

A guide to National Population Screening in Scotland

Prepared by [National Screening Oversight \(NSO\)](#)

The purpose of this guide

This guide is for the professional audience within screening.

It intends to provide a high level overview of the national population screening programmes within Scotland, including the roles involved, governance structures and commissioning arrangements in the screening pathway.

Contents

- Introduction to national screening programmes
- Roles in screening
- Screening governance:
 - Overall governance
 - Governance of change
 - Governance of quality
 - Governance of adverse events
- Delivery of national screening programmes

Introduction to national screening programmes

Screening is the process of identifying people who appear healthy but may have a higher chance of developing a disease or condition.

Screening programmes detect early indications of disease or conditions and provide a reliable method of referral for diagnostic testing and/or treatment.

For a screening intervention to be introduced as a national screening programme, it must be acceptably accurate and designed to test for a disease or condition where earlier detection and intervention would be of benefit to the participant.

There are six national screening programmes in Scotland.

Scotland's national screening programmes

Scotland has six national population screening programmes:

Scottish Abdominal Aortic Aneurysm (AAA) Screening Programme

Scottish Bowel Screening Programme

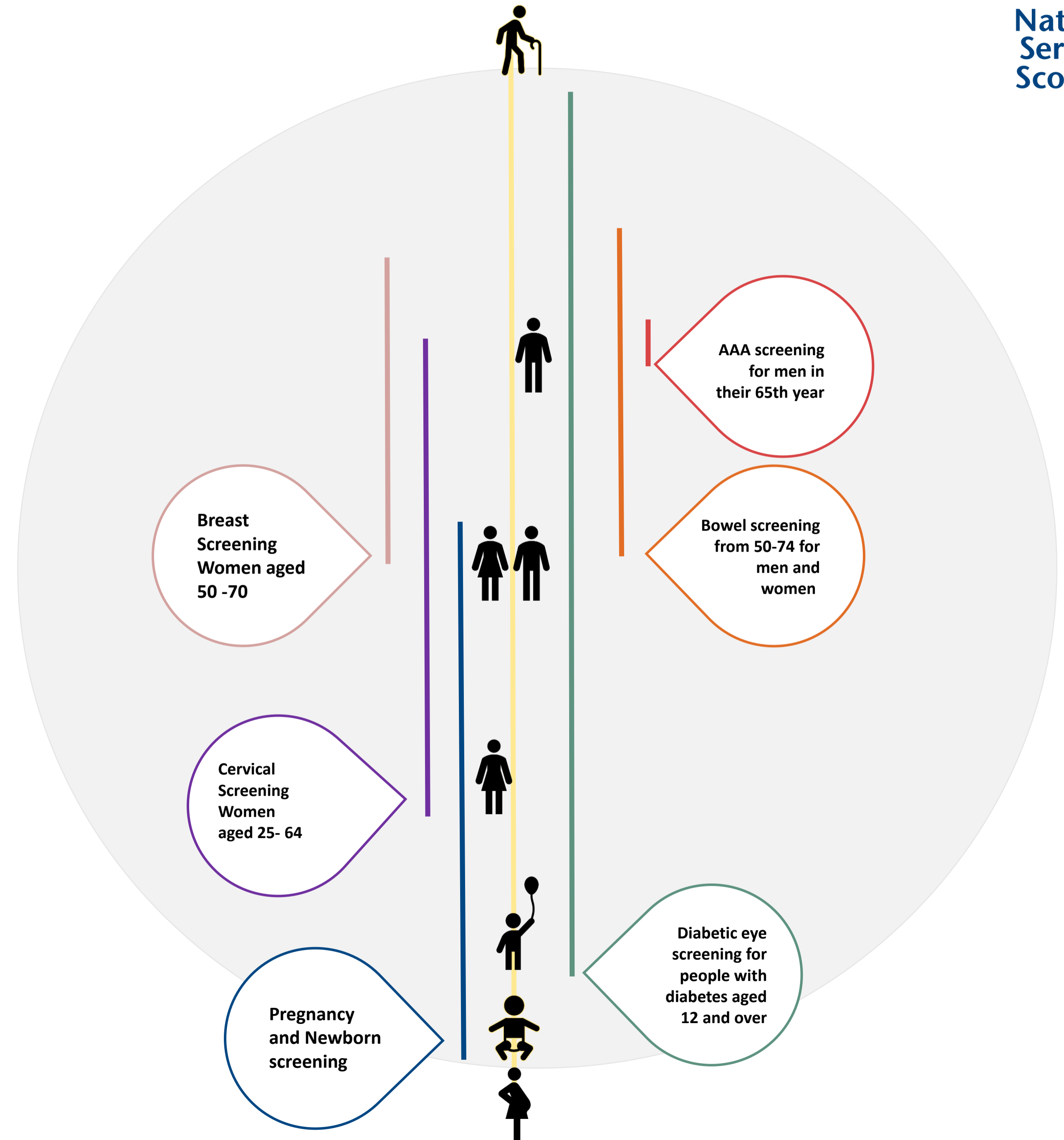
Scottish Breast Screening Programme

Scottish Cervical Screening Programme

Scottish Diabetic Eye Screening Programme

Scottish Pregnancy & Newborn Screening Programme

Further details of all the screening programmes can be found from page 32 onwards



Roles in screening

This section looks at the different organisations, groups, bodies and individuals involved in the provision of screening across Scotland, and sets out their roles and responsibilities.

It covers:

Who is involved in **Policy and Strategy**

Who is involved in **Oversight, Assurance and Direction**

Who is involved in **Operational Delivery**

Roles in Screening - Definitions

Policy relates to decisions on which programmes are offered and who is eligible to participate

Strategy relates to decisions on how screening is delivered and funded on a national basis

Oversight, assurance & direction relates to system-wide oversight of the quality and effectiveness of the national screening programmes

Operational delivery relates to the national and local arrangements for delivering the screening programmes

POLICY

STRATEGY

**OVERSIGHT, ASSURANCE &
DIRECTION**

OPERATIONAL DELIVERY

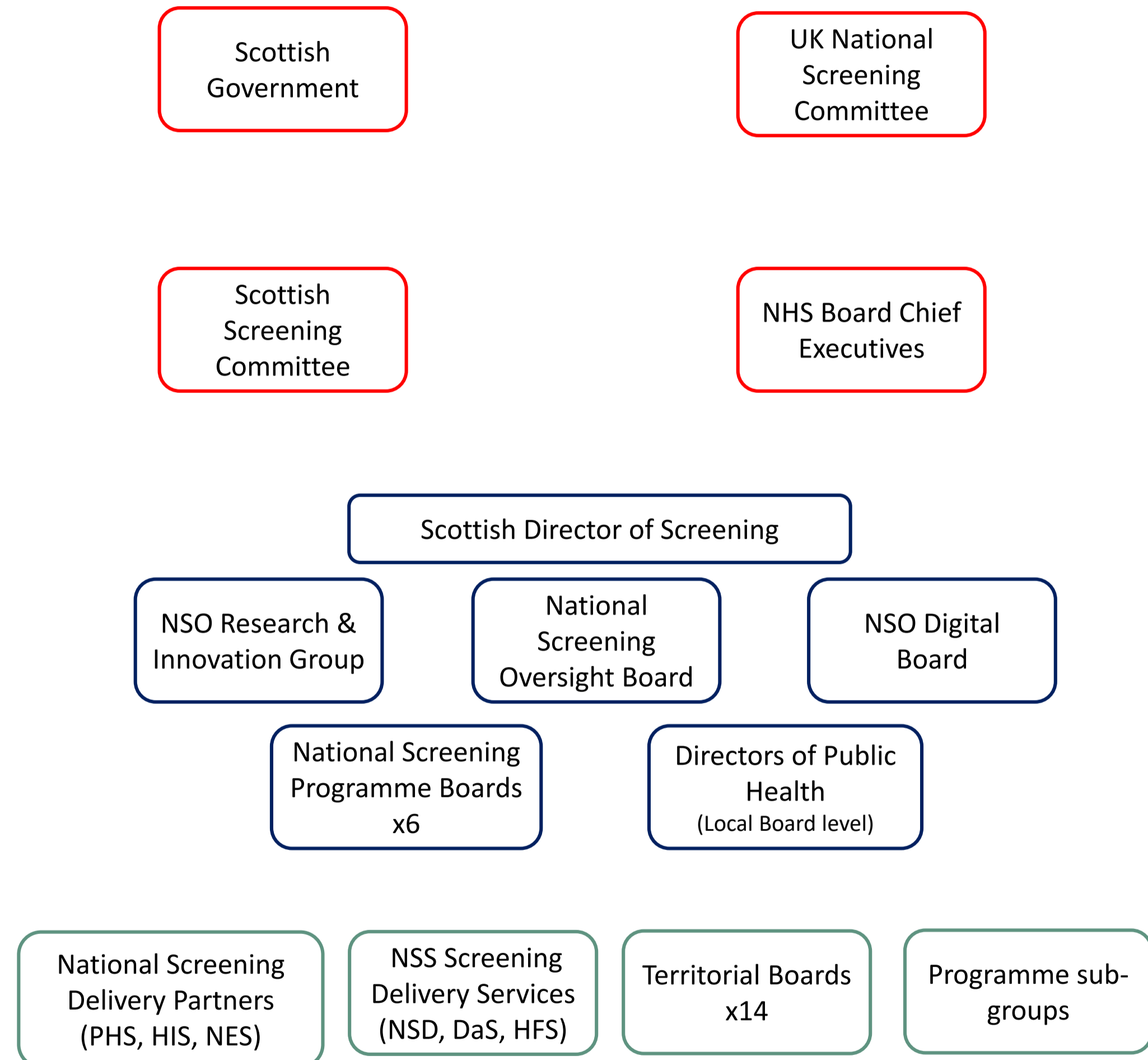
Roles in Screening – Who does what?

Policy lies with Scottish Government which considers recommendations coming from the UK National Screening Committee

Strategy lies with the Scottish Screening Committee and NHS Board Chief Executives

Oversight, assurance & direction lies with Scottish Director of Screening, the National Screening Oversight Board (with sub-groups of the Research & Innovation Group and the Digital Board), the six National Screening Programme Boards and (at a local level) the NHS Board Directors of Public Health

Operational delivery in screening lies with the National Screening Delivery Partners, NSS Screening Delivery Services, Territorial Boards and Programme sub-groups



Roles in Screening – Policy

In **POLICY**

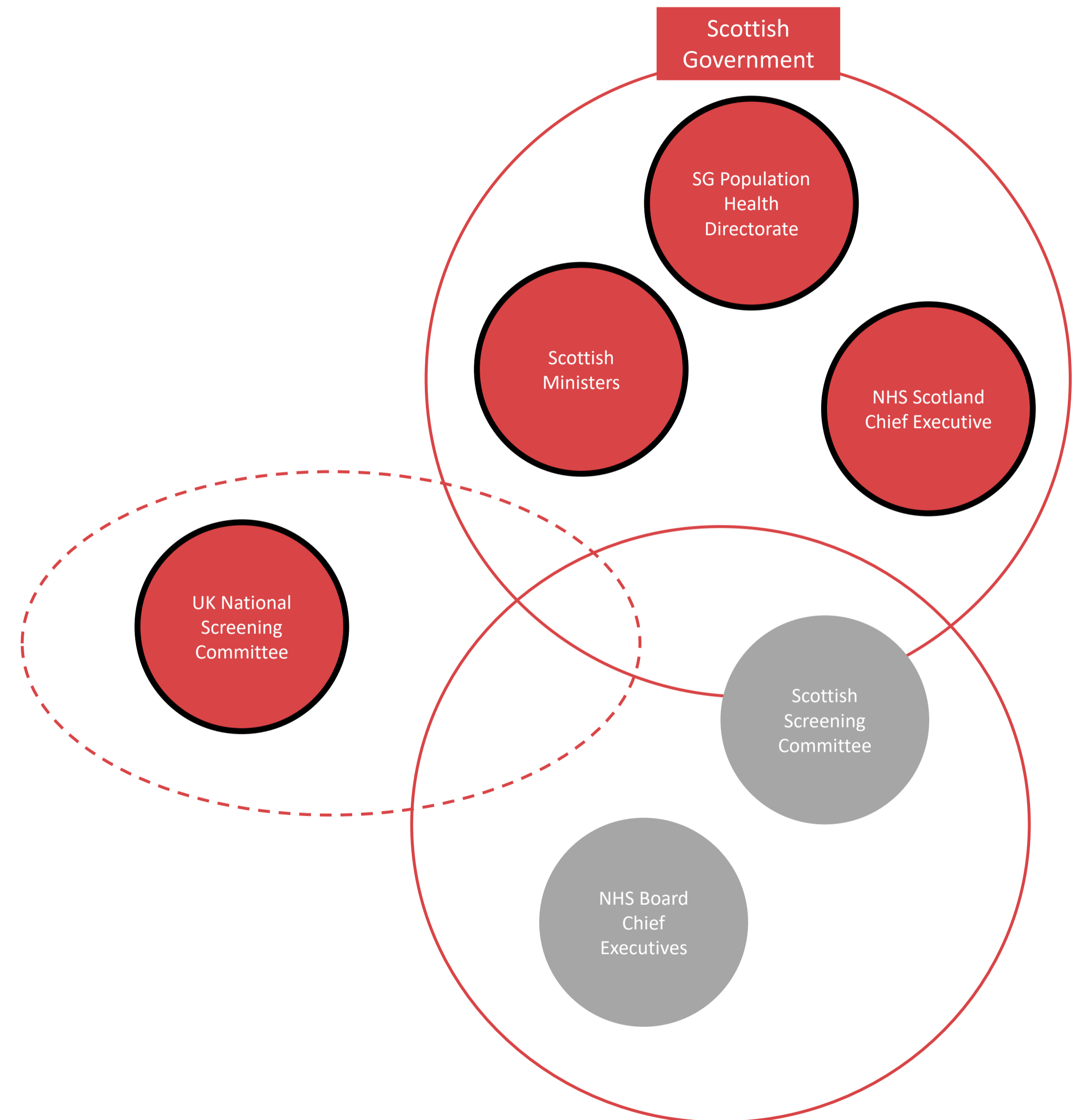
Each UK country sets its own screening policy based on the recommendations made by the UK National Screening Committee (UK NSC).

Scottish Government (SG), comprising **Scottish Ministers**, the **NHS Scotland Chief Executive** and **SG Population Health Directorate**:

- Sets screening policy for Scotland and approves policy changes, taking into consideration recommendations for new and existing programmes from the UK National Screening Committee and the advice of the Scottish Screening Committee (SSC)

UK National Screening Committee:

- Provides advice and recommendations to ministers and the NHS in the four UK countries about all aspects of screening and supports implementation of screening programmes.
- Is the recognised body for gathering and assessing the evidence base on screening and advising on the criteria for new population-based screening programmes or amendments to existing programmes.
- Is accountable to the four chief medical officers (CMOs), who agree work plans for the UK NSC on an annual basis.



Roles in Screening – Strategy

In STRATEGY

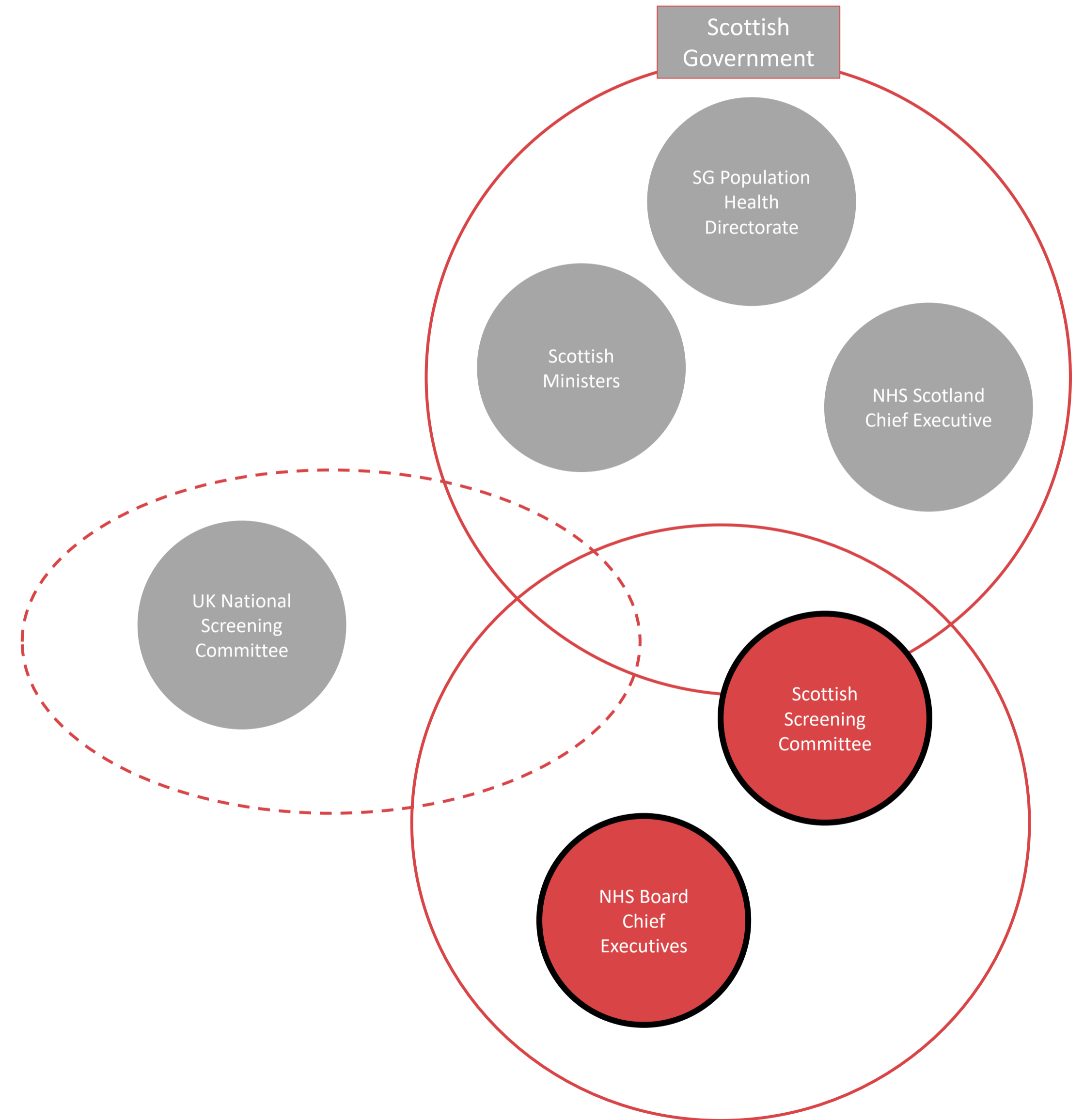
Decisions on how screening policy is implemented at a strategic level are made by the Scottish Screening Committee and the NHS Board Chief Executives.

Scottish Screening Committee:

- Provides strategic leadership, advice and direction on national screening programmes across Scotland within the policy framework created by Scottish Government
- Considers advice from the UK National Screening Committee and advises Scottish Government and NHS Board Chief Executives on its application in the context of Scotland’s screening programmes
- Is accountable to Board Chief Executives, and through them to Scottish Government
- Provides input to the UK NSC on the development of screening policy

NHS Board Chief Executives:

- Individually, Board Chief Executives are accountable for the provision of screening services to the population within their respective Boards
- Collectively, the Board Chief Executives make strategic decisions on how screening is resourced and implemented at the national level



Roles in Screening – Oversight, assurance and direction

In **OVERSIGHT, ASSURANCE & DIRECTION** at the **national system level**:

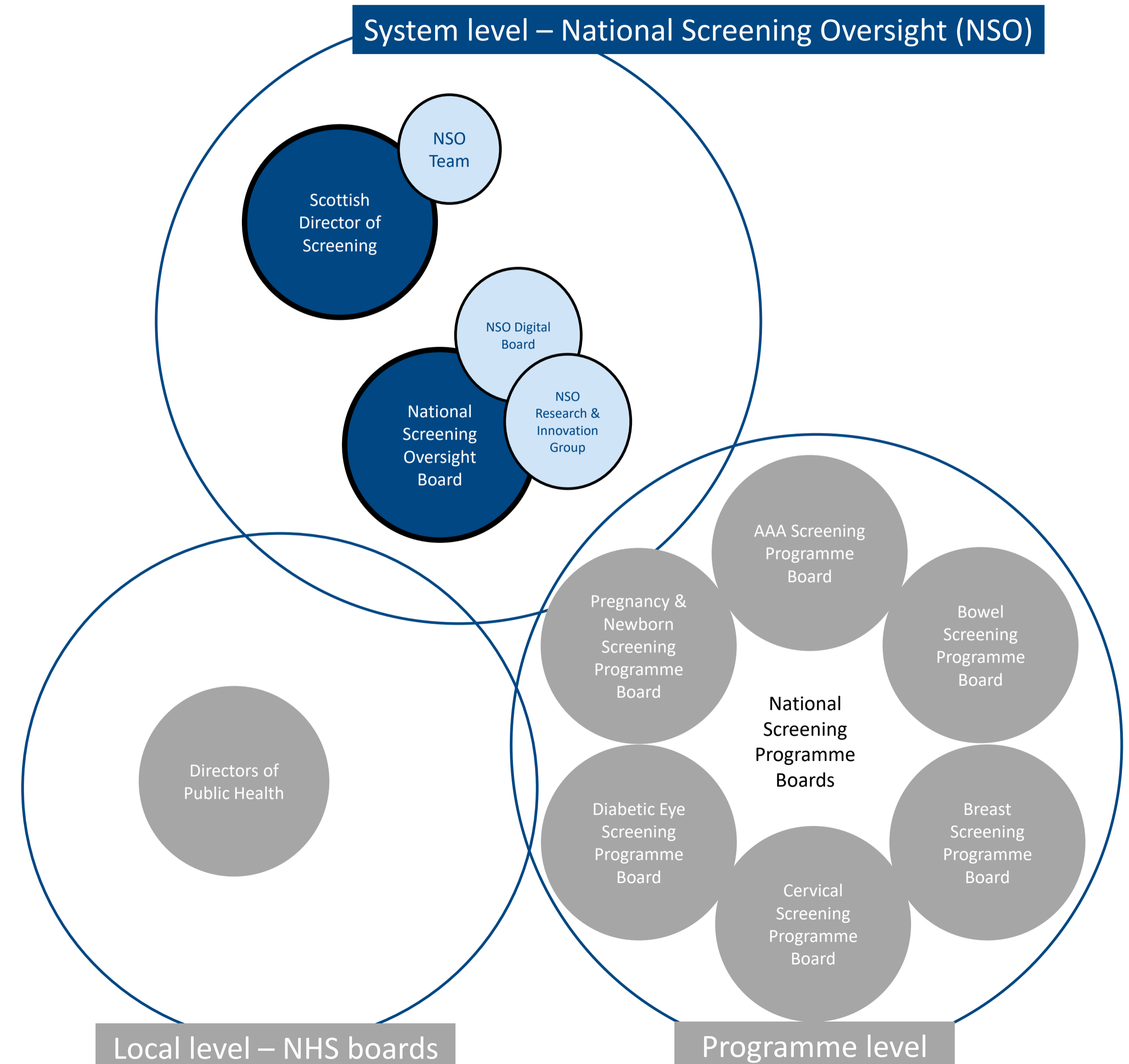
Oversight and assurance of screening at a national system level are provided by National Screening Oversight.

Scottish Director of Screening:

- Chairs the National Screening Oversight Board and, supported by the **NSO Team**, provides whole-system leadership and national oversight of all aspects of screening, i.e. commissioning, quality management and implementation.
- Provides a link between the Scottish Screening Committee and NHS Scotland Board Chief Executives on the one hand, and the Programme Boards and operational delivery organisations on the other.

National Screening Oversight Board:

- Provides leadership, direction, oversight and assurance of operational matters in relation to screening in Scotland. This includes the introduction of new screening programmes and major changes to existing programmes. Supported by
 - **NSO Digital Board** – Oversees all digital changes and developments and provide direction for the digital roadmap.
 - **NSO Research and Innovation Group** - Facilitates a consistent strategic approach to research and innovation across all screening programmes in Scotland



Roles in Screening – Oversight, assurance and direction

In **OVERSIGHT, ASSURANCE & DIRECTION** at the **Programme level**:

National Screening Programme Boards:

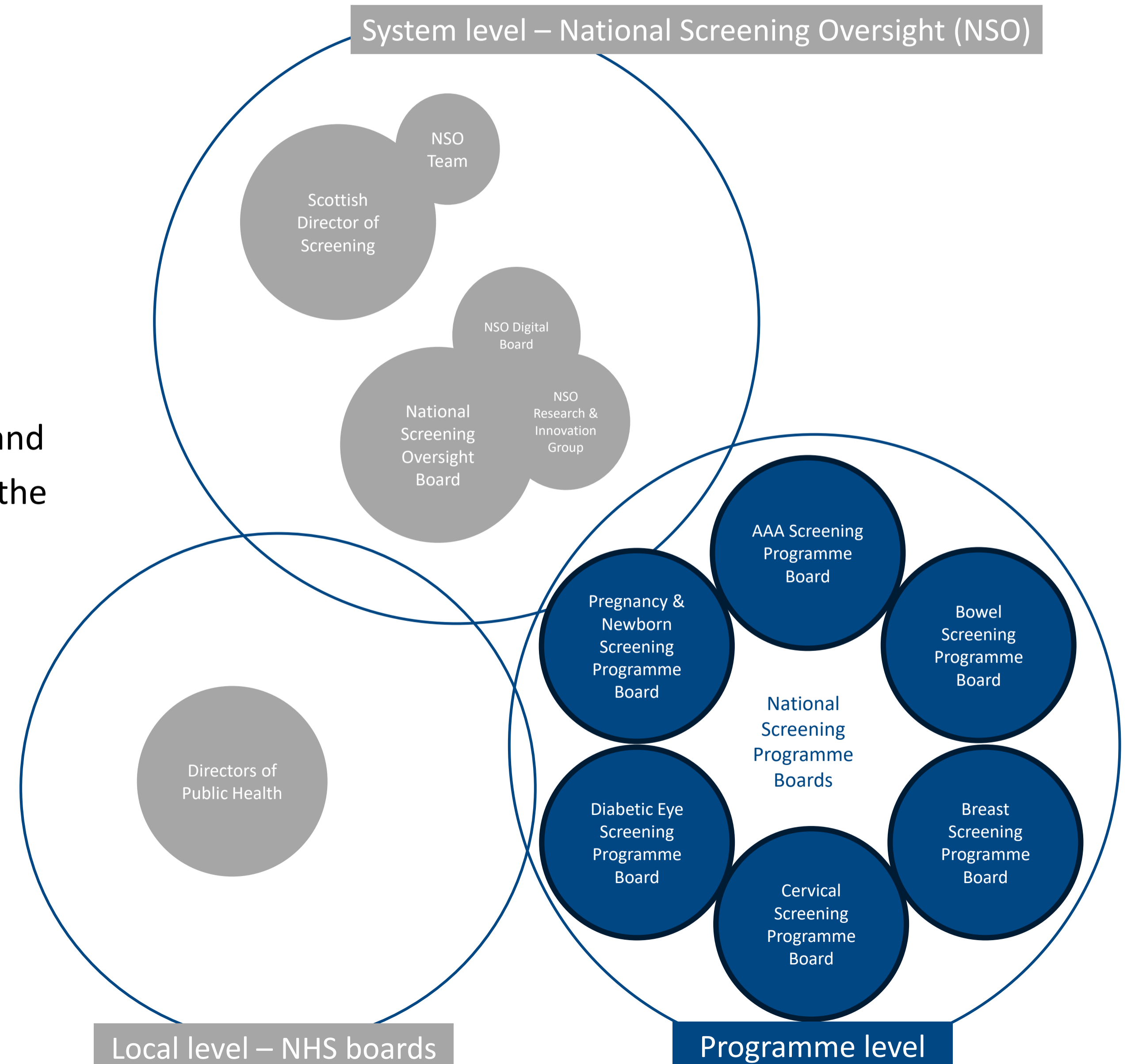
The Programme Boards oversee the six national screening programmes in Scotland.

The Programme Boards are accountable to the NSOB for quality assurance, quality improvement, incident management and the ownership of risks and issues within their respective national screening programmes.

Programme Boards will contribute to the identification of research priorities and the approval process. They are responsible for managing, implementing and the governance of any research that occurs within their Programme.

Each Programme Board is supported by a number of sub-groups with responsibility for a specific area within that programme. These may include:

- Board Screening Coordinators Group
- Monitoring and Evaluation Group
- Quality Assurance / National IT User Groups
- Clinical Directors or Lead Clinicians Group



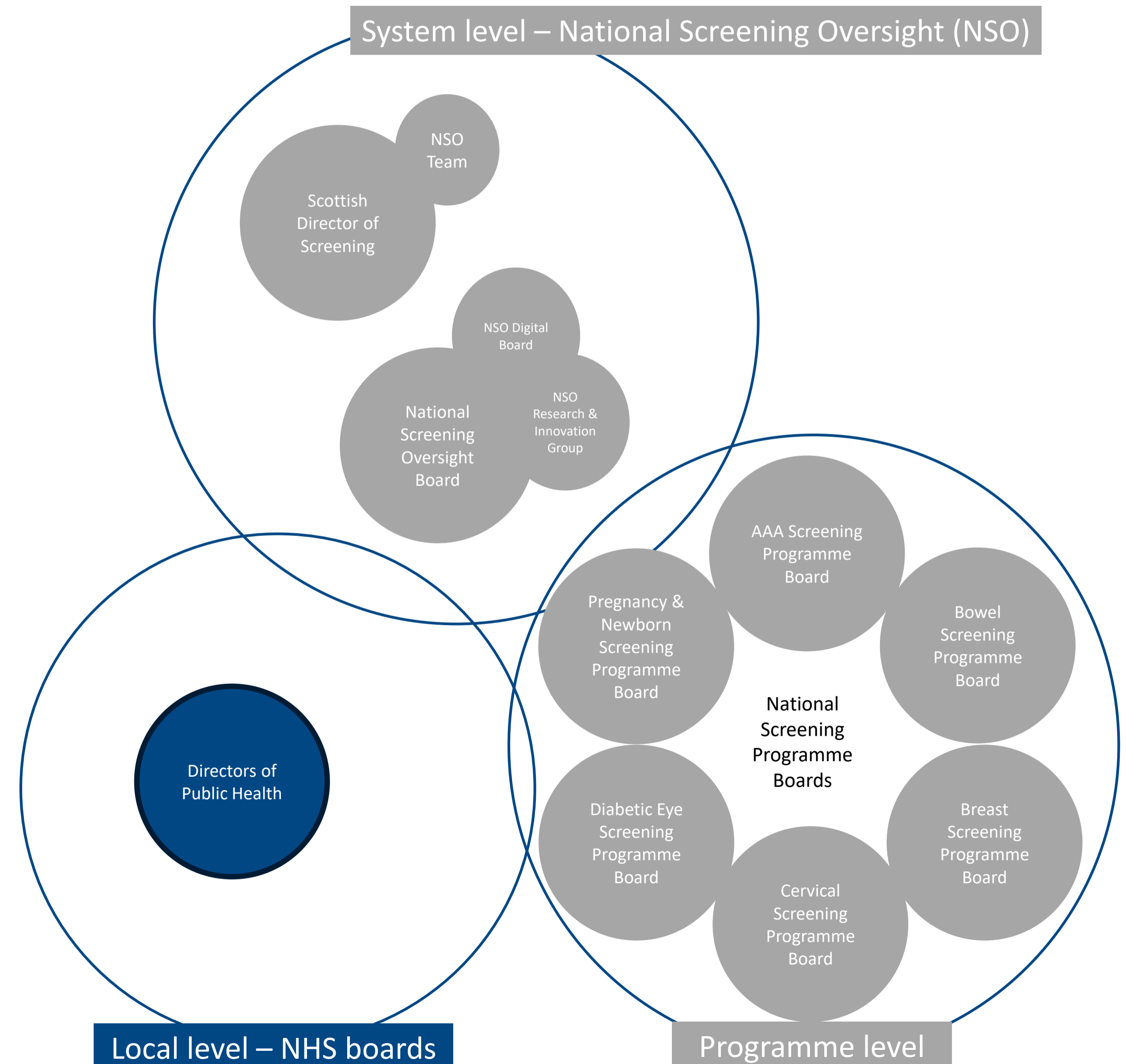
Roles in Screening – Oversight, assurance and direction

In **OVERSIGHT, ASSURANCE & DIRECTION** at local **NHS Board level**:

Oversight and assurance of screening within each local NHS Board is provided by the Director of Public Health, as the designated NHS Board accountable officer.

Directors of Public Health:

- Independent advocates and accountable officers at Board level for the oversight and assurance of all required elements of screening.
- Professional, and corporate, responsibility for local oversight to ensure equitable access to high-quality screening pathways for eligible resident populations within geographical NHS Board boundaries (including components delivered by other NHS organisations).
- Monitor and assure delivery of high quality screening programmes, support continuous service improvement, and respond to identified issues of concern to maximise the intended benefits for population health, while minimising the risk of harm for screening participants.



Roles in Screening – Operational Delivery

In **OPERATIONAL DELIVERY** there are **national service delivery partners**:

Healthcare Improvement Scotland:

- Facilitate the development of national standards for screening.
- Provide external assurance of screening.

NHS National Services Scotland (NSS)

National Services Division (NSD):

- Provide national co-ordination across all screening programmes.
- Commission and monitor performance of nationally commissioned elements of the screening programmes.

Digital and Security (DaS):

- Provide advice and input on development of digital services to support the screening programmes.
- Manage performance issues and development activities of the national IT screening systems.

Health Facilities Scotland (HFS):

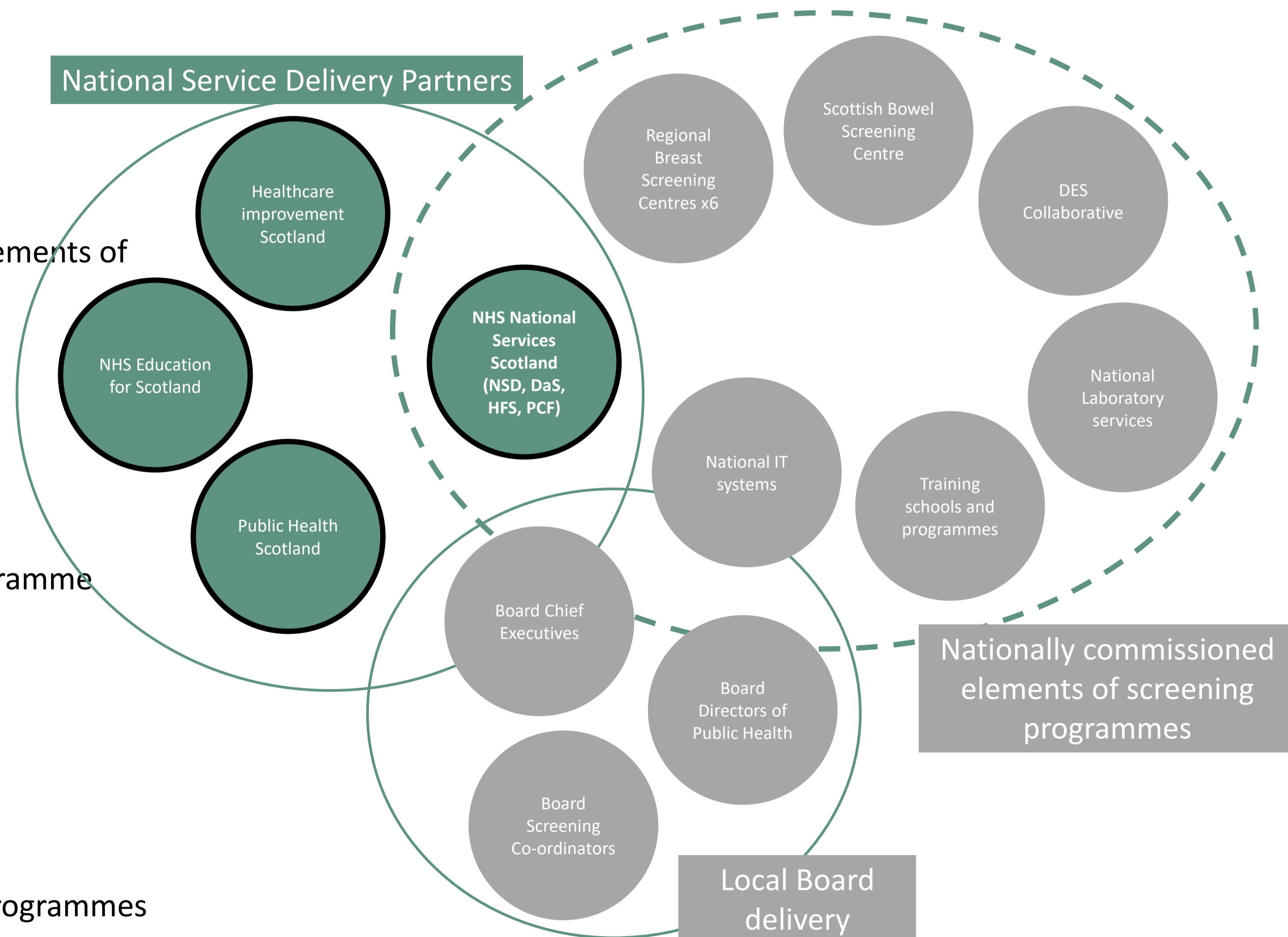
- Provide medical physics support to the Scottish Breast Screening Programme

Procurement and Logistics (PCF):

- Oversee fleet of mobile Scottish Breast Screening Programme units.
- Provide procurement expertise to all screening programmes.

Public Health Scotland:

- Collate, analyse and publish statistics on population screening.
- Produce screening information for the public and health professionals.
- **NHS Education for Scotland:**
- Provide specialist education and training to support national screening programmes



Roles in Screening – Operational Delivery

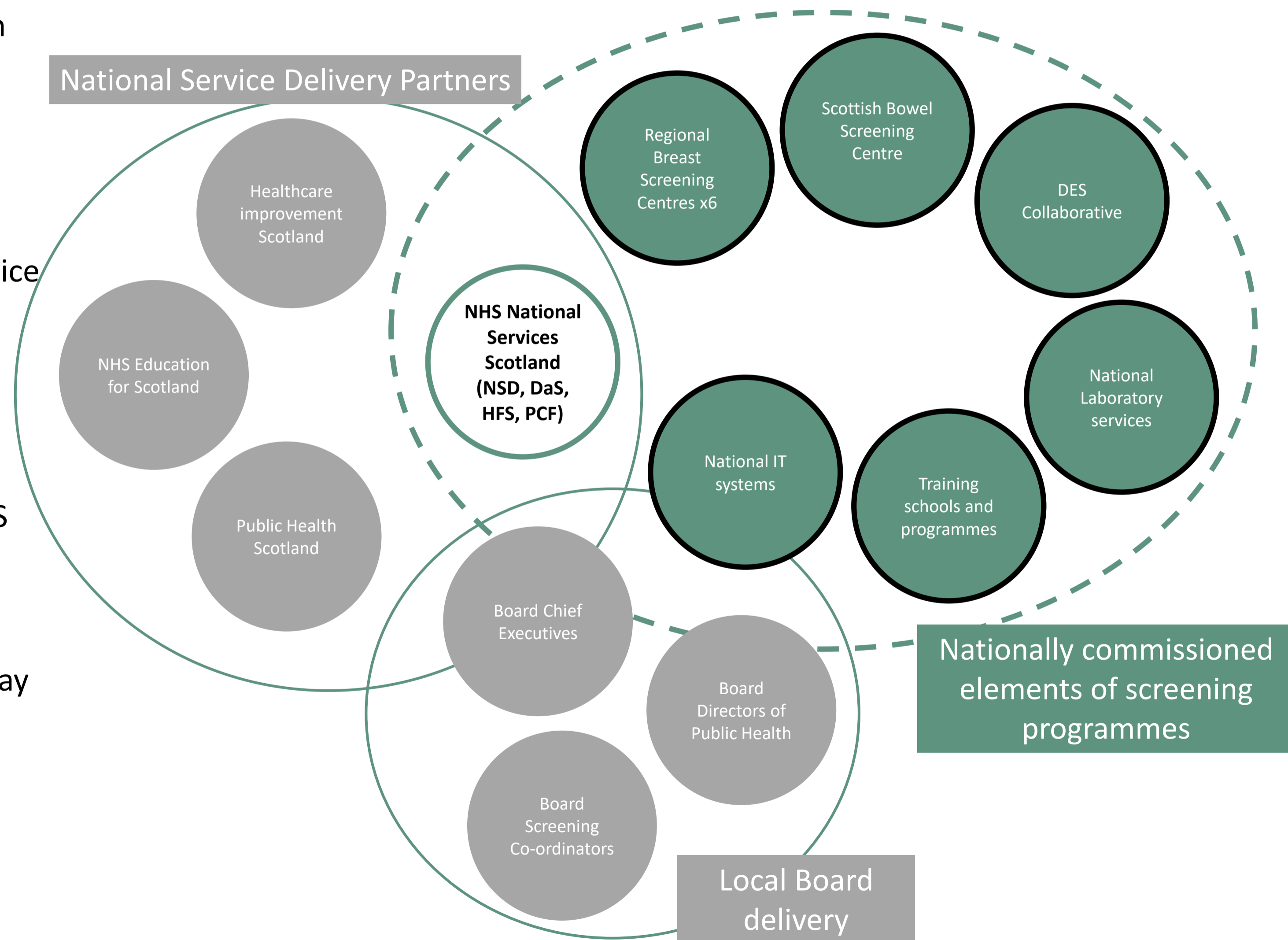
In **OPERATIONAL DELIVERY** at the **national level**:

While Boards are accountable for providing screening to their own population, many elements of screening are commissioned or procured on their behalf, on a national basis, by NHS National Services Scotland (NSS)

NSS **National Services Division (NSD)** commissions services, hosted and delivered by territorial Boards on behalf of a wider population:

- The **Scottish Breast Screening Programme** is nationally commissioned and delivered through six **Breast Screening Centres** to provide this service on a regional basis for local participants
- The **Scottish Bowel Screening Centre** (hosted by NHS Tayside) provides the Bowel Screening Programme for all participants across Scotland
- The **DES Collaborative** (NHS Highland), supports the Diabetic Eye Screening programme
- A number of **National Laboratory services** are hosted by individual NHS Boards and commissioned to provide national services for the Cervical Screening Programme, the Pregnancy Screening Programme and the Newborn Screening Programme
- Training programmes to support the national screening programmes may be nationally commissioned e.g. the **Scottish Cytology Training School** and the **Scottish Academy of Breast Imaging**

NSS **Digital and Security (DaS)** provides service management for the **national IT systems** which support the adult screening programmes (AAA, Bowel, Breast, Cervical and Diabetic Eye Screening).

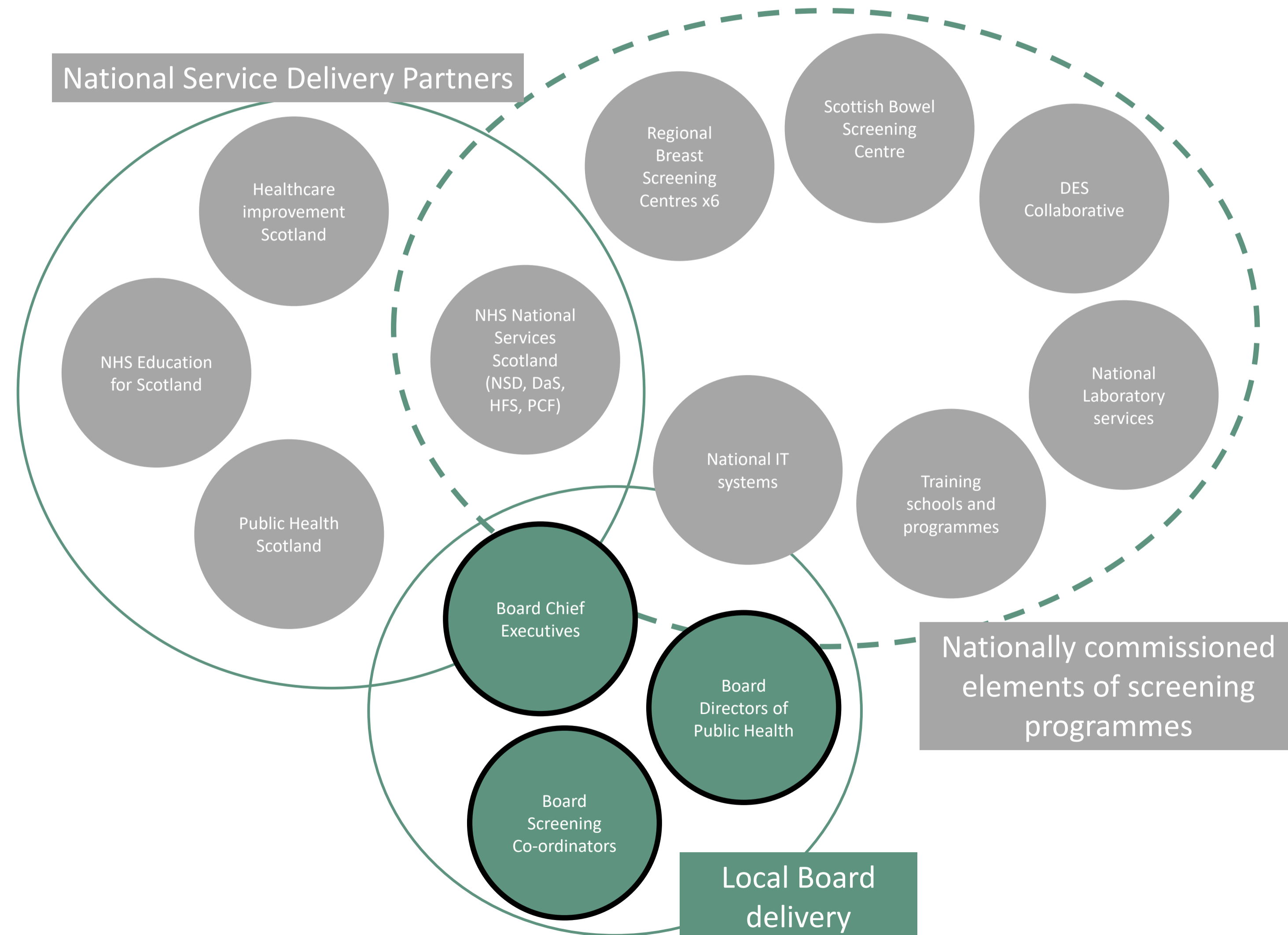


Roles in Screening – Operational Delivery

In **OPERATIONAL DELIVERY** at the **local Board level**:

NHS Boards are responsible for ensuring the local delivery of screening services for their residents

- **NHS Board Chief Executives** - Accountable for the health of the people within their health board area, including the provision and delivery of screening services.
- **Directors of Public Health** – In addition to their 'Oversight & Assurance' role (mentioned on p13) they are also accountable officers for the delivery of all required elements of screening locally.
- **Board Screening Co-ordinators** - Remit to oversee the delivery, quality and effectiveness of the screening programme for their resident eligible population and directly accountable to the NHS Board Director of Public Health for this work.

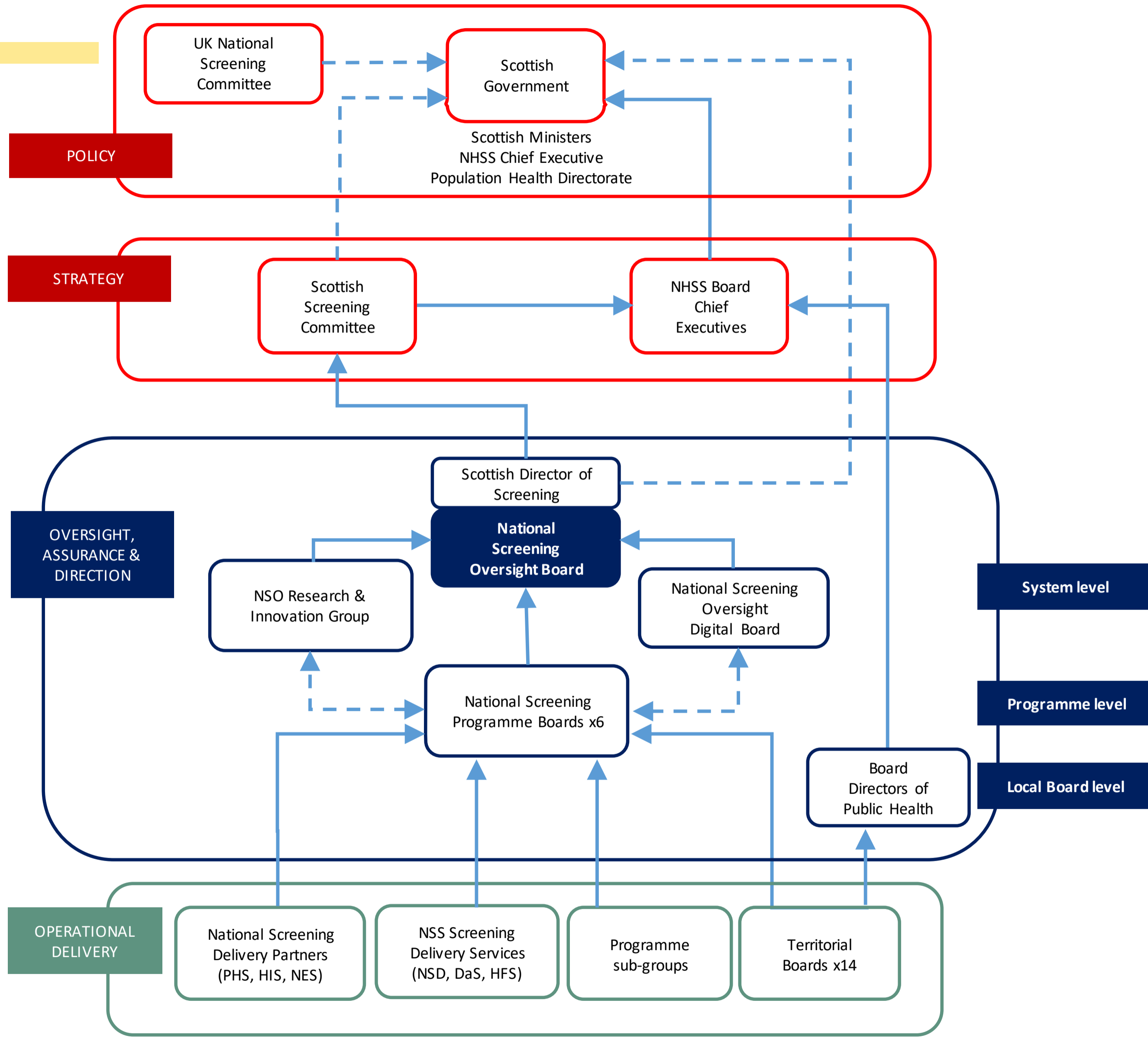


Screening governance

This section outlines the various structures of governance in screening.

Screening Governance

This diagram shows how policy, strategy, oversight and operational delivery governance structures relate to each other, highlighting decision-making and escalation routes



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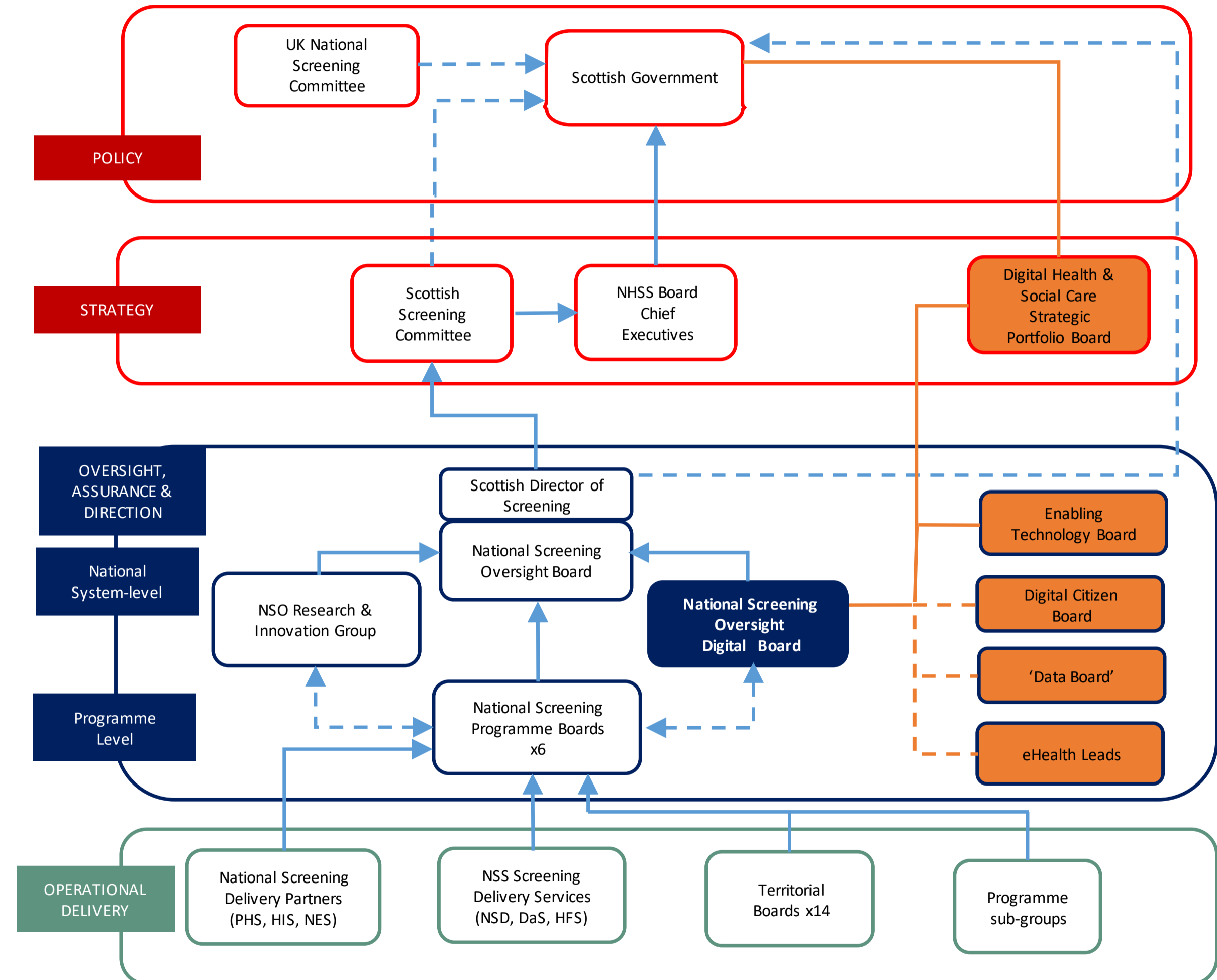
Key
 Accountable ———
 Advisory - - - - -

Governance: digital change

Following the establishment of the National Screening Oversight Board (NSOB) the **National Screening Oversight Digital Board** was set up as a sub-group of the NSOB to oversee the governance of all digital improvements and change within screening.

This diagram shows the governance routes which support digital changes to improve the delivery of national screening programmes.

It also highlights how the NSO Digital Board interacts with existing national digital governance under the Digital Health & Social Care Strategy Portfolio Board.



Version 0.7 16/09/2021

Key

- Accountable ———
- Advisory - - - - -
- Digital Change Governance ———
- Digital - consulted and informed - - - - -

Governance of change

This section outlines the roles and responsibilities of individuals, bodies and organisations in managing the establishment of new programmes or changes to existing screening programmes, and sets out how clinical and / or digital changes are governed through different boards, organisations and routes from consideration to implementation.

Governance of Change – Role Statements

POLICY & STRATEGY

Scottish Government (SG)	<ul style="list-style-type: none"> • SG will approve policy change on national screening programmes • SG will approve the funding for any business cases in relation to new programmes or changes within national screening programmes • SG’s Digital Health & Social Care Strategic Portfolio Board provides the policy and strategic direction for all digital and IT service changes (including those relating to screening)
UK National Screening Committee (UK NSC)	<ul style="list-style-type: none"> • UK NSC will make evidence-based recommendations on new screening programmes and programme modifications
Scottish Screening Committee (SSC)	<ul style="list-style-type: none"> • SSC will consider recommendations from the UK NSC in relation to new screening programmes and programme modifications, and provide advice on their application in the context of Scotland’s screening programmes. • Following Ministerial approval, the SSC will direct the establishment of commissioning arrangements and the implementation of new screening programmes or programme modifications through the Scottish Director of Screening (SDoS) and National Screening Oversight Board (NSOB).
NHS Board Chief Executives (BCEs)	<ul style="list-style-type: none"> • BCEs will consider recommendations from the SSC in relation to new screening programmes and programme modifications in the context of health care delivery • BCEs will sign off budgetary implications of any agreed change • BCEs will advise on the implementation of changes and new screening programmes

OVERSIGHT, ASSURANCE & DIRECTION

Scottish Director of Screening (SDoS)	<ul style="list-style-type: none"> • SDoS will lead development and implementation of a strategic plan for screening across Scotland, driving changes to the way screening services are delivered. • SDoS will create a culture which seeks and recognises opportunities for implementing clinical or technological improvements.
National Screening Oversight (NSO) Team	<ul style="list-style-type: none"> • NSO Team will be consulted on the development and implementation of new programmes or programme modifications and offer subject-matter expertise.
National Screening Oversight Board	<ul style="list-style-type: none"> • NSOB provides national level leadership, oversight, assurance and direction of operational matters in relation to screening in Scotland. This includes: <ul style="list-style-type: none"> • Oversight of all data and digital developments relating to screening • The implementation of any new programmes or programme modifications approved by the SSC, Board Chief Executives and SG

Governance of Change – Role Statements

OVERSIGHT, ASSURANCE & DIRECTION

NSO Digital Board

- The NSO Digital Board provides a forum for overseeing at a system level all digital changes and developments encompassed in the screening digital modernisation programme ensuring they are in line with the 2018 Review of Screening recommendations and Scottish Government’s Digital Health and Care strategy, as well as providing direction and oversight for the digital roadmap.
- The NSO Digital Board will provide direct governance for the Screening Modernisation Programme and report into the Enabling Technology Board and the Digital Health & Social Care Strategic Portfolio Board
- The NSO Digital Board will be responsible for:
 - Oversight of digital service delivery
 - Escalation point for digital issues and risks not dealt with by existing governance
 - Governance of National Programme for Screening Digital Modernisation portfolio
 - Oversight of the digital work streams of major change programmes within screening
 - Governance of digital change budget and approval of ‘Business as Usual’ changes

NSO Research & Innovation Group

- The NSO RIG will identify research opportunities to support future programme modifications

National Screening Programme Boards

- Programme Boards are accountable for the implementation of digital and IT changes agreed by the NSO Digital Board for their respective programmes.
- Programme Boards are accountable for the implementation of any programme modifications approved by the SSC, Board Chief Executives and SG.
- Programme Boards are responsible for ensuring that digital changes and developments for screening programmes are in line with Programme requirements and priorities.

Directors of Public Health (DsPH)

- DsPH will be consulted on any new programmes, programme modifications and digital or IT changes via their representation on Programme Boards and the NSOB.

OPERATIONAL DELIVERY

NHS NSS – National Services Division (NSD)

- NSD will facilitate and co-ordinate operational service change in screening services across NHS Boards.
- NSD will be responsible for project management of service change and programme modifications in existing national screening programmes.
- NSD will be responsible for providing input to the NSOB and the NSO Digital Board from a national commissioning and co-ordination perspective.
- NSD will provide expert advice and direction to NSOB and the Programme Boards on screening services and the business requirement for IT change.
- NSD will promote developments across the screening programmes and the wider screening system.

Governance of Change – Role Statements

OPERATIONAL DELIVERY

NHS NSS – Digital & Security (DaS)	<ul style="list-style-type: none"> • DaS will be responsible for capturing, prioritising and managing development activities for national screening IT systems • DaS will provide advice and input to the NSO Digital Board on digital services, performance issues and development activities • DaS will lead on any changes required to the contracts for national screening IT systems and manage suppliers
NHS NSS – Health Facilities Scotland (HFS)	<ul style="list-style-type: none"> • HFS will be responsible for providing expert advice on any changes relating to the medical equipment used within the Breast Screening Programme. • HFS will be responsible for escalating to the Programme Boards any changes required to ensure that the medical equipment remains compliant.
NHS NSS – Procurement and Logistics (PCF)	<ul style="list-style-type: none"> • NSS Procurement will be responsible for providing expert advice on procurement processes to support changes within all national screening programmes. • NSS Logistics will be responsible for providing expert advice on any changes relating to the mobile fleet used within the Breast Screening Programme.
Healthcare Improvement Scotland (HIS)	<ul style="list-style-type: none"> • HIS will provide independent advice to the NSOB on programme modifications and improvements. • HIS will be responsible for ensuring that relevant screening standards are updated to reflect any agreed programme modifications.
Public Health Scotland (PHS)	<ul style="list-style-type: none"> • PHS will provide analytical support for the planning the implementation of new programmes or programme modifications. • PHS will provide the data for monitoring and evaluation of any changes to screening programmes. • PHS will be responsible for advising on and updating public facing communications to reflect agreed programme modifications.
NHS Education for Scotland (NES)	<ul style="list-style-type: none"> • NES are responsible for developing professional education to support new programmes and programme modifications.
NHS Boards – Board Chief Executives (BCEs)	<ul style="list-style-type: none"> • BCEs are accountable for the implementation of new programmes and changes to programmes at local (NHS Board) level.
NHS Boards – Directors of Public Health (DsPH)	<ul style="list-style-type: none"> • DsPH are responsible for ensuring that all new programmes and programme modifications are implemented and monitored at local (NHS Board) level.
NHS Boards – Board Screening Co-ordinators (BSCs)	<ul style="list-style-type: none"> • BSCs are responsible for advising their NHS Board on how best to improve the effectiveness of local screening programmes. • BSCs are responsible for escalating potential areas for change and improvement via the BSC Groups and Programme Boards • BSCs are responsible for co-ordinating the delivery and monitoring of the implementation of any new screening programmes or programme modifications at local (NHS Board) level.

Governance of quality

This section outlines the roles and responsibilities of individuals, bodies and organisations to oversee and manage the quality, safety, effectiveness and performance of the national screening programmes.

Governance of Quality – Role Statements

POLICY & STRATEGY

Scottish Government (SG)

- SG will receive assurance from the SSC that screening programmes are delivering high-quality, safe, efficient and participant-centred screening services.

UK National Screening Committee (UK NSC)

- UK NSC supports implementation of screening programmes in the 4 countries including the development of high level standards and maintains oversight of the evidence relating to the balance of good and harm as well as the overall cost effectiveness of existing programmes.
- UK NSC will make evidence-based recommendations on programme modifications – which may have quality management implications for the way services are delivered and assured.

Scottish Screening Committee (SSC)

- SSC will provide assurance to Scottish Government and BCEs that the screening programmes are delivering high-quality, safe, efficient and participant-centred screening services and make recommendations in relation to the quality and performance of screening programmes.
- SSC will set the strategic direction for and receive advice from the SDoS and NSOB on the mechanisms to promote national approaches to enhance the quality of national screening programme delivery.

NHS Board Chief Executives (BCEs)

- BCEs will receive assurance from the SSC that screening programmes are delivering high-quality, safe, efficient and participant-centred screening services.

OVERSIGHT, ASSURANCE & DIRECTION

Scottish Director of Screening (SDoS)

- SDoS is responsible for escalating any quality issues affecting the safety, effectiveness, efficiency and participant-centred focus of national screening programmes, identified through the NSOB and Programme Boards.
- SDoS will provide advice and make recommendations to the SSC in relation to the quality and performance of screening programmes.

National Screening Oversight (NSO) Team

- NSO Team will provide expertise to promote a quality approach to all aspects of screening services, to support a culture of continuous quality improvement and enable consistency across the screening system.

National Screening Oversight Board (NSOB)

- NSOB provides a forum for oversight and assurance, of the management and delivery of all aspects of national screening programmes, across the entire (end-to-end) screening pathway. This includes governance, incident management, **quality and performance management**, data and digital developments and research and innovation.
- NSOB will provide assurance to the SSC and BCEs that the Programme Boards are effectively discharging their responsibility to deliver a high-quality, safe, efficient and participant-centred screening services.
- NSOB will ensure that there is a quality lens applied to the oversight of programme modifications and implementation of new programmes.
- NSOB will provide advice and make recommendations to the SSC in relation to the quality and performance of screening programmes.
- NSOB will work with Programme Boards and national screening delivery partners to promote system learning and to plan, implement and monitor changes aimed at improving the quality of screening programme delivery.

NSO Digital Board

- Digital Board provides a forum for overseeing at a system level all digital changes and developments encompassed in the screening digital modernisation programme
- Digital Board is responsible for overseeing the quality of the screening IT systems and is a point of escalation for all screening digital and IT service delivery issues.
- Digital Board will ensure that all screening digital and IT systems are compliant with medical device regulations.
- Digital Board will provide advice and make recommendations to the NSOB in relation to the quality and performance of the screening digital and IT systems.
- Digital Board will work closely with the screening programme boards, the business as usual change process and the individual digital projects.

Governance of Quality – Role Statements

OVERSIGHT, ASSURANCE & DIRECTION

NSO Research & Innovation Group

- RIG is responsible for ensuring that all screening research and innovation proposals go through a standardised assessment process to evaluate their impact on programmes and ensure all applications are credible, feasible, relevant and pose no safety risks to participants/public.
- RIG will provide a conduit between the Programme Boards and the research and innovation community, to promote screening research priorities and research outcomes.

National Screening Programme Boards

- Programme Boards are accountable to the NSOB for quality assurance, quality improvement, incident management and the ownership of risks and issues within their programmes.
- Programme Boards are responsible for the management of Programme risks and issues within their programme and the interdependency of others.
- Programme Boards will provide specialist clinical narrative to accompany performance monitoring reports (regular and ad hoc) provided to the NSOB, DsPH, SSC and SG.
- Programme Boards (via internal programme subgroups) will be accountable for monitoring against high level quality indicators, providing an escalation point and assessing the applicability of new technology.
- Programme Boards will ensure that quality implications are considered in relation to programme modifications and the implementation of new programmes.

Directors of Public Health (DsPH)

- DsPH are responsible for local oversight to ensure equitable access to high-quality screening pathways for eligible resident populations within their NHS board (including components delivered by other NHS organisations).
- DsPH will monitor and assure delivery of high quality screening programmes, support continuous service improvement, and respond to identified issues of concern.

OPERATIONAL DELIVERY

NHS NSS – National Services Division (NSD)

- NSD is responsible for the performance management of quality mechanisms within the nationally commissioned elements of screening programmes.
- NSD provide co-ordination and secretariat support to the Programme Boards, Monitoring and Evaluation Group and other Programme Board Quality Assurance Subgroups.
- NSD co-ordinates the presentation of programme data to the National Screening Oversight Board.
- NSD is responsible for the identification of failures where escalation is required and the investigation and management of serious adverse screening events (see *Governance of Adverse Events* for more details).
- NSD manages the risk register for national screening programmes on behalf of the Programme Boards.

NHS NSS – Digital & Security (DaS)

- DaS is responsible for the service management of the national IT screening systems and ensuring the systems have appropriate quality control and assurance mechanisms.
- DaS is responsible for the identification of failures where escalation is required and the investigation and management of digital/IT serious adverse screening events (see *Governance of Adverse Events* for more details).
- DaS is accountable for ensuring that all IT systems are compliant with all regulatory requirements.

NHS NSS – Health Facilities Scotland (HFS)

- HFS is responsible for the quality assurance of the equipment used within the Breast Screening Programme.

NHS NSS – Procurement & Logistics (PCF)

- Logistics is responsible for maintaining the quality, availability and location of the Scottish Breast Screening Programme mobile fleet.
- Procurement is responsible for ensuring all procurement processes are conducted appropriately.

Governance of Quality – Role Statements

OPERATIONAL DELIVERY

Public Health Scotland (PHS)	<ul style="list-style-type: none"> • PHS provide analytical and statistical support for national screening publications that provide an overview of the performance of the screening programmes. • PHS provide analytical and statistical support to the Monitoring and Evaluation Groups via the programme key performance indicators.
Healthcare Improvement Scotland (HIS)	<ul style="list-style-type: none"> • HIS are responsible for the external scrutiny and quality assurance of screening programmes delivered by NHS Boards. • HIS facilitate development of national clinical standards. • HIS will provide external quality assurance for all national screening programmes.
National Education for Scotland (NES)	<ul style="list-style-type: none"> • NES will provide national quality improvement training programmes to increase the improvement capacity and capability across the screening workforce.
NHS Boards – Board Chief Executives (BCEs)	<ul style="list-style-type: none"> • BCEs are accountable for the provision of safe, effective, efficient, participant-centred, timely and sustainable screening services to the population within their respective Boards.
NHS Boards – Directors of Public Health (DsPH)	<ul style="list-style-type: none"> • DsPH are responsible for ensuring the effective, safe, efficient, participant-centred, timely and sustainable delivery of screening for eligible residents. • DsPH are accountable for the provision of (local) NHS board internal and external quality assurance mechanisms. • DsPH are accountable for the operational delivery and assurance of local components and functions within each individual population screening pathway.
NHS Boards – Board Screening Co-ordinators (BSCs)	<ul style="list-style-type: none"> • BSCs have delegated responsibility to oversee the delivery, quality and effectiveness of the screening programmes for resident eligible populations. • BSCs are responsible for ensuring the operational delivery of screening programmes and quality of services delivered within their Board.

Governance of adverse events

This section outlines the roles and responsibilities of individuals, bodies and organisations to report, investigate and manage serious adverse screening events.

Governance of Adverse Events – Role Statements

POLICY & STRATEGY

Scottish Government (SG)	<ul style="list-style-type: none"> • SG will be kept informed and up-to-date on the management of any significant adverse screening event.
Scottish Screening Committee (SSC)	<ul style="list-style-type: none"> • SSC will be kept informed and up-to-date on the management of any significant adverse screening event. • SSC will review the lessons learnt from any significant adverse screening event and consider any strategic changes in policy or programme delivery.
NHS Board Chief Executives (BCEs)	<ul style="list-style-type: none"> • BCEs will be kept informed and up-to-date on the management of any significant <i>national</i> adverse screening event.

OVERSIGHT, ASSURANCE & DIRECTION

Scottish Director of Screening (SDoS)	<ul style="list-style-type: none"> • SDoS will be accountable to ensure the management of any significant adverse screening event is conducted appropriately and action is taken on the lessons learnt. • SDoS will be kept informed and up-to-date on the management of any significant adverse screening event.
National Screening Oversight (NSO) Team	<ul style="list-style-type: none"> • NSO Team will be consulted on any serious adverse event and offer subject-matter expertise. • NSO Team will be responsible for ensuring the actions from the lessons learnt exercise are captured and circulated to across the system, to relevant stakeholders, i.e. other screening programmes, Adverse Events Network etc. and action is taken.
National Screening Oversight Board (NSOB)	<ul style="list-style-type: none"> • NSOB will be kept informed and up-to-date on the management of any significant adverse screening event. • NSOB will be accountable to ensure the management of any significant adverse screening event is conducted appropriately and action is taken on the lessons learnt. • NSOB members will be responsible for reviewing the lessons learnt and identifying appropriate system actions, i.e. lessons relevant across the national screening programmes.
NSO Digital Board	<ul style="list-style-type: none"> • Digital Board will be kept informed and up-to-date on the management of any significant digital/IT adverse screening event. • Digital Board members will be responsible for reviewing the lessons learnt from any significant digital/IT adverse screening event and identifying appropriate system actions, i.e. lessons relevant across the national screening programmes. • Digital Board will be accountable to ensure action is taken to implement the lessons learnt.
NSO Research & Innovation Group	<ul style="list-style-type: none"> • Research and Innovation Group will be kept informed of the outcomes of any significant adverse events and identify any research and innovations actions to be taken from the lessons learnt exercise.
National Screening Programme Boards	<ul style="list-style-type: none"> • Programme Boards will be accountable for the management of <i>all</i> programme-specific adverse screening events and ensuring action is taken on the lessons learnt. • Programme Boards will be kept informed and up-to-date on the management of all adverse screening events for their programme. • Programme Boards will be responsible for reviewing the lessons learnt and escalating system actions, i.e. lessons relevant across the national screening programmes and ensuring programme-specific actions are implemented.
Directors of Public Health (DsPH)	<ul style="list-style-type: none"> • DsPH will be kept informed and up-to-date on the management of any significant national adverse screening event. • DsPH will review the lessons learnt from any significant national adverse screening event and consider implications and issues of concern for (local) NHS board programme delivery to support continuous improvement.

Governance of Adverse Events – Role Statements

OPERATIONAL DELIVERY

NHS NSS – National Services Division (NSD)	<ul style="list-style-type: none"> • NSD are responsible for reporting adverse events identified and/or notified by Board Screening Coordinators, DaS and screening programme staff. • NSD are responsible for coordinating the investigation and management of significant adverse screening events that occur within national screening programmes commissioned and/or co-ordinated by NSD. • NSD will consult and contribute specialist screening expertise.
NHS NSS – Digital & Security (DaS)	<ul style="list-style-type: none"> • DaS are responsible for reporting to NSD <i>all</i> adverse events identified and/or notified by Providers of screening IT systems. • DaS will consult and contribute subject matter expertise to the management of a significant digital/IT adverse screening event. • DaS will be responsible for reviewing the lessons learnt from any significant digital/IT adverse screening event and the implementation of digital/IT actions relevant across the national screening programmes.
NHS NSS – Health Facilities Scotland (HFS)	<ul style="list-style-type: none"> • HFS will consult and contribute subject matter expertise to the management of a significant adverse screening event. • HFS are responsible for reviewing the lessons learnt from any significant adverse screening event and the implementation of relevant actions across the national screening programmes.
NHS NSS – Procurement & Logistics (PCF)	<ul style="list-style-type: none"> • PCF will consult and contribute subject matter expertise to the management of a significant adverse screening event. • PCF are responsible for reviewing the lessons learnt from any significant adverse screening event and the implementation of relevant actions across the national screening programmes.
Public Health Scotland (PHS)	<ul style="list-style-type: none"> • PHS will consult and contribute subject matter expertise to the management of a significant adverse screening event. • PHS will be responsible for assisting in the development and execution of communications and PR plans relating to a significant adverse event.
Healthcare Improvement Scotland (HIS)	<ul style="list-style-type: none"> • HIS are responsible for reporting any concerns identified with any national screening programme during the course of their scrutiny activities. • HIS will consult and contribute quality assurance expertise to the management of a significant adverse screening event. • HIS will be responsible for reviewing the lessons learnt and escalating system actions, e.g. sharing lessons across relevant stakeholder groups - the Adverse Events Network and the Cancer QPI Group.
National Education for Scotland (NES)	<ul style="list-style-type: none"> • NES will consult and contribute subject matter expertise to the management of a significant adverse screening event relating to the education of the screening workforce. • NES are responsible for reviewing the lessons learnt from any significant adverse screening event and the implementation of relevant actions for educational needs across the national screening programmes.

Governance of Adverse Events – Role Statements

OPERATIONAL DELIVERY

NHS Boards – Board Chief Executives (BCEs)

- BCEs are accountable for ensuring mechanisms are in place to:
 - Identify, report and investigate (local) adverse screening events.
 - Report serious adverse screening events in a timely manner to NSD.
 - Enable NHS boards contribute to the management and investigation of serious adverse screening events managed by NSD.

NHS Boards – Directors of Public Health (DsPH)

- DsPH are accountable to ensure local adverse screening events are reported, investigated and managed appropriately.
- DsPH are accountable to ensure that serious adverse screening events are escalated and reported in a timely manner to NSD.

NHS Boards – Board Screening Co- ordinators (BSCs)

- BSCs are responsible for the immediate action required to mitigate any risk to patient safety and ensure appropriate escalation to NSD.
- BSCs are responsible for the co-ordination and management of a local adverse screening event.
- BSCs are responsible for reviewing the lessons learnt from any local adverse screening event, implementing the identified actions and sharing these lessons across the national screening programmes.
- BSCs are responsible for ensuring adverse screening events are reported in a timely manner to NSD.
- BSCs are responsible for the liaison with local subject matter experts to contribute to the investigation and management of a serious adverse screening event.
- BSCs will consult and contribute public health expertise to the management of a serious adverse screening event.
- BSCs will contribute to the planning, implementation and co-ordination of delivery of any local actions, resulting from a serious adverse screening event.

Delivery of national screening programmes

This section looks at the delivery and commissioning of the Scottish screening programmes.

It covers:

Scottish Abdominal Aortic Aneurysm Screening Programme

Scottish Bowel Screening Programme

Scottish Breast Screening Programme

Scottish Cervical Screening Programme

Scottish Diabetic Eye Screening Programme

Scottish Pregnancy and Newborn Screening Programme

The delivery of national screening programmes

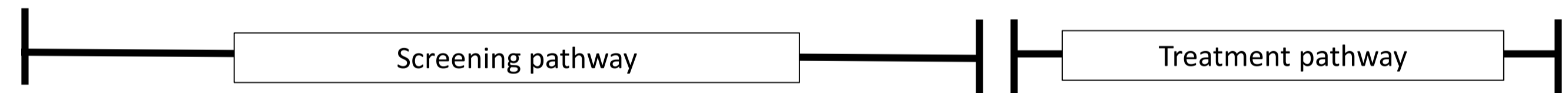
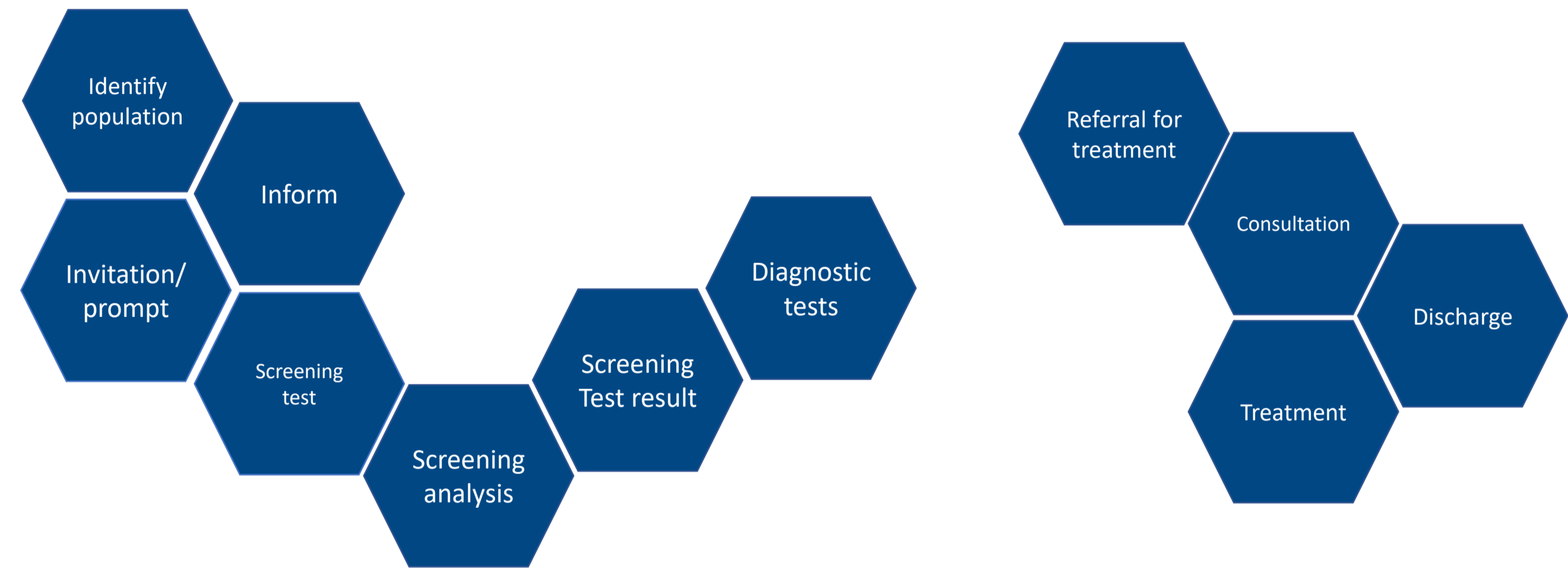
While local NHS Boards are accountable for providing screening to their own population, some elements of screening are commissioned, procured or managed on their behalf, on a national basis, by NHS National Services Scotland (as described on p15).

In addition to the national delivery models there are also local arrangements where NHS Boards provide screening services for neighbouring territorial Board populations.

Stages in the screening pathway

Each of the screening programmes, while differing in delivery and commissioning arrangements, is made up of a similar sequence of stages or components:

- Identification of the population
- Invitation of participant
- Informing the participant
- Screening test
- Screening analysis
- Result of screening test
- Additional diagnostic test(s) where required
- Referral for treatment (not included in scope for most screening pathways)

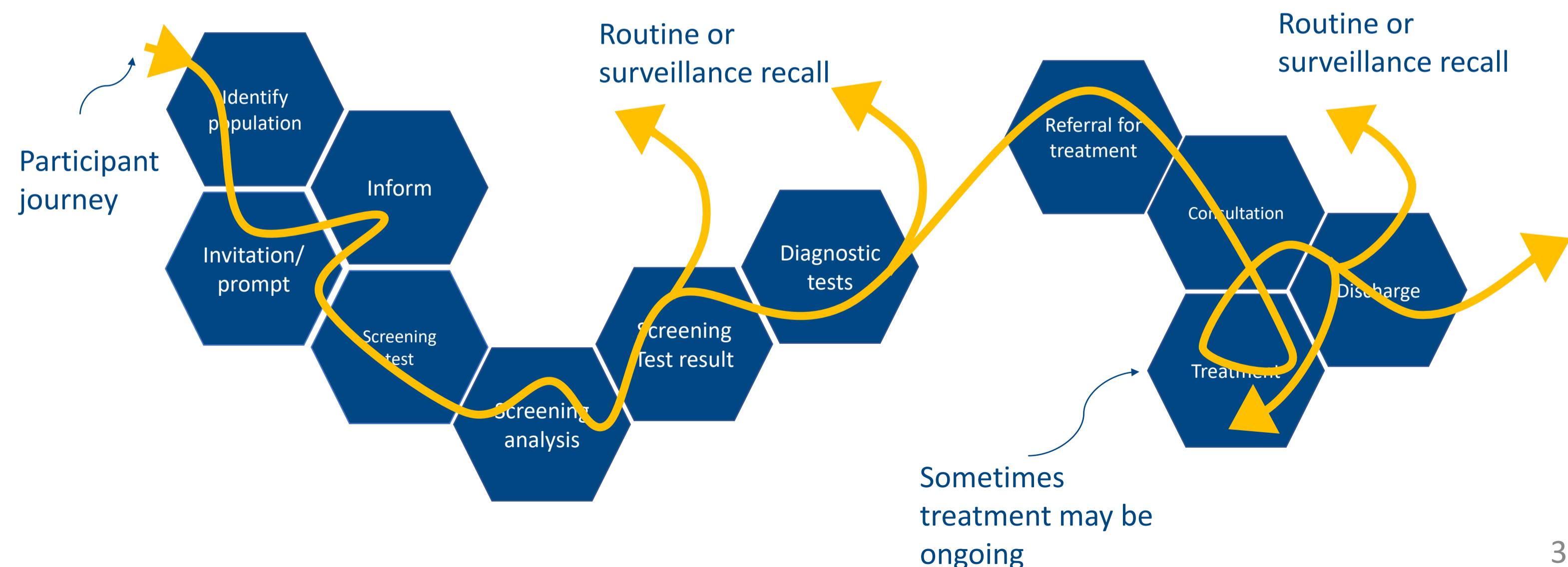


These screening components (shown here as hexagons) suggest a linear pathway but in reality a participant's journey through screening and treatment may be more complex.

Some stages may be repeated by the participant if further investigation is needed.

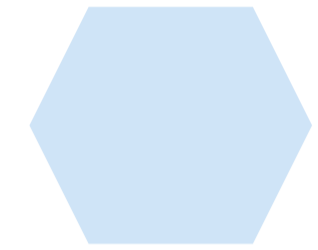
Over the course of a participant's life they may leave, re-join, and move through the various stages of screening and treatment.

NOTE: The diagrams that follow are intended to illustrate the governance and delivery arrangements for each Screening Programme. They are not intended to show all the possible routes through the screening pathway.

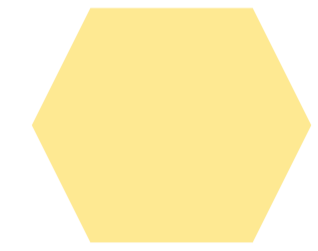


Key to screening pathway diagrams

Screening services delivered by NHS Boards



Delivered by host NHS Board(s) on behalf of other territorial boards



Supported by national delivery partners



Diagnostic / treatment services



Nationally commissioned by NSS (DaS/NSD)



Scottish Abdominal Aortic Aneurysm Screening Programme

Screening services delivered by NHS Boards

Delivered by host NHS Board(s) on behalf of other territorial boards

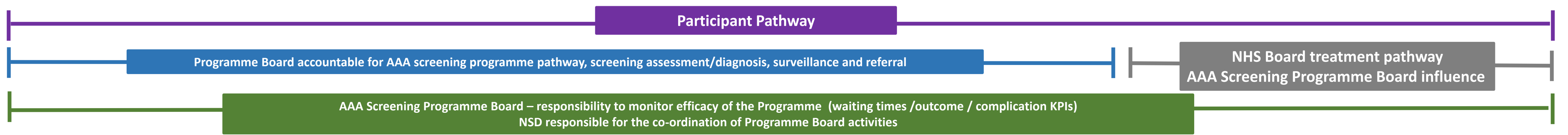
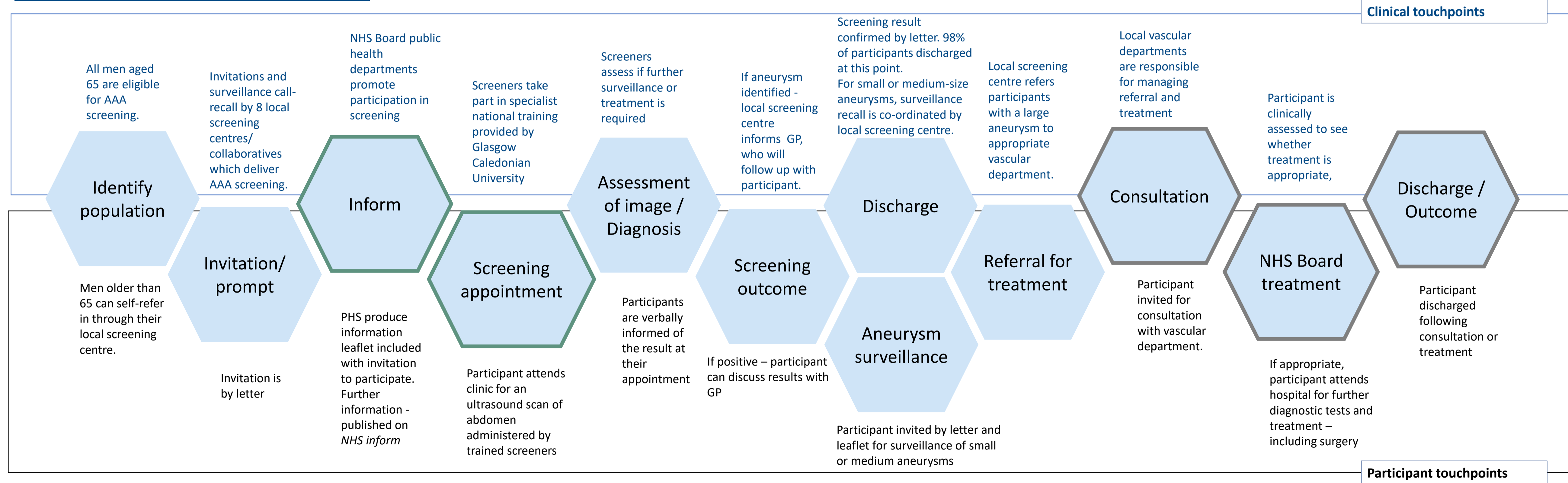
Supported by national delivery partners

Diagnostic / treatment services

Nationally commissioned by NSS (DaS/NSD)



SCREENING INTERVAL	AIM
<p>Single screening - men are invited to be screened in the year they turn 65</p> <p>Recall - surveillance pathway for small & medium AAA detected</p>	<p>To identify aneurysms early and monitor or treat them</p>



Scottish Bowel Screening Programme

Screening services delivered by NHS Boards

Delivered by host NHS Board(s) on behalf of other territorial boards

Supported by national delivery partners

Diagnostic / treatment services

Nationally commissioned by NSS (DaS/NSD)

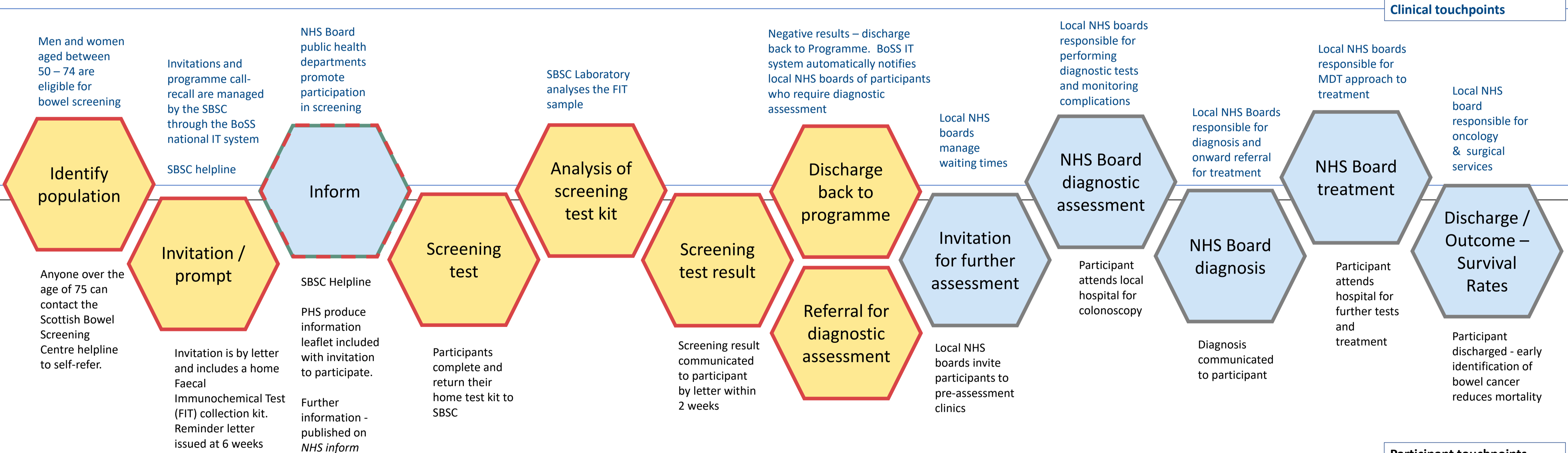


SCREENING INTERVAL

2 year screening interval

AIM

To reduce mortality from bowel cancer by $\geq 16\%$



Participant Pathway

Participant touchpoints

Programme Board accountable for screening programme pathway, screening assessment and referral

NHS Board diagnostic and treatment pathway – Programme Board influence

Programme Board – responsibility to monitor efficacy of the Programme (waiting times /outcome / complication KPIs)
NSD responsible for the co-ordination of Programme Board activities

NSD – National commissioning and performance management / DaS – National IT system

Scottish Breast Screening Programme

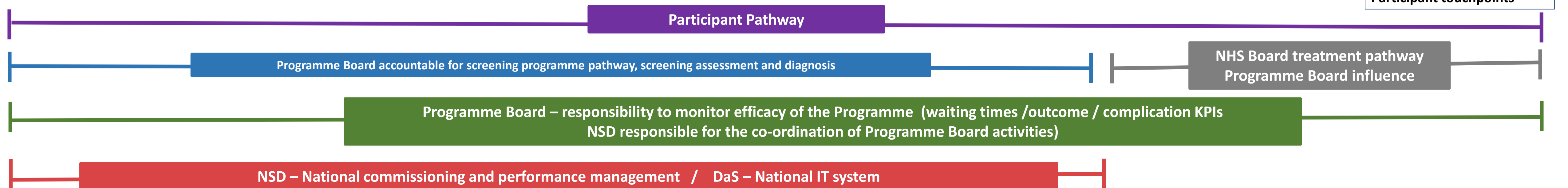
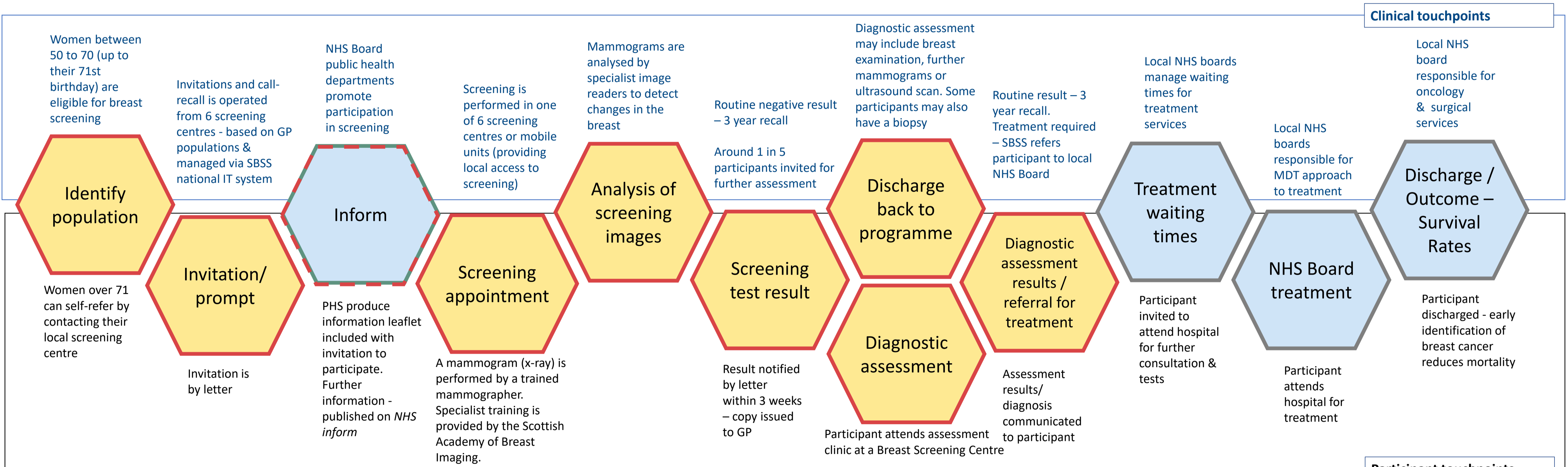
Screening services delivered by NHS Boards

Delivered by host NHS Board(s) on behalf of other territorial boards

Supported by national delivery partners

Diagnostic / treatment services

Nationally commissioned by NSS (DaS/NSD)



Scottish Cervical Screening Programme

Screening services delivered by NHS Boards

Delivered by host NHS Board(s) on behalf of other territorial boards

Supported by national delivery partners

Diagnostic / treatment services

Nationally commissioned by NSS (DaS/NSD)

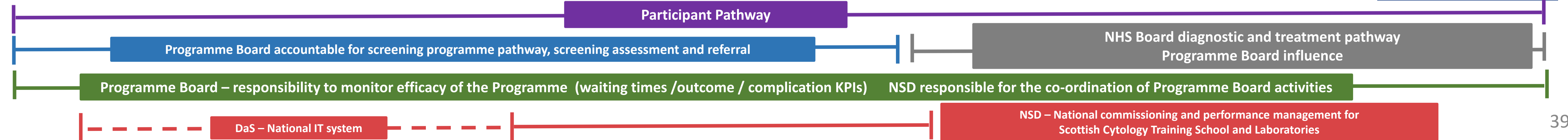
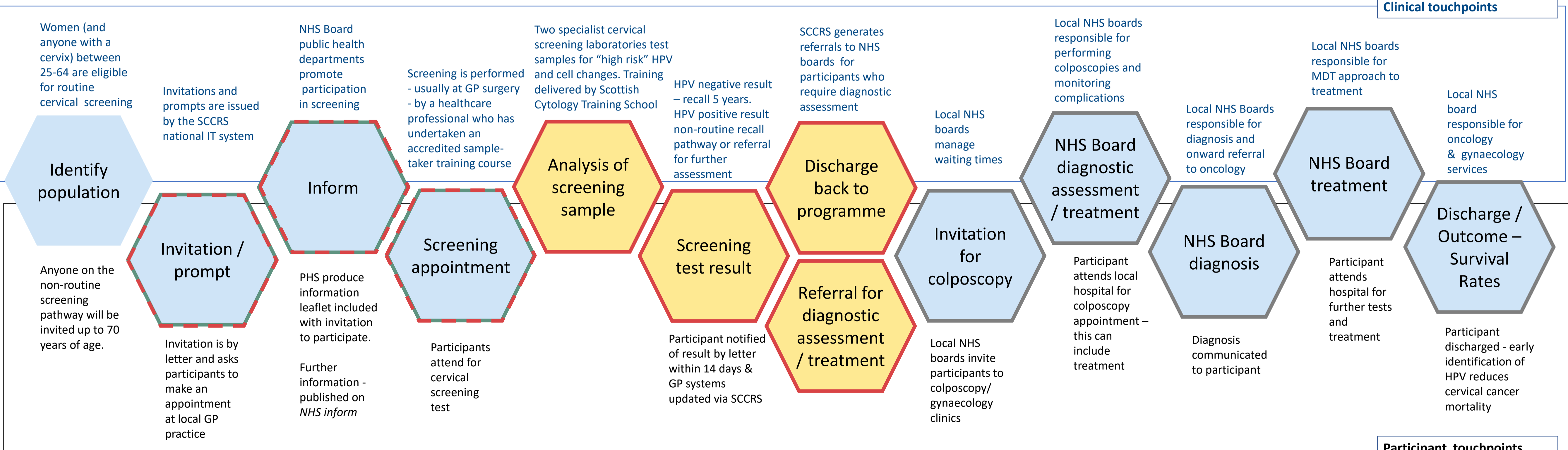


SCREENING INTERVAL

5 year routine screening interval

AIM

To detect HPV and/or changes in cervical cells early to reduce incidence of invasive cancer of the cervix



Scottish Diabetic Eye Screening Programme

Screening services delivered by NHS Boards

Delivered by host NHS Board(s) on behalf of other territorial boards

Supported by national delivery partners

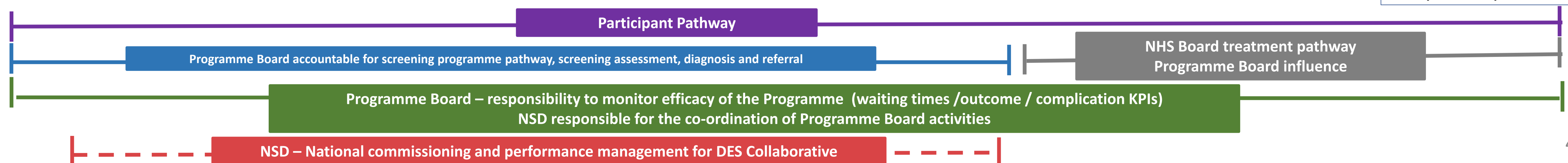
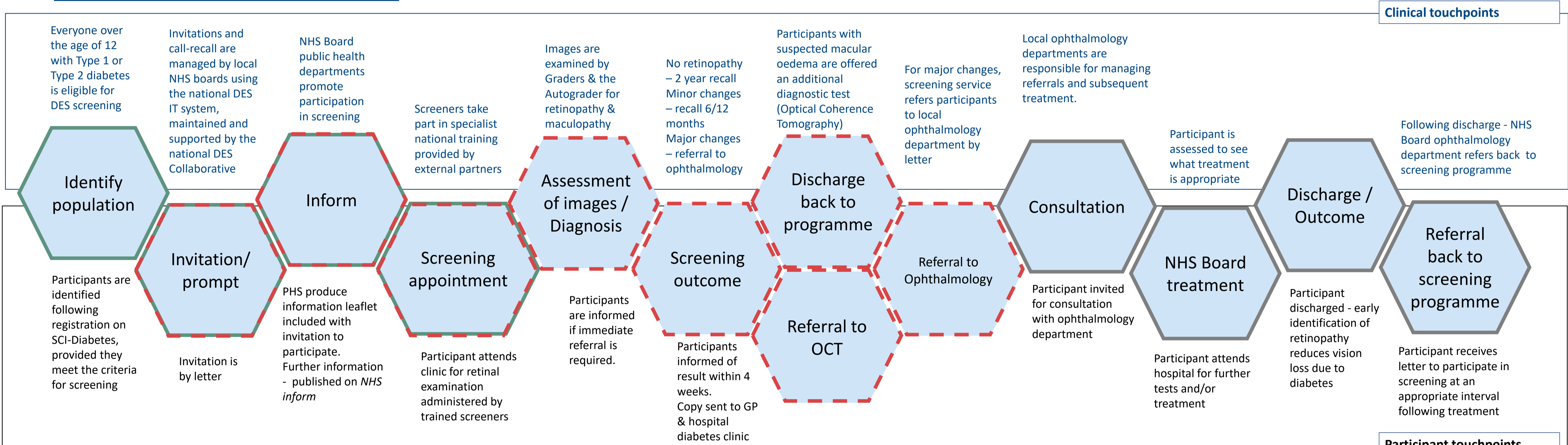
Diagnostic / treatment services

Nationally commissioned by NSS (DaS/NSD)



SCREENING INTERVAL
 Everyone over the age of 12 with diabetes is eligible for diabetic eye screening. The screening interval varies by individual risk category, i.e. high risk - every 6 months to low risk – every 2 years.

AIM
To reduce the incidence of vision loss through diabetes



Scottish Pregnancy Screening Programme



Screening services delivered by NHS Boards

Delivered by host NHS Board(s) on behalf of other territorial boards

Supported by national delivery partners

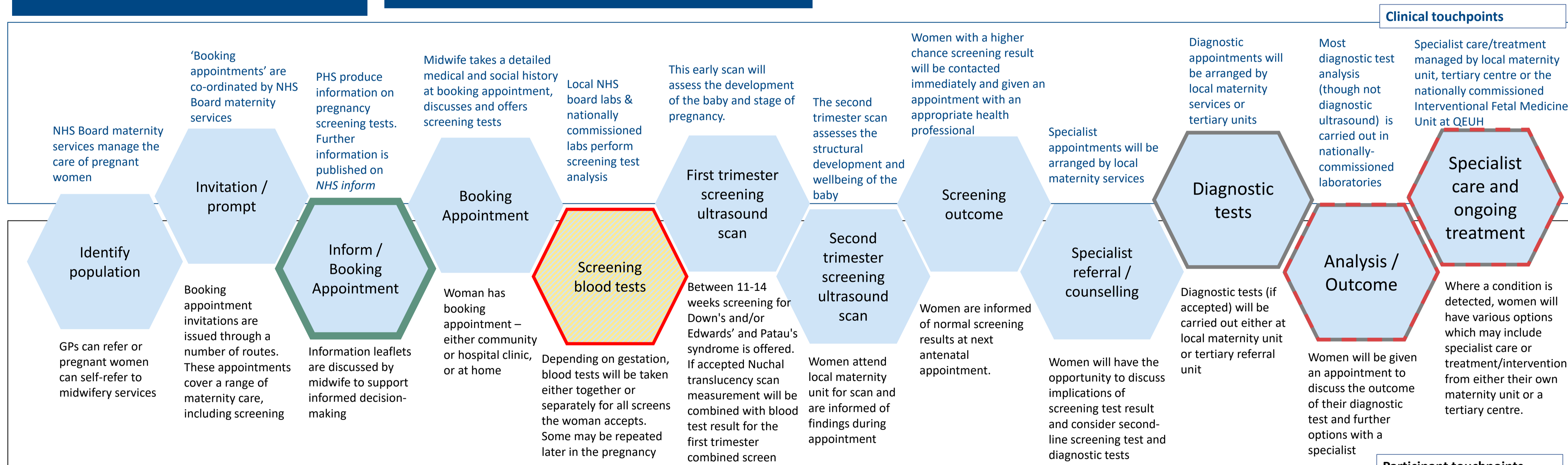
Diagnostic / treatment services

Nationally commissioned by NSS (DaS/NSD)



SCREENING INTERVALS
Pregnant women are offered a wide range of screening tests for maternal and fetal conditions at different stages during their pregnancy

AIM
To improve maternal and fetal outcomes



Participant touchpoints

Participant Pathway

Programme Board accountable for screening programme pathway, screening assessment, diagnosis and referral

NHS Board treatment pathway
Programme Board influence

Programme Board – responsibility to monitor efficacy of the Programme (waiting times /outcome / complication KPIs)
NSD responsible for the co-ordination of Programme Board activities

NSD – National commissioning and performance management

Scottish Newborn Blood Spot Screening Programme

Screening services delivered by NHS Boards

Delivered by host NHS Board(s) on behalf of other territorial boards

Supported by national delivery partners

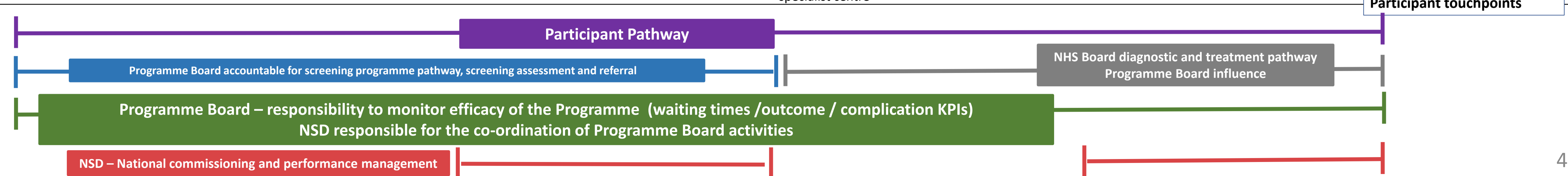
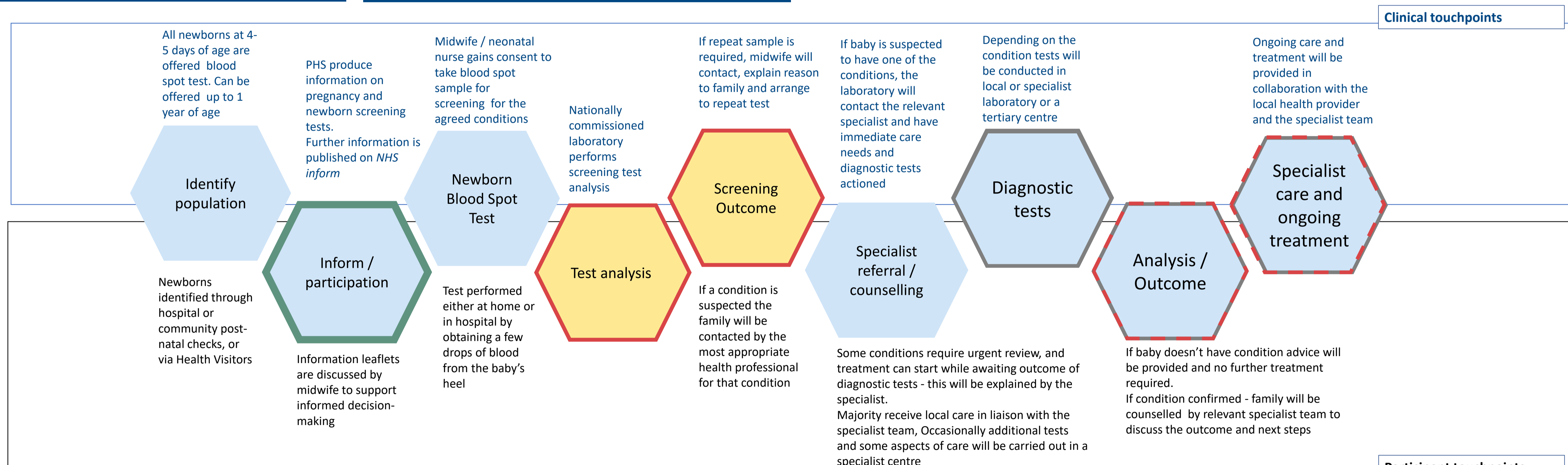
Diagnostic / treatment services

Nationally commissioned by NSS (DaS/NSD)



SCREENING INTERVALS
All newborn babies born in Scotland or who move to Scotland are offered screening tests for certain conditions in the first few weeks of life and until they are 1 year of age

AIM
To enable treatment to start as soon as possible to improve health outcomes



Scottish Newborn Hearing Screening Programme

Screening services delivered by NHS Boards

Delivered by host NHS Board(s) on behalf of other territorial boards

Supported by national delivery partners

Diagnostic / treatment services

Nationally commissioned by NSS (DaS/NSD)

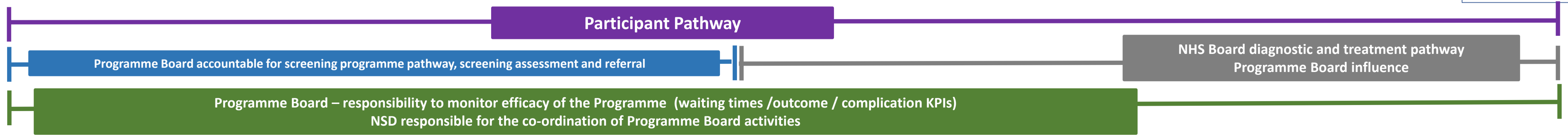
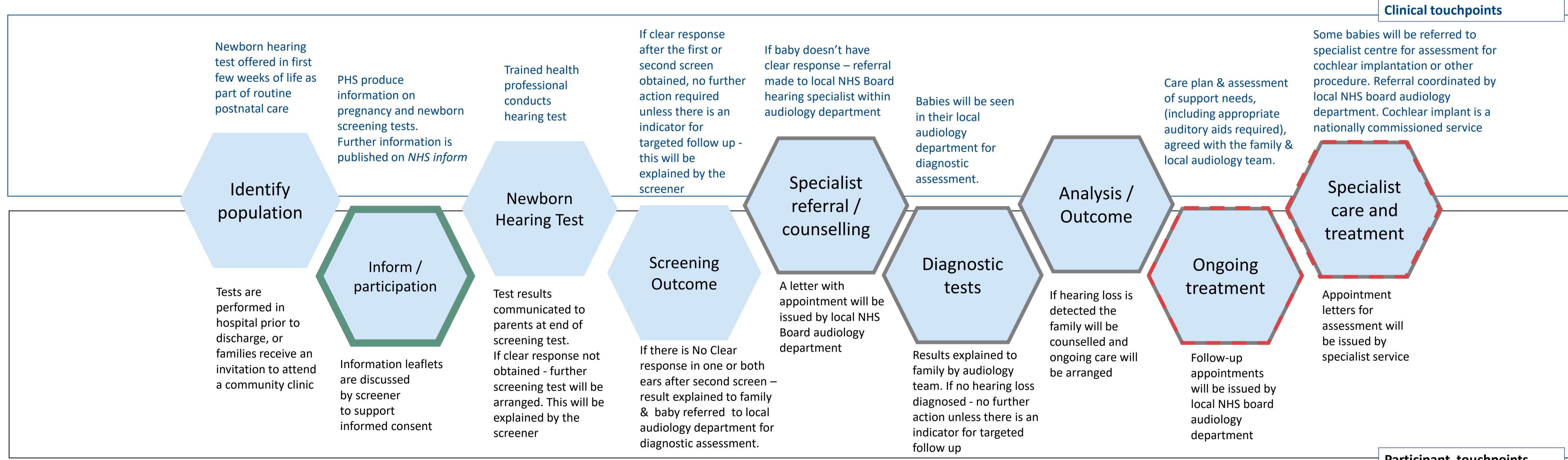


SCREENING INTERVALS

All newborn babies are offered hearing screening within the first few weeks of life

AIM

To identify early if a baby's hearing is affected & put in place support to augment the baby's development



Key links for more information

More information on screening in Scotland can be found here:

- [Population Screening in Scotland](#)

Details of the national programmes can be found here:

- [Scottish abdominal aortic aneurysm \(AAA\) screening](#)
- [Scottish bowel screening](#)
- [Scottish breast screening](#)
- [Scottish cervical screening](#)
- [Scottish diabetic eye screening](#)
- Scottish [Pregnancy](#) & [Newborn](#) screening

For feedback on this content or to contact the National Screening Oversight Team, please email

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Prepared by [National Screening Oversight \(NSO\)](#)