

# Scottish Radiology Transformation Programme

**Vision & Target  
Operating Model (TOM)**

**Imaging  
Executive  
Board (IEB)  
08 October  
2020**

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Programme Manager**

*“A world class, person-centred sustainable radiology service that continually improves the health & wellbeing of the people of Scotland”*



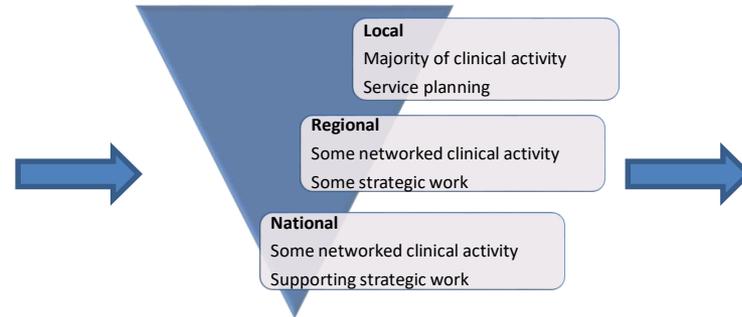
**Focus on...**

**Radiology vision &  
Target Operating  
Model**

# Radiology vision & TOM – story so far

Rationale	Benefits	Constraints/Dependencies/Risks	Radiology Model Investment
Current services unsustainable	<ul style="list-style-type: none"> <li>Increased reporting performance</li> <li>Co-ordinated approach to use of these</li> <li>National approach to radiology reporting</li> <li>More effective use of the workforce</li> <li>Match a variety of demand, capacity and equipment</li> <li>Historical demand reporting capability</li> <li>Adopt the recognised standard for radiology reporting</li> <li>Improve quality of service planning by availability of comparable data</li> <li>Ability to adapt to emerging clinical demand change</li> <li>Increased throughput and quality due to the sharing of knowledge</li> <li>Standardised reporting of images</li> <li>Reduce image acquisition close to patient</li> <li>Reduce reporting system to local systems</li> <li>Cost savings</li> <li>Visual re-orientation</li> </ul>	<ul style="list-style-type: none"> <li>Agreed data sets</li> <li>Agreed data interfaces</li> <li>National skill benchmarking</li> <li>Ability to report cross boundary</li> <li>Professional or national</li> <li>Self-governing</li> <li>Central governance model</li> <li>Self-funding</li> <li>Integrated and complete IT system</li> <li>Central pathway systems</li> </ul>	<ul style="list-style-type: none"> <li>Capital 0.87</li> <li>Revenue 2.40</li> <li>Non-recurring</li> <li>TOTAL 3.27</li> </ul>
<p><b>The Vision</b></p> <p>A collegiate solution</p> <p>Ability for radiology staff to work across Scotland</p> <p>Agreed national</p> <ul style="list-style-type: none"> <li>HR contracts</li> <li>Clinical governance</li> <li>QAI</li> <li>Integrated operation if Systems supporting</li> <li>Image acquisition, transfer and archiving</li> <li>Skills sets and definitions</li> <li>Workflow of reporting</li> <li>Agreed patient pathways and protocols</li> <li>Workflow optimisation</li> <li>Eliminating of image capture and reporting</li> <li>Standardisation of technical and untechnical activity for both image acquisition and reporting</li> </ul> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>Financial sustainability of service</li> <li>Increased resilience of service</li> <li>Improved patient pathways and protocols</li> <li>Workflow optimisation</li> <li>Eliminating of image capture and reporting</li> <li>Standardisation of technical and untechnical activity for both image acquisition and reporting</li> </ul>	<p><b>Desired Outcomes</b></p> <p>Ensure continuing good outcomes for patients. Sustainable, equitable, access to robust, timely services</p>		

The "Model" (2016)



Service mapping (Nov 2017)

*"A world class, person-centred sustainable radiology service that continually improves the health & wellbeing of the people of Scotland"*

Vision & principles (Mar 2018)

Project options	Scoring	Rank	Recommendation
National Clinical Decision Support Software	49	1	Continue in Phase 2
Advanced Practice	45	2	Continue in Phase 2
Radiology Reporting Bank	36	3	Continue in Phase 2
Radiology Reporting Service	23	4	Continue in Phase 2
Artificial Intelligence Scoping & Pilots	14	5	Phase 2 new project
Radiology Information & Intelligence Service	13	6	Continue in Phase 2
National Reporting IT Platform	9	7	No action - complete
Speciality Reporting Networks	8	9	Not prioritised now
Academy Model	8	9	Not prioritised now
Consultant Radiologist Job Design	7	11	No action - complete
PACS Re-procurement	6	12	Underway (NSS)
Radiology Out of Hours Reporting Service	4	13	Not prioritised now
Recruitment & Matching	4	13	Not prioritised now
National Vetting IT Platform	3	15	Not prioritised now

Phase 2 prioritisation (Mar 2019)

Radiology Blueprint: Organisation		
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Draft blueprint (Jan 2019)



National Radiology Board Ruled Out (Nov 2018)

# Radiology vision & TOM – Principles

- Approved as priority by Board Chief Executives
- Owned by Imaging Executive Board and Radiology community, facilitated by S RTP
- Build on what we have
- Adapt to changing landscape and identify any gaps
- Meaningfully engage



# Responsibility/Accountability

	Responsibility
Stakeholders	<ul style="list-style-type: none"><li>• input information</li><li>• contribute views</li><li>• shape deliverables</li></ul>
SRTP Team	<ul style="list-style-type: none"><li>• facilitate contributions</li><li>• collate information</li><li>• develop deliverables</li><li>• raise to the IEB any aspects of the deliverables requiring decision</li></ul>
IEB	<ul style="list-style-type: none"><li>• approve deliverables and recommend to DiSSG/CE's</li><li>• make decisions on aspects of the vision and TOM where there is not universal agreement</li><li>• ensure strategic alignment nationally, regionally and locally</li><li>• ensure roadmap delivers against the TOM and the TOM delivers against the strategy</li></ul>

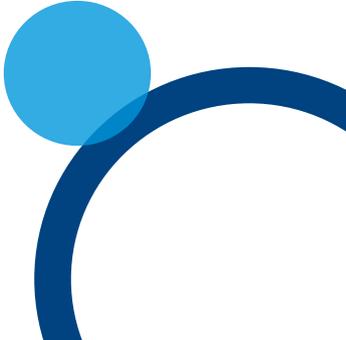
# Scope

In Scope	Out of Scope
Diagnostic Radiology	Therapeutic radiography
Interventional Radiology	National PACS re-procurement
Imaging within other specialties: Cardiology Obstetrics Some Nuclear Medicine	Delivery of proposed changes outlined in the vision & TOM.
Radiology Staff: Clinical Non-clinical	Production of detailed Service Models for other projects within the Programme or areas of Radiology Services.
Managerial and support functions for Radiology Services	
Users	

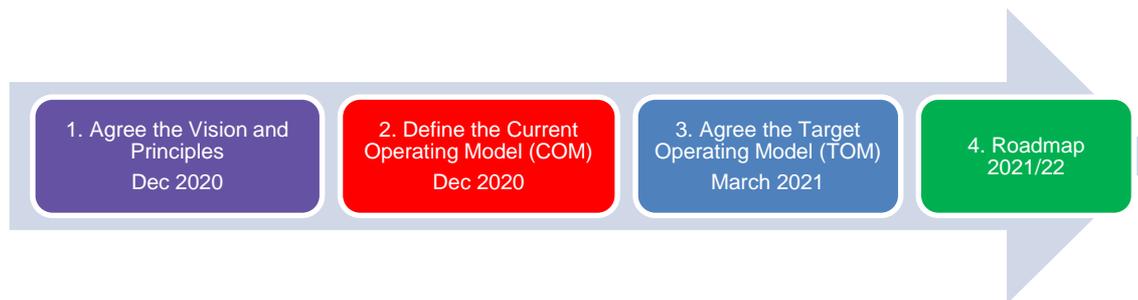
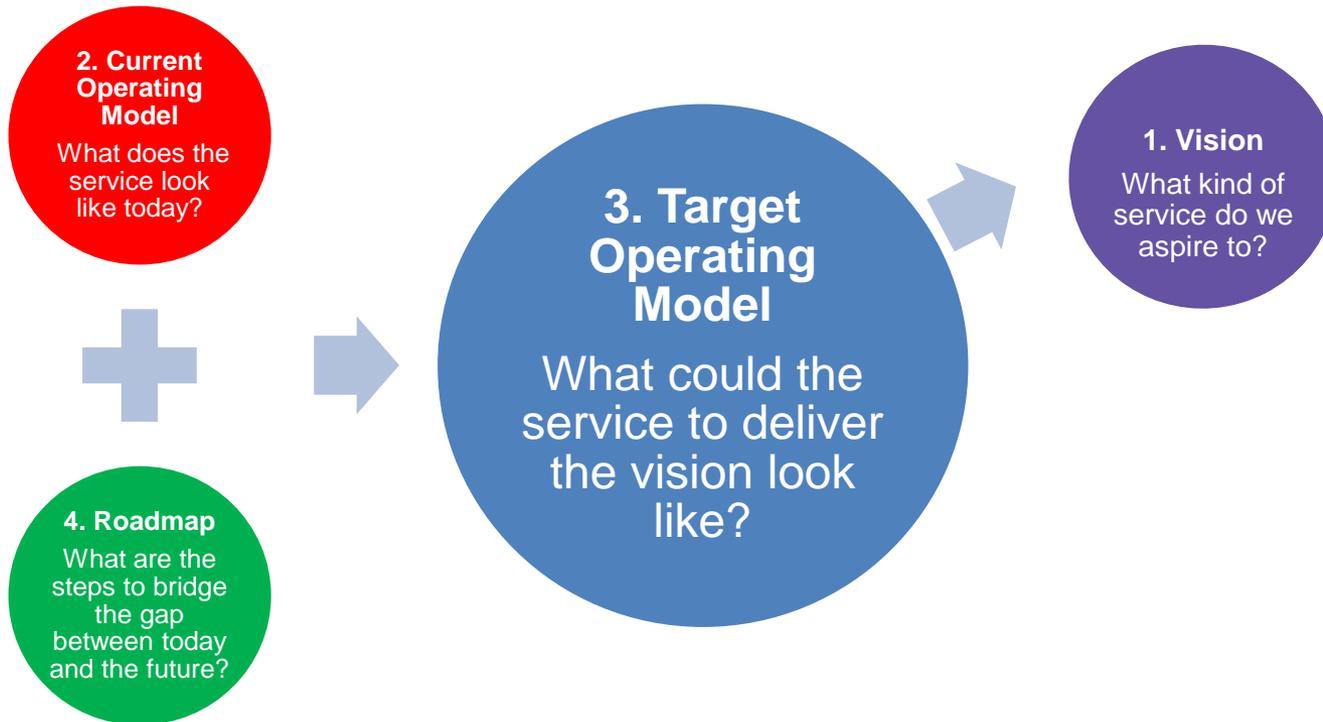


**Areas for discussion:** National Radiology Services, Screening Services that use Radiology and Training.

# Approach



# Deliverables & Timeline



# Questions

