



An tSeirbhís Náisiúnta Scaghástála
National Screening Service

Operational Plan 2021

National Screening Service



Operational Plan

The operational plan sets out the high level aims for the National Screening Service (NSS) for the next year. It encompasses both tactical and operational objectives to achieve the interim goals set for 2021.

It will also assist in the creation of a detailed project to develop an NSS strategy which will establish the strategic direction for the next 3-5 years. It is anticipated that this project will begin in quarter 3, 2021.

Included in this plan are the interim goals that will guide the delivery of the NSS in 2021 and the objectives we have set out to achieve. The commitments made through the National Service Plan are outlined in appendix 1.

NSS Purpose

The National Screening Service delivers four national population-based screening programmes, for cervical, breast and bowel cancer, and for detecting threatening retinopathy in people with diabetes. These programmes aim to reduce morbidity and mortality in the population through early detection of disease and treatment.

NSS Interim Goals

The three interim goals set out below are the central themes which will guide the delivery of the NSS and support decision making throughout 2021. We recognise that trust and confidence is critical to ensure continued update and engagement of participants and to reassure the public of the high quality and standards of the National Screening Service. We recognise the benefits of having a wide involvement of stakeholders; we welcome their advice and support e.g. communications. Governance underpins trust in the NSS. We recognise that having the right systems in place are key to providing reassurance. We also recognise that providing a supportive working environment by enabling staff to work to their full capabilities and supporting their wellbeing is essential for both staff morale and patient outcomes across the NSS.

Trust

Proactive
Communication

Openness &
Transparency

Delivery against
objectives



Involvement

Meaningful
involvement of
stakeholders

External input –
support & challenge



Governance

Processes
Performance
Structures

Staff development,
training, ownership



Objectives to Achieve the Interim Goals

Trust



Interval Cancer Report Implementation

Plan for and commence initial implementation of the Expert Reference Group’s recommendations from the interval cancer audits.



Delivery of the 2021 National Service Plan

Delivery of the objectives outlined in the 2021 National Service Plan for the National Screening Service (appendix 1).



National Cervical Screening Laboratory (NCSL)

Continue to develop the National Cervical Screening Laboratory at the Coombe Women and Infants University Hospital, including commencement of its construction, provision of key equipment and the recruitment of any outstanding positions.



Communications: a bright new future for screening

Implement a communications strategy, in conjunction with HSE national communications, to ensure continued support, education and information for the public on screening programmes.



Additional BreastCheck Units

Develop and open semi-permanent BreastCheck units in two locations to increase capacity and access to support a two-year BreastCheck screening round.



BowelScreen Expansion

Identify additional capacity within existing endoscopy units and develop new units to expand the age range of the BowelScreen programme.



Colposcopy Services

Progress the assessment and planning work undertaken in 2019 which demonstrated a notable increase in colposcopy referrals expected to arise as a result of the introduction of human papilloma virus (HPV) testing and provide additional staffing, augmented with consultant sessions, to maximise the use of colposcopy services and enable a more efficient throughput of service users.



Replacement of National Breast Screening Programme (NBSP) System

Develop and implement an upgrade to the Radiology Information System (RIS), to ensure the uninterrupted operation and continuity of the RIS for the clinical, operational and administrative day-to-day delivery of the BreastCheck service.



Diabetic Retina Screening New Pathway

Implement a new two-yearly screening pathway for people who have not had an outcome of retinopathy in the past two-years.



Objectives to Achieve the Interim Goals



Involvement

Patient Public Partnership (PPP)

Implementation of the public and patient engagement plan to enhance public input to screening programmes. The NSS aims to widen patient involvement in all key areas of the services we are delivering.

PH

Scoping Inquiry into the CervicalCheck Screening Programme

Implement the remaining recommendations contained in the *Scoping Inquiry into the CervicalCheck Screening Programme* (Sally Report) as well as those contained in the *Independent Rapid Review of Specific Issues in the CervicalCheck Screening Programme*.

The priority work for 2021 in this area will include the implementation of the *Interval Cancer Report* (ICR) recommendations which will involve stakeholders and the public.

CC C PH

NSS Strategy Development

The development of an NSS strategy which will establish the strategic direction for the next three to five years. Although the NSS planned to begin this project in Q4 2020, due to the impact of COVID-19 this has been delayed until Q3 2021 as the NSS recognise the priority is to return to screening and strengthen governance (in advance of commencing strategy development).

SBP

Objectives to Achieve the Interim Goals



Governance

Information Governance

A co-ordinated approach to ensure that leadership and governance is strengthened so that the information management in all programmes is enhanced.

PH

ICT Infrastructure Development

Development of the ICT infrastructure to support the NSS. Review the immediate ICT needs of programmes as a foundation for developing an ICT strategy.

ICT

Single Register

Explore the merging of the population registers for the Breast, Cervical, Bowel and Diabetic Retina Screening programmes, using a single screening identifier.

PH CS RM ICT

Performance & Data Provision

Reassess and plan for enhanced performance and data provision across the NSS.

PEU

Strengthen the cervical screening programme by enhancing data analytics and reporting.

PEU CC

Client Management System

Continue to enhance client services to ensure patients and families have access to records for all screening programmes by developing a dedicated Client Management System.

CS

Appendix 1

National Service Plan 2021

National Screening Service

The National Screening Service delivers four national population-based screening programmes, for cervical, breast and bowel cancer, and for detecting threatening retinopathy in people with diabetes. These programmes aim to reduce morbidity and mortality in the population through early detection of disease and treatment.

Priority Areas for Action 2021

National Screening Programme

- Implement the remaining recommendations contained in the *Scoping Inquiry into the CervicalCheck Screening Programme* (Scully Report) as well as those contained in the *Independent Rapid Review of Specific Issues in the CervicalCheck Screening Programme* 
- Plan for and commence initial implementation of the *Expert Reference Group's* recommendations from the interval cancer audits      
- Implement strengthened organisational and governance arrangements in line with the reviews undertaken of screening services including the implementation of the public and patient engagement plan to enhance public input to screening programmes   
- Implement a communications strategy, in conjunction with national communications, to ensure continued support, education and information for the public on screening programmes  
- Continue to enhance client services to ensure patients and families have access to records for all screening programmes by developing a dedicated Client Management System 

CervicalCheck

- Stabilise and strengthen the cervical screening programme in line with the *Scoping Inquiry into the CervicalCheck Screening Programme* (Scully Report) by enhancing the programme clinical standards, and data analytics and reporting  
- Progress the assessment and planning work undertaken in 2019 which demonstrated a notable increase in colposcopy referrals expected to arise as a result of the introduction of human papilloma virus (HPV) testing and provide additional staffing, augmented with consultant sessions, to maximise the use of colposcopy services and enable a more efficient throughput of service users  
- Continue to develop the National Cervical Screening Laboratory at the Coombe Women and Infants University Hospital, including commencement of its construction, provision of key equipment and the recruitment of any outstanding positions  
- Enhance the quality, completeness and timeliness of histology data received from all histology units providing CervicalCheck services  
- Enhance training for all healthcare professionals providing CervicalCheck services  
- Implement a HPV communications campaign to encourage younger women to participate in the programme, working closely with the surveillance team to align HPV messages  

BreastCheck

- Continue to implement the age-extension of the BreastCheck Programme by rolling out the programme to the remaining cohort of 69 year olds in line with the agreed programme of implementation (subject to the limitations of COVID-19) 
- Develop and implement an upgrade to the Radiology Information System (RIS) to ensure the uninterrupted operation and continuity of the RIS for the clinical, operational and administrative day-to-day delivery of the BreastCheck service    
- Develop and open semi-permanent BreastCheck units in two locations to increase capacity and access to support a two-year BreastCheck screening round   
- Continue to implement a proactive plan to future-proof radiological resources in order to deliver and optimise capacity, recruit two consultant radiologists in 2021 and continue to implement the plan for the recruitment of radiographers  

BowelScreen

- Maximise uptake through targeted communication and promotion amongst eligible men and women aged 60-69 years  
- Develop a capacity plan that meets the current endoscopy demand for the screening population and plan to ensure the roll-out of sufficient capacity within the wider endoscopy service to support extension of the BowelScreen Programme as outlined in the *National Cancer Strategy 2017-2026*   
- Increase the number of BowelScreen units which provide colonoscopies 
- Use additional resources to prepare for the commencement of the phased age extension for BowelScreen  

Diabetic RetinaScreen

- Continue the roll-out of a digital surveillance screening programme and model of care that will improve timeframes for the treatment of diabetic retinopathy for a further 5,000 patients in 2021 
- Maximise uptake through targeted communication and promotion amongst the eligible population aged 12 years and over  
- Following the approval from the National Screening Advisory Committee, implement biennial screening for people who have no diabetic retinopathy within the past two years 

Programme/Department Lead Key

-  BreastCheck
-  CervicalCheck
-  BowelScreen
-  Diabetic RetinaScreen
-  Public Health
-  Client Services
-  Human Resources
-  Programme Evaluation Unit
-  Communications
-  Strategy, Business & Projects
-  Finance
-  Information and Communication Technologies
-  Quality, Safety and Risk Management



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