

1. Background

The terms of reference outlines the expectations of members of the Pathway Board to support the delivery of actions set out in the [Cancer Strategy for Scotland 2023-33](#) and [Cancer Action Plan for Scotland 2023-2026](#). The North Cancer Alliance Pathway Board brings together management, clinical leadership and multi-agency practitioner representation at a North of Scotland level to provide a strategic regional response to implement areas of key need as set out in the cancer strategy for Scotland.

2. Vision and Aim

The overall aim of the North Cancer Breast Pathway Board (NCHNPB) is to provide the strategic focus and vision for the successful integrated delivery of the national cancer agenda for people receiving care within the North of Scotland.

3. Purpose

The NCBPB contributes to the North Cancer Alliance (NCA) by improving outcomes in the North of Scotland, focusing on improving patient outcomes and reducing variation throughout the north region. It provides assurance and oversight for Breast cancer services, ensuring that boards deliver high-quality services at the right pace to achieve the regional objectives within the Cancer Strategy for Scotland.

4. Objectives

The NCBPB provides leadership, direction and strategy, set priorities and support the Breast community in regionally delivering the National Cancer Strategy.

The key objectives of the group are:

1. Contribute to the strategic planning of cancer services across the North of Scotland
2. Lead and contribute to the development, implementation and review of regional and national guidelines inclusive of Clinical Management Guidelines and Pathways (CMG/CMP), Optimal Diagnostic Pathway (OPG), Surgery Guidelines and SACT Guidelines and Protocols
3. Lead an effective, collaborative approach to the development of regional and national, evidence based-guidelines and policies, including those detailed in [DL\(2023\)15](#)
4. Oversee the performance of the services against national Quality Performance Indicators (QPIs) and progress regional actions to improve performance where required
5. Highlight risk and support service sustainability and equitability across the North of Scotland
6. To share best practice and learning across the region with regards to Breast practice
7. Fostering connections between partner organisations that provide Breast cancer services spread across the North of Scotland

5. Structure and Membership

Membership is aimed at representing the whole North region with key healthcare professionals from the units delivering Breast cancer services.

NHS Grampian, Highland and Tayside

Representatives from each cancer centre including:

- North Cancer Breast Clinical Lead (chair)
- Surgical colleagues
- Oncology colleagues

In the absence of a Cancer Breast Clinical Lead (Chair), the Chair role rotates around the 3 mainland boards.

All North NHS Boards

- Board cancer leads and managers
- MDT Coordinators and administrative support
- Radiologists
- Pathologists
- Clinical Nurse Specialists
- AHP's

North Cancer Alliance

Support from the North Cancer team will also be present at the meeting including:

- North Cancer Support Manager/Programme Coordinator
- Health intelligence team analyst
- Administrative support

6. Expectations of Members

Membership of the NCBPB is aimed at representing the functions and needs of the whole sector whilst remaining small enough to be an effective and responsive forum for region-wide decision-making. Representatives are expected to understand and advocate for constituents' needs, ensuring board decisions on service changes are accepted and implemented. The North Cancer Clinical Leads facilitates issue resolution and dispute mediation.

All member will be required to commit to being a member of the board, building rapport, mutual accountability and expectation, with the expectation that they will:

- a) Ensure regular attendance at meetings
- b) Allocate appropriate time in job plans (where possible) to carry-out actions allocated
- c) Reflect the view of their constituent Health Boards/units at meetings and respect the views and opinions of others
- d) Support, and where appropriate, participate in the development of North Cancer policies and guidelines as identified and prioritised by NCHNPB within the work plan – including Clinical Management Guidelines (CMGs) and action planning to improve performance against Quality Performance Indicators (QPIs)
- e) Work collaboratively with the NCHNPB and local colleagues to facilitate the development of the identified regional guidelines
- f) Ensure timely communication within constituent Health Boards, and the NCNHPB, it's sub-groups or short-life working groups
- g) Ensure that group minutes or key actions are shared appropriately with local teams
- h) Participate in agreed regional and national audits of compliance within their own Health Board or as an external reviewer in audits of compliance of other constituent Health Boards within the North (where invited to)

It is expected that board members engage with colleagues to ensure appropriate buy-in to recommendations and decisions. In addition, specific functions and duties are assigned to the following roles.

Role	Job Title	Reporting To	Key Duties
Chair	NCA Clinical Director/Lead	NCA Executive Board, NCA Operational Delivery Group	<ul style="list-style-type: none"> - Contribute to the agenda, purpose and functions of the Pathway Board - Indicate the Pathway Board priorities for the year - Facilitate decision making at the Pathway Board level - Actively manage risks identified through the NCA risk escalation route - Liaison with NCA Executive Board and NCA Operational Delivery Group in relation to plans and delivery
Pathway Board Members	Various	Chair and NCA Pathway Board	<ul style="list-style-type: none"> - Use expert clinical or professional knowledge to lead and guide the group in making appropriate recommendations or decisions. - Ensure collaborative working where possible - Accountable for ensuring regional objectives are implemented at a board level - Ensure that a robust two-way communication between the Pathway Board members and local teams are in place - Take forward any actions as agreed by the group
Pathway Board Manager	Programme Co-ordinator/Support Manager	Chair and NCA Pathway Board NCA Regional Manager	<ul style="list-style-type: none"> - Responsible for managing delivery of tasks through the pathway board membership. - Develops the project documentation - Agrees appropriate project milestones and drives implementation - Reports progress of implementation and delivery - Supports management of risk and mitigating solutions

7. Meetings

The NCHNPB will meet regularly with a minimum of two meetings per year, with the option for a face-to-face annual regional networking event.

- a) Meetings will be chaired by the North Cancer Breast Clinical Director or appointed Deputy Chair
- b) Administration support will be provided by the North Cancer Alliance team
- c) Dates of meetings will be identified a minimum of **8 weeks in advance**
- d) For meetings to be quorate, the chair and/or deputy chair must be present and at least NHS Grampian, NHS Highland and NHS Tayside represented.
- e) The agenda and papers will be circulated no less than **3 working** days in advance of the meeting and a call for items will be circulated to all members beforehand.
- f) Action note with agreed actions from the meeting will be circulated within **7 days** of each meeting.
- g) Email communication will take place if decisions are required in a shorter timescale and additional meetings may be convened to consider urgent issues if appropriate.
- h) The chair/programme co-ordinator will provide an update of the group's work plan to the Regional Cancer Manager, who will update the NCAODG on progress. The Clinical Director may also be invited to present to the NCAODG on behalf of the Pathway Board.
- i) Resolutions of issues and disputes will be facilitated by the North Cancer Regional Manager through the regional governance structure as appropriate.

8. Governance and Accountability

The North Cancer Breast Pathway Board is accountable to the North Cancer Alliance Operational Delivery Group (NCAODG). The North Cancer Regional Manager will be the first point of contact for escalating any issues to the NCAODG.

DOCUMENT CONTROL SHEET

Title :	NCA Breast Terms of Reference
Data Published/Approved:	TBD
Version number:	1
Document Type:	Terms Of Reference
Document Status:	Draft
Author:	Serena Venegoni –NCA Programme Coordinator
Approver:	NCA Clinical Lead
Contact:	TBD
Other contacts:	gram.noscancer@nhs.scot

REVISION HISTORY:

Version:	Date:	Summary of Changes:	Author name and contact: