of equipment, supplies, ideas, and energy;
5. **Equitable:** providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location or socio-economic status; and
6. **Timely:** reducing waits and sometimes harmful delays for both those who receive care and those who give care.

Key

| RAGB status | Description |
|------------------|--|
| RED (R) | The network is unlikely to achieve the objective by the agreed end date. |
| AMBER (A) | There is a risk that the network will not achieve the objective by the agreed end date but progress has been made. |
| GREEN (G) | The network is on track to achieve the objective by the agreed end date. |
| BLUE (B) | The network has been successful in achieving the network objective to plan. |

Scottish Clinical Imaging Network (SCIN): Annual Report

| Objective Number | Smart Objective | Planned start/end dates | Detailed Plan Available / Owner | Description of progress towards meeting objective as at March 2019 | Anticipated Outcome | RAGB status |
|--|--|-------------------------|--|---|---|-------------|
| 1. Effective Network Structure and Governance <small>[linked to Quality Dimensions 3,4,5,6]</small> | | | | | | |
| 2019-01 | The network will organise 3 Steering Group meetings and sub-group meetings as required throughout 2019/20 to ensure effective delivery of the workplan | 01/04/2019-31/03/2020 | Steering Group and subgroup membership | Steering Group meetings are planned for 2019-20 and subgroups are arranged throughout the year | Effective delivery of the SCIN network workplan to ensure continuation of progress | G |
| 2. Service Development and Delivery <small>[linked to Quality Dimensions 1,2,3,4,5,6]</small> | | | | | | |
| 2019-02 | Develop cohesive pathways to imaging e.g Interventional Radiology, CT, that provide safe, equitable access to diagnosis and care | 01/04/2019-31/03/ 2020 | Interventional Radiology Clinical Reference Group SCIN Steering Group | A network approach to accessing interventional radiology services is under development A CT Special Interest Group to scope dose optimisation has been established | A safe, equitable service across NHS Scotland with robust cover in place for interventional radiology services, equity of access for patients with an unidentified suspected malignancy, consistent DNA coding and management, and safe, consistent dose optimisation | G |
| 2019-03 | Support service modernisation and development in key strategic | 01/04/2019-31/03/2020 | PET-CT Working Group PET-CT Gallium | PET-CT Review of Indications will be reviewed in light of | There is national oversight and continuous | G |

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|---|---|-------------------------|-----------------------------------|--|---|-------------|
| | areas such as PET-CT and paediatrics | | SLWG SCIN paediatric sub-group | any clinical development in partnership with SHTG An FDG production plan is being produced to ensure needs are met Scotland wide SCIN will continue to support the Paediatric Workstream | improvement in PET-CT, ensuring appropriate use and reduced variation Issues in paediatric imaging are understood and integrated into SCIN operations with key improvements progressed | |
| 3. Stakeholder Communication and Engagement <small>[linked to Quality Dimensions 1,3,4,5,6]</small> | | | | | | |
| 2019-04 | Support the development of sustainable imaging services through coordinated working with the Scottish Radiology Transformation Programme and by providing SCIN expertise and guidance on relevant topics whilst ensuring communication channels are maintained between SCIN and SRTP. | 01/04/2019-31/03/2020 | SCIN Core Team/Steering Group | Current coordinated practices in place between SCIN and SRTP are Dr Hawke (SCIN Imaging Manager) sitting on the SRTP Advanced Practice and Radiographer Reporting sub-groups to provide expertise and | An imaging service capable of national reporting with robust governance and QA processes in place to facilitate this | G |

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|--|------------------|-------------------------|--|---|--|-------------|
| | | | | <p>guidance.</p> <p>The SCIN core team also continue to attend the SRTP Monthly Stakeholder Meetings to ensure communication between the two groups.</p> <p>SCIN Imaging Manager has been instrumental in workstreams such as Advanced radiography and reporting radiographers.</p> | | |
| 4. Education <small>[linked to Quality Dimensions 1,2,3,4,5,6]</small> | | | | | | |
| 2019-05 | Education events | 01/04/2019-31/03/2020 | SCIN Core Team/Steering Group/PET-CT Working Group | <p>Two education events are planned for 2019 – SCIN Annual Event in May and a radiography focused event in November.</p> <p>A PET-CT Education</p> | A workforce that is trained and skilled to deliver the service of the future, including an understanding of gaps in education and a clear way to address succession planning | G |

Scottish Clinical Imaging Network (SCIN): Annual Report

| Objective Number | Smart Objective | Planned start/end dates | Detailed Plan Available / Owner | Description of progress towards meeting objective as at March 2019 | Anticipated Outcome | RAGB status |
|---|--|-------------------------|---|--|---|-------------|
| | | | | event is planned for Spring 2020 | requirements. | |
| 5. Audit and Continuous Quality Improvement <small>[linked to Quality Dimensions 1,2,3,4,5,6]</small> | | | | | | |
| 2019-06 | <p>There is a need to identify service requirement for Advanced Practice roles and to ensure that these roles meet the other pillars of Advanced Practice other than the clinical skill.</p> <p>SCIN will provide clinical expertise with regards to how these roles should be developed in NHS Scotland</p> | 01/04/2019 – 31/03/2020 | Dr Fiona Hawke/Society of Radiographers/Scottish Radiology Transformation Programme | SCIN and the Society of Radiographers will scope what the current practice is for band 5 radiographers. How radiography skills base are built in CT/MR and how the boards succession plan for ultrasound | SCIN and the Society of Radiographers will be able to advise the Scottish Government of what needs to be implemented to ensure radiographers are sufficiently trained to meet the future demands of health care needs | G |
| 2019-07 | <p>SCIN will continue to nurture a culture of continuous quality improvement, through:</p> <p>Development and launch of SiSAT</p> <p>Considering outputs from SiSAT, and supporting NHS Boards to use these outputs to develop quality improvement programmes.</p> | 01/04/2019-31/03 /2020 | <p>Imaging Manager/ Programme Manager/IMS</p> <p>PET-CT Working Group</p> | <p>SISAT has been approved by SAMD</p> <p>Data is being collected against PET QIs</p> | Imaging departments are equipped to understand the quality of their service and share plans and improvement stories. | G |

Scottish Clinical Imaging Network (SCIN): Annual Report

| Objective Number | Smart Objective | Planned start/end dates | Detailed Plan Available / Owner | Description of progress towards meeting objective as at March 2019 | Anticipated Outcome | RAGB status |
|------------------|--|-------------------------|---|---|--|-------------|
| | Develop QI Programme for PET-CT | | | | | |
| 2019-08 | <p>Contribute to workforce planning, development and education to equip the workforce of the future by continuing education and plan to use SCIN website to host educational resources</p> <p>Produce an audit of interventional radiology workforce, including predicted numbers of trainees required</p> <p>Facilitate specialist interest group in sonography</p> <p>Produce an audit of PET-CT Workforce</p> | 01/04/2019-31/03/2020 | <p>Interventional radiology Clinical Reference Group</p> <p>SCIN Steering Group</p> <p>PET-CT Working Group</p> | <p>Data has been collected re: interventional radiology workforce and presented at the Scottish Government Short Life Working Group and also National Planning Board</p> <p>A specialist interest group in sonography has been facilitated</p> <p>An audit of PET-CT Workforce has been agreed by the PET-CT Working Group and is being progressed.</p> | A workforce that is trained and skilled to deliver the service of the future, including an understanding of gaps in education and a clear way to address succession planning requirement | G |
| 2019-09 | SCIN is engaging with the National Education Scotland, College of Radiologists, Society and College of Radiographers, HEIs Scottish Radiology Transformation Programme | 01/04/ 2019-31/03/2020 | Dr Fiona Hawke | SCIN will present the work that it is undertaking to the DSG and the SRTP | This work informs the Scottish Government of vacancies, likely impact of retrials and succession planning. Constraints to education such as | G |

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|--|--|-------------------------|---------------------------------------|---|--|-------------|
| | (SRTTP) and the Scottish Government to develop a sustainable Imaging workforce E.g. Advanced Practice, Society representation on Special Interest Groups | | | | funding, training time and backfill are also on the agenda for continued discussion. | |
| 6. Value <small>[linked to Quality Dimensions 1,2,3,4,5,6]</small> | | | | | | |
| 2019-10 | Continue to progress the Scottish Imaging Self Assessment Tool (SiSAT) by demonstrating in health boards and engaging with stakeholders | 01/04/2019 – 31/03/2020 | Imaging Manager/Programme Manager/IMS | <p>SiSAT is being demonstrated in one Scottish Health Board in May.</p> <p>Further iteration required following feedback from Scottish Service Managers.</p> <p>Final iteration published on SCIN website</p> | Imaging departments are equipped to understand the quality of their service and share plans and improvement stories. | G |

Appendix 1: Steering Group Membership

| | | |
|-----------------------|--|---|
| Mr John Airlie | Radiographer (CT Special Interest Group) | NHS Borders |
| Dr Grant Baxter | Consultant Radiologist/Chair of Standing Scottish Committee | NHS Greater Glasgow & Clyde/Royal College of Radiologists |
| Mr Mike Beach | Radiology Service Manager | NHS Orkney |
| Mrs Liz Blackman | Senior Programme Manager | NHS National Services Scotland |
| Ms Jeanette Burdock | Radiology & Diagnostic Services Manager | NHS Fife |
| Dr Raj Bural | Consultant Radiologist (SCIN QI Chair) | NHS Forth Valley |
| Ms Elaine Connelly | Professional Lead | NHS Lanarkshire |
| Mr Mike Conroy | Radiology Service Manager | NHS Tayside/National Imaging Equipment Group |
| Dr Stephen Cooper | Consultant Radiologist | NHS Ayrshire & Arran |
| Ms Dawn Currie | Programme Manager | NHS National Services Scotland |
| Dr John Fitzpatrick | Trainee radiologist/student | NHS Lothian |
| Dr Kenneth Fowler | Tayside Radiology Clinical Leader | NHS Tayside |
| Ms Karen Gee | Radiographer (MR Special Interest Group) | NHS Borders |
| Ms Jennifer Gilchrist | Head of Radiology | NHS National Waiting Times Board |
| Mrs Caroline Green | Patient Representative | N/A |
| Mrs Valerie Grierson | Interim Radiology Manager | NHS Dumfries & Galloway |
| Dr Alistair Hart | Consultant Haematologist | NHS Greater Glasgow and Clyde |
| Dr Fiona Hawke | Advanced Practice Radiographer/SCIN Imaging Manager | NHS Borders |
| Miss Shelley Heatlie | Programme Support Officer | NHS National Services Scotland |
| Ms Kate Henderson | Commodity Manager | National Imaging |

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| | | |
|-----------------------|---|---------------------------------------|
| | | Equipment Group |
| Mr Clinton Heseltine | Chief Radiographer/Radiology Service Manager | NHS Lothian |
| Ms Morag Howard | Professional Lead/Radiography Service Manager | NHS Highland |
| Dr Paul Kelly | Consultant Radiologist (Chair SCIN QI Group) | NHS Forth Valley |
| Mrs Claire Lawrie | Programme Manager | NHS National Services Scotland |
| Ms Jane MacDonald | Acting Radiology Manager | NHS Western Isles |
| Dr Barbara MacPherson | Consultant Radiologist/Clinical Director | NHS Lanarkshire |
| Dr D McAteer | Acting Clinical Director | NHS Grampian |
| Dr Jonathan McConnell | Radiographer (RRIGS) | NHS Greater Glasgow & Clyde |
| Mr Alistair McGown | IRMER Regulator | Health Improvement Scotland |
| Mr Colin McGrath | Patient Representative | N/A |
| Dr Simon McGurk | Consultant Radiologist | NHS Lothian |
| Ms Karen McNicholl | Divisional General Manager | NHS Highland |
| Dr Hamish McRitchie | SCIN Lead Clinician/NRIP SME/ Consultant Radiologist | NHS Borders |
| Dr Fiona Minns | Consultant Radiologist | NHS Lothian |
| Dr Clare Monaghan | Consultant Radiologist Physicist | NHS Tayside |
| Ms Maria Murray | Professional Officer for Scotland | Society & College of Radiographers |
| Mr John Parker | Service Manager | NHS Ayrshire & Arran |
| Ms Sandra Robertson | Radiology Department Manager | NHS Forth Valley |
| Ms Lynn Ross | General Manager, Radiology | NHS Greater Glasgow & Clyde |
| Mr Chris Rowley | AHP Lead, Education & Workforce | Scottish Government |
| Dr Roger Staff | Physicist (PET-CT Working Group Chair) | NHS Grampian |

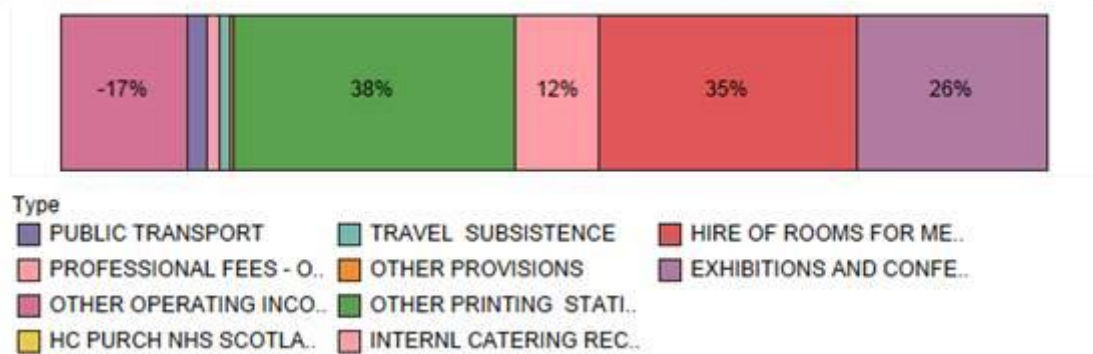
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| | | |
|------------------------|--|--|
| Mrs Judy Stein | Service Manager Laboratories, Radiology And the Scottish Centre for Simulation & Human Factors | NHS Forth Valley |
| Ms Morag Stout | Consultant Sonographer (US Special Interest Group | NHS Greater Glasgow & Clyde |
| Professor David Sutton | Head of Medical Physics | MpNET (Medical Physics) |
| Ms Lucy Wilson | CT Line Manager | NHS Shetland |
| Mr William Woods | Student Representative | Queen Margaret University (student) |

Appendix 2: Finance

SCIN Financial Information

| Job description | Account description | |
|--------------------|------------------------------|------------------|
| SCIN | EXHIBITIONS AND CONFERENCES | £1,512.50 |
| | HC PURCH NHS SCOTLAND SLA | £0.00 |
| | HIRE OF ROOMS FOR MEETINGS | £2,037.50 |
| | INTERNL CATERING RECHRG NPAY | £674.91 |
| | OTHER OPERATING INCOME | £-1,000.00 |
| | OTHER PRINTING STATIONERY | £2,216.19 |
| | OTHER PROVISIONS | £30.00 |
| | PROFESSIONAL FEES - OTHER | £100.00 |
| | PUBLIC TRANSPORT | £160.43 |
| | TRAVEL SUBSISTENCE | £86.85 |
| Grand Total | | £5,818.38 |



As can be seen from the above 38% of SCIN's total spend was on printing of stationery, £1175.81 of this was spent on SCIN merchandise for the Diagnostic Network Roadshows that are running over the next three years reducing SCIN's overall spend to £ 4642.57 with a surplus of £ 357.43.