

minutes

Demand Optimisation Core Team Meeting

Microsoft Teams

Monday 25th October 2021

1pm – 2pm

Present:

Jamie Nimmo	Programme Manager (Chair)	NHS National Services Scotland
Bernie Croal	Clinical Director	NHS Grampian
Karen Stewart	Healthcare Science Officer	Scottish Government
Catherine Ross	Chief Healthcare Science Officer	Scottish Government)
Liz Blackman	Senior Programme Manager	NHS National Services Scotland
Claire Lawrie	IMS Senior Programme Manager	NHS National Services Scotland
Robina Collins	Admin(Minutes)	NHS National Services Scotland
Gavin Hallford	IMS Data Analyst	NHS National Services Scotland

Apologies:

Raveena Sajjan	Strategy and Policy CNOD	Scottish Government
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In Attendance:

Caroline Ballantyne	Senior Policy Manager	Scottish Government
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1 Welcome & Apologies

Jamie Nimmo welcomed all to the meeting. Apologies were noted as above.

Catherine Ross requested that minutes/ actions be produced for each Demand Optimisation core team meeting for circulation to the group.

The notes / actions from the 'Demand Optimisation Discussion' meeting held earlier in the day with Anna Lamont (Interim Medical Director, NSD, NHS National Services Scotland) were presented and discussed. These would be compared with the existing agreed objectives and used to compile a bank of ideas/ suggestions.

Catherine Ross highlighted that next steps should be to agree the top objectives and priorities.

Karen Stewart suggested that the supporting guidance pertaining to the Primary Care Atlas of Variation be further developed.

Claire Lawrie advised that lunchtime drop-in sessions with Realistic Medicine Leads, to showcase the use of the Atlas were being considered. It was agreed that this would be beneficial in terms of education and engagement.



Chair
Chief Executive
Director
Keith Redpath
Mary Morgan
Susi Buchanan

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

ACTION: User guidance for Primary Care Atlas of Variation to be created and added to website
Claire Lawrie / Gavin Hallford

ACTION: Arrange Realistic Medicine Lead drop-in times to showcase the Atlas
Jamie Nimmo

2 NDOG Business Case

Liz Blackman confirmed that the timeline for submitting new business cases to the Diagnostics in Scotland Strategic Group (DiSSG) remained the same. All business cases are to be presented at the DiSSG on Thursday 11th November. They would need to be ready for 9am, Monday 1st November for scoring by the Laboratories Executive Board (LEB) then circulated to DiSSG members on Thursday 4th November 2021.

The previous National Demand Optimisation Group (NDOG) business case for additional staffing resource to form a national service was rejected. The group discussed the reasons behind this and what could be done differently for the next proposed submission. Liz Blackman suggested that a dedicated quality improvement and data collection resource be considered. Karen Stewart expressed the view that the last business case failed due to a perceived conflict of interest.

Data collection currently takes place and Karen Stewart asked the group to consider the next steps with the data (Atlas) and how to operationalise it into something tangible. Liz Blackman confirmed that initial discussions with Health Boards (HBs) indicated that more support was required with data gathering and identifying the correct person to action this was key. Claire Lawrie suggested that a dedicated demand optimisation lead be established in each HB to engage with directly and help to identify issues etc.

Karen Stewart queried the process involved in carrying forward monies into the next financial year to employ a dedicated QI resource. Liz Blackman confirmed she was awaiting guidance about the carry forward process.

Catherine Ross expressed concern about the timelines involved with moving forward with some of the agreed objectives and the lack of resource to achieve these (objectives). Additionally, how some of the funds would potentially be used differently than originally allocated. E.g. the Education toolkit would now be delivered as part of the Value Improvement Fund. She proposed revisiting the programme objectives and relative funding to identify what could be achieved with the original budget to compensate for the areas of work now covered under other budgets.

Catherine Ross questioned what this 'released' funding could be used to address. Bernie Croal suggested that the formation of series of groups to provide clinical input (outside the labs) would be useful. Primary care issues are now very different from 2 years ago and the demand optimisation strategy would need to be able to flex to meet with these new issues post-COVID. He suggested that the Atlas be adapted to include a more focussed package to assist HBs with their specific requirements and relevant to current clinical pressures.

Catherine Ross expressed reluctance to commit to another business case without first being fully informed of all of the financial implications including any carry over (of funding) possibilities. She suggested that Liz Blackman contact Ann Puller / Louise Kay for guidance /approval on whether carryover of funding, including how much, was possible. This guidance would allow the group to better plan and prioritise the objectives/ resources.

ACTION: Liz Blackman to contact Ann Puller/ Louise Kay for guidance/ approval on any carryover (of funding) process.
Liz Blackman

The group decided at this time not to pursue the DO full business case bid with the DiSSG. Bernie Croal suggested that the Educational work become the focus of the group in the short term.

ACTION: Liz Blackman is to withdraw the DO full business case bid from the DiSSG agenda.
Liz Blackman

3 Education

This item was not discussed.

4 Realistic Medicine

This item was not discussed.

5 Genetics Data

This item was not discussed.

6 Primary Care/ QI Projects (+ QI SLWG)

This item was not discussed.

7 Feedback

This item was not discussed.

8 Atlas Roll out

This item was not discussed.

9 Scottish Government Policy Leads

This item was not discussed.

10 Risks & Issues

This item was not discussed.

11 AOB

Bernie Croal asked for an update on the recruitment currently underway. Jamie Nimmo advised that interviews had recently taken place for a Programme Support Officer and a preferred candidate had been selected. The Healthcare Scientist post was at the fourth stage of sign off so should be advertised this week.

It was suggested that meetings be arranged proactively in advance of an anticipated start date for the Healthcare Scientist.

Jamie Nimmo questioned whether the Education SLWG advert should be circulated widely or to a targeted audience. Bernie Croal suggested it be shared widely with the ability to select preferred candidates to ensure a wide spread of disciplines/ HBs etc. Catherine Ross suggested an 'expressions of interest' template be used reflective of a short application. Additionally, that the advert be shared with SG for further distribution. It was noted that a process would need to be in place to facilitate fair selection, along with why someone wasn't selected. The group discussed a number of criterion to be included in the advert including the need for individuals to be existing NHS Scotland employees.

ACTION: Jamie Nimmo to develop a 'expressions of interest template' incorporating the discussed suggestions using Forms as part of the Education SLWG advert.

Jamie Nimmo

ACTION: Jamie Nimmo to share the completed Education SLWG advert with Catherine Ross and Bernie Croal for wider distribution.

Jamie Nimmo

ACTION: SG to share the Education SLWG advert widely with appropriate audience.

Catherine Ross

It was noted that the advert could also be disseminated by Miles Mark (Chair of the Scottish Academy) and the RGCP Lead for Scotland.

Claire Lawrie and Jamie Nimmo highlighted a recent meeting, which took place with the Cardiac Policy Team from Scottish Government, who are keen to be involved with any educational work. A meeting on Friday 28th October with Realistic Medicine and Primary Care Leads would take place to discuss rollout of the Atlas of Variation.

Catherine Ross requested outputs from any crossover meetings attended by the DO Team to demonstrate to SG where stakeholder collaboration was taking place.

ACTION: Outputs from any crossover meetings (stakeholder collaboration) attended by the DO Team to be sent to SG.

Jamie Nimmo / Claire Lawrie

Bernie Croal highlighted the following.

- A national UK forum on demand optimisation is in the early stages of being established (via Teams). There was currently no funding to support this. Updates would be provided as the information becomes available.

12 Date and Time of Next Meeting

To be arranged.

ACTION: Robina Collins is to arrange the next meeting

Robina Collins