# Scottish Pathology Network (SPAN)
# ANNUAL REPORT 2018/19

**Lead Clinician:** Dr Liz Mallon
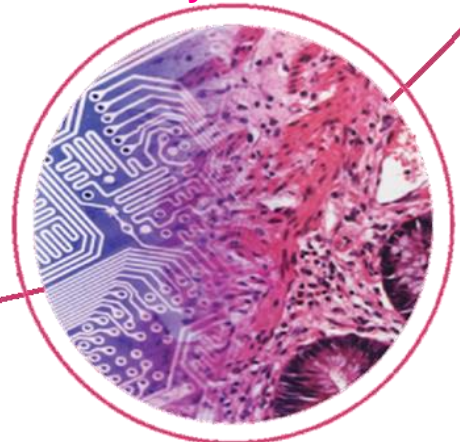
**Scientific Manager:** Mrs Jackie Walker

**Scientific Manager:** Mr Allan Wilson

**Programme Manager:** Ms Lisa Stewart/Ms Dawn Currie

**Programme Support Officer:** Ms Emily Ross

**Data Analyst:** Mr Mike Gunn

# Contents

# 1. Executive Summary

Following on from the external review in 2016-17, SPAN continues to progress the five year workplan and annual objectives based on the review recommendations.

The 2018-19 workplan was a collaboration of the Core team, the Steering Group and members of the network subgroups.

2018-19 continues to mark further successful collaboration between SPAN's Network members and the Information Management Service (IMS) in relation to quality and performance benchmarking. Feedback regarding the validated reports has highlighted their value particularly for monitoring processes and outcomes. The pathology data set provides a comprehensive picture of workforce issues which has contributed to work being undertaken by the Diagnostic Steering Group (DSG) workforce planning group to develop a plan for a national diagnostic workforce.

Successes of 2018-19 include:

An Andrology Group has been established to monitor pressures in Andrology services in NHS Scotland.

Working jointly with the NHS Scotland National Laboratories Programme and Philips, SPAN continues its support of Digital Pathology testing in NHS Lothian and NHS Greater Glasgow and Clyde.

SPAN continues its involvement with the Regional Cancer Networks, Cancer Waiting Times Group and National Cancer Quality Group.

A Mortuary Service review was undertaken by SPAN. The subsequent report provided an agreed set of national recommendations to ensure more cohesive service provision across NHS Scotland (Appendix 3).

SPAN worked in collaboration with colleagues from national procurement to assist in the provision of local solutions to block and slide storage.

SPAN maintained its support of the National Laboratory Programme to deliver equitable provision of a high quality, clinically effective pathology service across Scotland.

The inaugural BMS Dissection Training School was held in May 2018 and was successfully evaluated with a further intake planned for May 2019.

An area of particular success has been the Communication Strategy with all the deliverables being met in 2018-19: have an up to date and informative website for members of SPAN and frequent use of Twitter to provide relevant updates being the most successful of the deliverables. An increase in the number of Twitter followers from 422 to 572 and a 67.5% increase in utilisation of the website compared to the previous year, provide an indication of how successful the Communication Strategy has been.

SPAN representatives continue their collaboration with the Demand Optimisation programme to identify and address variation in practice, SPAN will support improvements in service provision.

The Network acknowledges the contribution of Dr Liz Mallon, Mrs Jackie Walker and Mr Allan Wilson for their leadership and forward thinking in achieving the network aims and delivery of the network workplan.
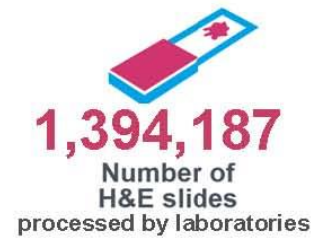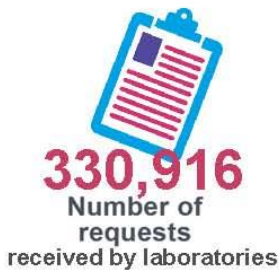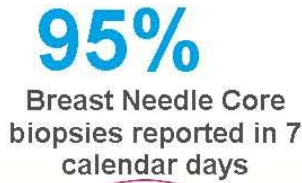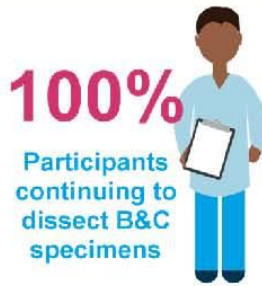
**6 out of 11** Training school participants progressed to more advanced dissection

**100%** Participants continuing to dissect B&C specimens

**685** Total Scottish wte

Non-medical vacancy rate increased from 2.7% to 4%

**95%** Breast Needle Core biopsies reported in 7 calendar days

Medical vacancy rate improved from 13% to 9.9%

**607** Notional screening requests per wte

£107.54 Total | £88.09 staffing | £19.45 consumable
Notional costs per request

**3%** Biomedical Scientists | **1.6%** Healthcare Support Workforce | **2.7%** Admin & clerical

**912** Notional screening specimens per wte

£71.58 Total | £58.64 staffing | £12.45 consumable
Notional costs per specimen

**330,916** Number of requests received by laboratories

**20** National Meetings

**1,394,187** Number of H&E slides processed by laboratories

**1,048,590** Number of Pathology blocks processed by laboratories

We published
4 Newsletters
1 all-Scotland benchmarking report
10 NHS Board benchmarking reports
1 Review of Mortuary Services
3 strategies reviewed

**1 . 50** Specimen : requests ratio

**572** followers

**112 #** #pathologycommunity tweets as of 1 April

**Figure 1 SPAN and NHS Scotland Pathology service data**

## 2. Introduction

Managed Diagnostic Networks are defined as co-ordinated groups of health professionals that support diagnostic services to continuously improve service delivery in order to ensure equitable provision of high quality, clinically effective services.

The Scottish Government has identified that diagnostics are central to whole systems service redesign of the NHS in Scotland including:

- National Laboratories Programme
- National Delivery Plan for Healthcare Scientists
- National Clinical Strategy

Diagnostics, whether delivered in primary, community or secondary care, have an important role to play in achieving NHS Scotland quality ambitions by contributing to early, accurate and cost effective diagnosis, monitoring and self-management.

## 3. Network Objectives

The role of the Scottish Pathology Network is to improve pathology services by developing and delivering a workplan, which will:

- Steer modernisation including service change and redesign
- Improve quality
- Ensure provision of an effective cellular pathology service
- Anticipate and respond to user needs and future requirements and
- Enable services to meet national guidelines and ISO 15189 Standard

## 4. Report against Workplan

### 4.1. Effective Network Structure and Governance

SPAN has a Core Team consisting of Lead Clinician, Dr Liz Mallon, and two Scientific Managers, Mrs Jackie Walker and Mr Allan Wilson. Liz Mallon's tenure as Lead Clinician is due to end in November 2019 so plans are underway to recruit her replacement. Mrs Jackie Walker's tenure ends in May 2019 with Mr Allan Wilson's tenure ending in September 2019.

The Steering Group membership consists of pathologists and biomedical scientists (BMS) from all ten centres. As well as their clinical roles, some are members of other related consortia such as:

- Royal College of Pathologists
- Institute of Biomedical Scientists
- Diagnostics Specialty Training Board
- Scottish Cervical Cytology Consortia

**Workplan Objective 2017-12**
**Establish Andrology group to develop guidance on meeting ISO Standards**
The Andrology Group was established, under the auspices of SPAN, to monitor ongoing pressures in Andrology services in NHS Scotland. This group has met and established Terms of Reference, Group Actions and will be arranging an Education Event in 2019. It should be acknowledged that this sub-group includes members of the pathology community who are not included in the Steering Group, thus extending

engagement with a broader range of stakeholders.

## 4.2. Service Development and Delivery

### Workplan Objective 2017-03
### Support implementation of Digital Pathology in two sites and create plan for roll-out

Working jointly with NHS Scotland National Laboratories Programme and Philips, SPAN members supported innovative testing of Digital Pathology in NHS Lothian and NHS Greater Glasgow and Clyde. NHS Lothian aim to extend the pilot for 6 months with an end date of October 2019. NHS Highland and NHS Ayrshire and Arran are also aiming to join the pilot in 2019. SPAN members also assisted the Digital Pathology Lead, Mr Kenny Birney NHS Greater Glasgow and Clyde, in a co-ordinated approach to business case development with the aim of securing appropriate national funding. SPAN members have been involved in discussion with Scottish Government Access Collaborative and also the National Planning Board for taking this forward. Voice Recognition software is also being supported in this workstream in conjunction with Digital Pathology.

### Workplan Objective 2018-05
### Collaborate with Regional Cancer Networks to improve patient pathways

SPAN's collaboration with the Regional Cancer Networks is ongoing with regular consultation between the networks and the SPAN Lead Clinician to ensure that any changes in cancer management that relate to Cellular Pathology can be communicated to the SPAN steering group. Dr Mallon represents SPAN on the National Cancer Waiting Times Group and National Cancer Quality Group.

### Workplan Objective 2018-09
### Collaborate with hospital mortuary services to scope issues and identify potential solutions

NHS Scotland is facing a shortfall in pathology staff with expertise in this area and challenges around storage. In response to this, SPAN undertook a review to identify the scale of the problem. The group's *Review of Mortuary Services in NHS Scotland* report provides a meaningful dataset and recommendations for ongoing monitoring of capacity in mortuary services. It outlines future challenges, including training requirements, given the identified shortfall of pathology staff with expertise in this area. It is the first time hospital services, Scottish Government and Pathology have come together to collaborate on capacity planning and to devise workforce strategies to work together more closely.

The report sets out an agreed set of national recommendations to ensure more cohesive service provision across NHS Scotland (appendix 3). This report was circulated to the Mortuary Group for comment and was presented to the SPAN Steering Group on 11 September 2018. It was subsequently submitted and endorsed at the Diagnostic Steering Group (DSG) in December 2018. SPAN has been endorsed to progress a number of recommendations through monitoring of mortuary staff and monitoring bariatric storage space in the annual SPAN data collection.

### Workplan Objective 2018-08
### Identify and progress Block and Slide storage solutions

One of SPAN's objectives was to work with colleagues in NHS procurement and NHS Scotland National Laboratories Programme to review block and slide storage options across NHS Scotland and to explore a best-value 'Once for Scotland' solution, potentially extending to transportation. A short-life working group was established, with a remit to scope current practice and costs and propose solutions.

In spring 2017 SPAN carried out a survey to gather information across the ten cellular pathology laboratories on current practice for archiving: including number of annual specimens; associated costs; challenges/issues; and suggestions for future storage. Variation in practice suggests differing interpretation of The Royal College of Pathologists' (RcPath) guidance on the retention and storage of pathological records and specimens. The key issue relates to storage capacity. The survey identified that managing

storage is more challenging for some laboratories than others. NHS Boards have since developed local solutions to meet RcPath requirements and a national solution is no longer required.

## 4.3. Stakeholder Communication and Engagement

### Workplan Objective 2018-01
### Review and update Communications Strategy
An area of particular success for SPAN is the Communication Strategy with all the strategy deliverables being reached in 2018-19:

- up to date and informative website for members of SPAN with increased number of users accessing website (increase of 67.5% in 2018)
- Increased attendance at 2018 Annual Education Event
- Newsletters continue to be produced quarterly
- Email distribution lists are maintained and updated as required
- Increased use of Twitter to engage with Stakeholders and Pathology community in Scotland (increased to 572 from 422 users)
- Involvement in the diagnostic roadshows, engaging directly with staff of all grades and disciplines within the service. These are highlighted below:

| Centre | Attendees | Newsletter sign-up | Twitter Reach | Twitter Engagements |
|--------|-----------|--------------------|---------------|---------------------|
| QUEH | 128 | 120 | 5,871 | 135 |
| Crosshouse | 40 | 1 | 3,783 | 79 |
| Hairmyres | 25 | 9 | 2,673 | 70 |
| Victoria | 40 | 11 | 1,659 | 61 |
| Forth Valley | 30 | 26 | 6,991 | 96 |

### Workplan Objective 2017-11
### Engage with Regional Diagnostic Groups to ensure national approach
NHS Scotland National Laboratories Programme's high level description of the proposed future Distributed Service Model for laboratories recognises the opportunity to use the workforce, facilities, equipment and finance in a way that is more efficient, effective, equitable, resilient and affordable. The vision of how a future Distributed Service Model might look is being developed through three Regional Diagnostic Groups and SPAN is engaging with them in support of a nationally cohesive approach.

### Workplan Objective 2018-10
### Engage with NHS Scotland National Laboratories Programme through Data, IT and Design Groups
The National Laboratories Programme is a programme of significant scale and complexity and faces the challenge of delivering transformational change while maintaining current service provision. SPAN has ensured representation on the three key groups which are progressing this programme (Distributed Services Model Design Group, the IT Group and the Data Group) and will continue to work with the National Laboratories Programme to optimise the 'Once for Scotland' approach to ensure adequate pathology representation is maintained.

## 4.4. Education

### Workplan Objective 2017-03
### Progress National BMS Dissection Training business case to modernise workforce

BMS → Effective use of staff resource → Release of consultant time → Improved turnaround times → Consultant

The BMS Dissection Implementation group, brought together by Mrs Jackie Walker, was successful in delivering the inaugural BMS Dissection Training School between 14-18 May 2018, with representation from all ten cellular pathology laboratories. The course received very positive feedback, and because of the successful evaluation findings, no changes were required to the programme of the 2019 Training School.

The Business Case was approved by the NHS Board Chief Executives to transform BMS Dissection expertise across NHS Scotland. This contributed to Deliverable 4 of the Scottish Healthcare Science National Delivery Plan, which specifies BMS Dissection in Histopathology as a key objective to releasing medical capacity.

An interval audit to establish BMS dissection at local Boards has been carried out. Participants of the Training School are now undergoing training locally and are now approved to carry out a range of specialties (figure 2), which would otherwise not have been progressed. This has highlighted that students are continuing to progress specimen dissection locally at the rate that had been hoped.
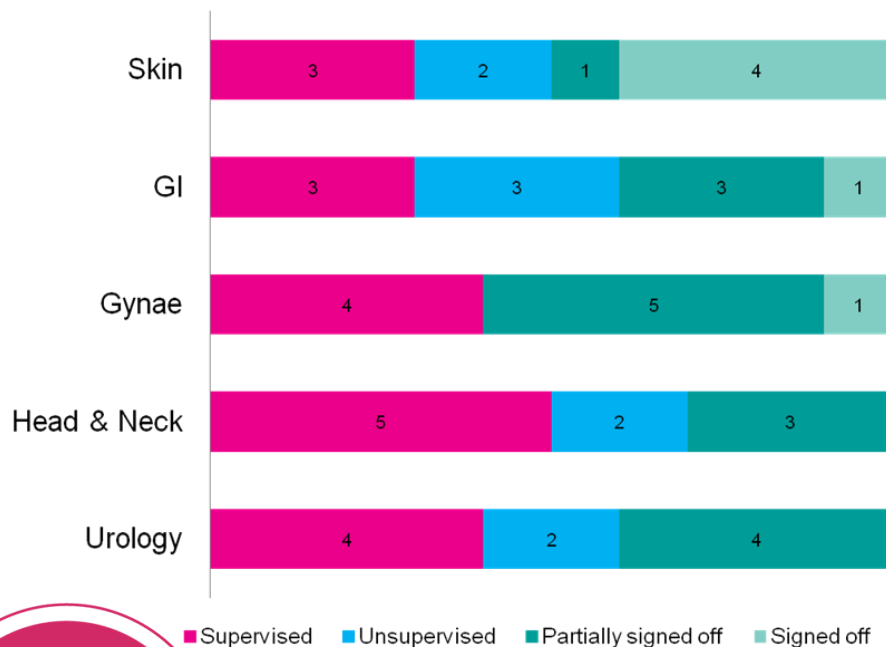
| Specialty | Supervised | Unsupervised | Partially signed off | Signed off |
|-----------|-----------|--------------|----------------------|-----------|
| Skin | 3 | 2 | 1 | 4 |
| GI | 3 | 3 | 3 | 1 |
| Gynae | 4 | | 5 | 1 |
| Head & Neck | 5 | 2 | 3 | |
| Urology | 4 | 2 | 4 | |

**Figure 2 Tissue specialties dissected by Training School participants locally within NHS Boards; data as of February 2019**

"I feel that the information provided was relevant to all individuals that are embarking on their BMS dissection training, which is the stage I am at. Overall, I found the Dissection School very useful for the baseline information that my in-house training will develop. It was a fantastic course that was extremely valuable."

**SPAN Annual Event 2018**

On 2nd November 2018, SPAN held its second national event. The event aimed to improve the knowledge and skills of the Pathology community, to inform best practice, provide an opportunity to learn, contribute and understand existing and new practice and technologies.

The programme covered four key themes:

- Embracing change in laboratory service, including moving towards regional working and movement to molecular technology and Digital Pathology.
- Developments in Pathology.
- Creating a Sustainable Scottish Pathology Service.
- Career development of medical and non-medical staff in Pathology

The event was well attended, with110 delegates Attendees included representatives from all Boards that host a Pathology service in Scotland, alongside a number of regions elsewhere in the UK, including the Greater Manchester Health and Social Care Partnership, Leeds University NHS Trust, NHS Northern England Northumbria Healthcare Trust and NHS England Midlands. Evaluation of the event is as follows:
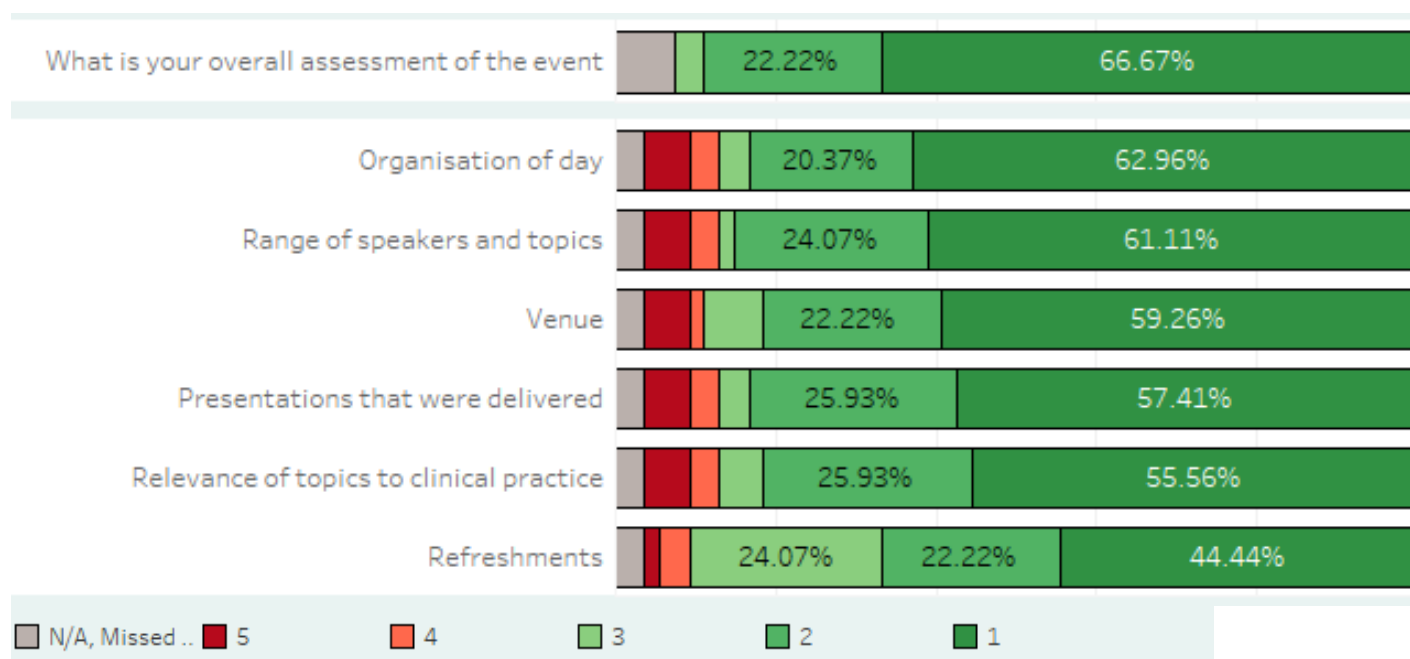


As a result, our stakeholder list has increased, and flyers will be sent across the UK for the Education Event being planned for November 2019, with "Sustainability" as the main theme.

## 4.5. Audit and Continuous Quality Improvement

**Workplan Objective 2018-04**
**Scope variation in 3 areas to support Demand Optimisation Phase II Workplan**

Representatives from the Pathology community continued to collaborate as the National Demand Optimisation work moved into phase II (Deliverable 3 of the Healthcare Science National Delivery Plan). SPAN's Data Group held its initial workshop in January 2018 to agree the data set to be extracted from 2017-18, including two additional questions (related to Megablocks and Appendix). Working together with the Demand Optimisation programme to identify and address pathology items for variation in practice, SPAN will support improvements in service provision.

The initial data collection for the laboratory Atlas of Variation focused on primary care test requesting.  To that end, despite many discussions it was difficult to identify what data SPAN could collect for inclusion in the atlas.  The most recent version has extended to include secondary care data and so SPAN have again

discussed how they could contribute to it.  At this point there are some significant differences between what is held in each LIMS system and so discussions around what to collect continue and SPAN data are not included in the latest version.

Mrs Jackie Walker has led on immunocytochemistry (ICC) requesting patterns data collection in breast, prostate, cervical and skin biopsies across NHSScotland. A final report highlighted significant variation in requesting, noting a number of specific recommendations for each Board to take this forward. Discussion with the disease specific subgroups regarding this survey is underway with appropriate specialist pathologist input.

**Workplan Objective 2017-10**
**Develop a Quality Improvement Strategy and support QI projects at local level**
This year marked further successful collaboration between SPAN's Network members and the Information Management Service (IMS) in relation to quality and performance benchmarking. The Pathology data set is the result of years of close working and provides a comprehensive picture of workforce issues, productivity and performance against key performance indicators.

Feedback from network members indicate the validated reports are highly valued; they are utilised for monitoring processes and outcomes, for benchmarking across NHS Scotland and to identify areas for improving quality. The final 2018-19 reports were shared at the Steering Group meeting in September. This year some laboratories faced a challenge in submitting their data on time and recommendations from a Lessons Learned exercise will be implemented in the coming year.

The data collected by SPAN also contributed to the Diagnostic Steering Group (DSG) Workforce Planning Group to develop a plan for a national diagnostic workforce. SPAN has also been given the opportunity to look at workforce demand trends over the coming year for a Scottish Government report on Workforce Planning due to having access to data that has been built up over the years.

A Quality Strategy was developed which outlines the approach SPAN is taking to improve quality in diagnostic pathology services. Successful quality improvement initiatives include testing of digital pathology and also increasing stakeholder involvement at strategic and operational level to improve SPAN's ability to effect change.

**4.6. Value**
**Workplan Objective 2018-06**
**Respond to emerging challenges - evaluation of new tests**
SPAN made good use of its capacity to consult with Pathology experts on the evaluation of new tests and technologies. A process has been established for emerging technology which ensures efficient consultation with the Pathology community, for example, in the implementation of companion diagnostics. This year the network  supported the development of a national approach to the use of Crizotinib in ROS1-positive non-small cell lung carcinoma and PD-L1 testing for patients presenting with stage IV urothelial carcinoma, supporting NHS Scotland to introduce new testing in a clinically effective and cost effective manner

# 5. Plans for the Year Ahead

The key priorities for SPAN for 2019-20 are:

**Workplan Objective 2019-05**
**SPAN will develop and contribute to a national training programme for extended BMS roles**
Following on from the success of the inaugural BMS Dissection Training School, a rolling programme of training is now taking place with the second intake scheduled for 13-17 May 2019. An audit of dissection time across Scotland and Advanced Practitioner roles will also take place and appropriate backfill arrangements will be implemented for all those taking part in the course. The aim of the course is to extend the role of BMS which will free up consultant capacity and alleviate the workforce pressures associated with consultant recruitment and retention issues. It will also reduce turnaround time and therefore improve patient pathways in defined areas.

SPAN has been successful in having its poster abstract accepted for the NHS Scotland event on 30th-31st May. It is one of 232 selected abstracts, highlighting the development of the Training School to support a sustainable Histopathology service.

**Workplan Objective 2019-03**
**SPAN will facilitate expansion of the number of BMS staff involved in diagnostic reporting.**
The development of transformational roles within the scientific workforce for BMS reporting in histopathology has the potential to address workforce capacity and alleviate pressures on histopathology services. SPAN will continue to explore options to support this transformational role but acknowledges the current staffing issues will delay short term development.

**Workplan Objective 2019-02**
**Support implementation of Digital Pathology in identified sites and create a plan for roll-out**
The Digital Pathology pilot is being extended for 6 months in Lothian and roll-out is commencing in NHS Ayrshire and Arran and also NHS Highland. A business case is being developed for NHS Greater Glasgow and Clyde. A contract for seven year provision of Digital Pathology is pending. Scottish Government is supportive of the project and is liaising with the National Planning Board to take this forward.

**Workplan Objective 2019-04**
**SPAN will engage with Cancer Managed Clinical Networks (MCNs) to ascertain what variation there is in diagnosis of some cancers and if this needs to be addressed.**
SPAN will continue to engage with Scottish Government Cancer Strategy Group to develop QPIs and also with the Scottish Government Cancer Waiting Times Group. Through these groups SPAN will have contributed to national cancer data that drives service planning and improvements in patient turnaround time in cancer.

**Workplan Objective 2019-06**
**SPAN will produce an education strategy that will help improve the knowledge and skills within the pathology community and its service users**
SPAN aims to improve the knowledge and skills within the pathology community and its service users which will improve and enhance skills and improve patient care. SPAN will capture evidence of learning to validate the strategy, with an audit being undertaken for BMS and Advanced Practitioners later in 2019.

**Workplan Objective 2019-07**
**SPAN will use the data it collects to match workforce capacity and demand**
SPAN will provide national current workforce data to regions as required and contribute to DSG recommendations on diagnostic workforce. A national workforce strategy has been identified which has been evidenced from SPAN workforce data workforce and skill mix. This will ensure that Demand and Capacity is met. This will include standardisation of jobs and specific roles and grade leading to improved patient care.

**Workplan Objective 2019-08**
**SPAN will be responsive to emerging challenges. SPAN will provide specialist advice on emerging tests, the evaluation of new tests, new technologies and workforce e.g PD-L1. SPAN will be aware of new technologies that contribute to modernising and improving patient services.**
By establishing strong links within the diagnostic community which has a clear governance structure, SPAN will be the recognised vehicle that identifies and assesses emerging test, the evaluation of new tests, new technologies and workforce.
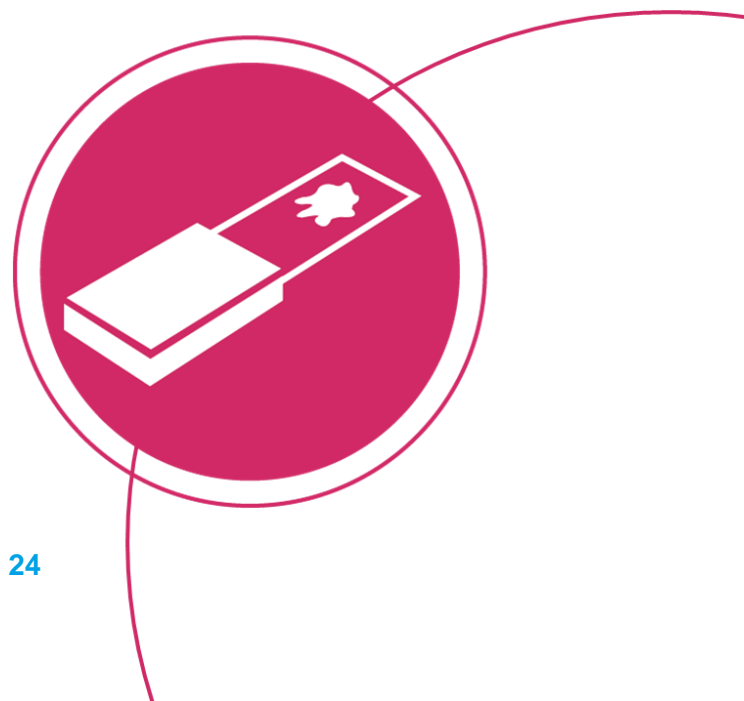
## 6. Detailed Description of Progress in 2018-19

*Insert updated Annual Workplan here, detailing their status as of 31 March of the reporting year. All network initiatives/projects mentioned in section 4 of the report must be listed in the Annual Workplan.*

| Objective Number | SMART Objective | Linked Dimensions of Quality | Planned start / end dates | Owner | Description of progress towards meeting objective as at 01/02/2019 | Anticipated Outcome | RAGB status |
|---|---|---|---|---|---|---|---|
| 1.<br><br>2018 – 01 | Review and update Communications Strategy | 1, 3, 4, 5 | 01/04/2018-<br><br>31/03/2019 | SPAN Programme Manager (DC) | Comms Strategy will continue to be reviewed to ensure engagement with stakeholders | By 2019 SPAN will be visible and integrated into the Pathology Community and with its stakeholders | B |
| 2.<br><br>2017 – 03 | Support implementation of Digital Pathology in two sites and create plan for roll-out | 1, 2, 3, 4, 5, 6 | 01/04/2017-<br>31/03/2019 | SPAN Scientific Manager (AW)<br><br>/ Dr Gareth Bryson (SPAN) | Philips has the contract for the pilot. NHS GGC and Lothian are testing technology.<br><br>3 Groups are engaging wider Pathology community in planning | By 2021 there will be a network of pathologists who are trained to report digitally | A |
| 3.<br><br>2018 - 02 | Collaborate with IMS to produce SPAN Quality and Performance Reports | 2, 3, 4, 5, 6 | 01/04/2018-<br>31/03/2019 | SPAN Scientific Manager (JW) | Data Group developing requirement for 2018-2019 data set | By 2019 NHS Boards will use data for effective benchmarking and to identify areas for improvement | B |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 4.<br><br>2018 - 03 | Progress National BMS Dissection Training business case to modernise workforce | 1, 2, 3, 4, 5, 6 | 01/04/2018-31/03/2019 | SPAN Scientific Manager (JW) | Implementation Group will deliver Training Programme 14th-18th May 2018.<br><br>Business Case to go to Board of Chief Execs 6th March | By 2019 SPAN will deliver a rolling National BMS Dissection Training programme | **B** |
| 5.<br><br>2017 - 07 | Produce business case for BMS reporting to modernise workforce | 4, 5, 6 | 01/04/2017-31/03/2019 | SPAN Scientific Manager (AW) | Options Appraisal has been drafted which will inform a Business Case<br><br>SPAN will continue to explore options to support this transformational role but acknowledges that the current staffing issue will delay short term development | By 2021 SPAN will facilitate expansion of the number of BMS staff involved in diagnostic reporting | **A** |
| 6.<br><br>2017 - 04 | Support utilisation of Voice Recognition software | 4, 5, 6 | 01/04/2017-<br><br>31/03/2019 | SPAN Scientific Manager (AW) | Supporting implementation of Voice Recognition and exploring Digital Pathology applications for Digital Dictation | The role of Voice Recognition will change with the development of a National Reporting System Linked to Digital Pathology role out which SPAN fully supports | **A** |
| 7.<br><br>2018 -04 | Scope variation in 3 areas to support Demand Optimisation Phase II workplan | 1, 2, 3, 4, 5 | 01/04/2018-31/03/2019 | SPAN Scientific Manager (JW) | Collaboration with Diagnostic Steering Group Demand Optimisation Phase II – focus on ICC, megablocks and appendix | By 2019 SPAN will use data to support improvements in reducing unwarranted variation | **B** |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 8. 2018 - 05 | Collaborate with Regional Cancer Networks to improve patient pathways | 1, 2, 3, 5, 6 | 01/04/2018-31/03/2019 | SPAN Lead Clinician (LM) | Ongoing liaison with the Regional Cancer Networks to identify variation and support improvements | By 2020 SPAN will be integrated with Regional Cancer Networks, Cancer waiting times group and Cancer quality group to improve patient pathways | | **B** |
| 9. 2018 - 06 | Respond to emerging challenges – evaluation of new tests | 1, 2, 3, 4, 5 | 01/04/2018-31/03/2019 | SPAN Lead Clinician/ Scientific Managers | Participation in emerging work streams, for example, in the implementation of companion diagnostics (ROS1) | By 2019 SPAN will utilise and build on the Pathology Framework for Decision Making | **A** | |
| 10. 2018 - 07 | Review and update Education and Training Strategy | 1, 2, 3, 4, 5 | 01/04/2017-31/03/2019 | SPAN Programme Manager (DC) | Education Strategy has been developed and will be reviewed by June 2018 | By 2019 SPAN will implement and review the Education and Training Strategy | | **B** |
| 11. 2018 - 08 | Identify and progress Block and Slide storage solutions | 2, 3, 4 | 01/04/2018-31/03/2019 | SPAN Scientific Manager (AW) | A Horizon-Scanning group has been formed to progress. Block and Slide scoping was carried out and will be repeated in 2018 to monitor<br><br>All sites have identified local solutions so a national solution was not required. | should this come out as Local Solutions are going ahead | | **B** |
| 12. 2018 - 09 | Collaborate with hospital mortuary services to scope issues and identify potential solutions | 1, 2, 4, 6 | 01/04/2018-31/03/2019 | SPAN Scientific Manager (AW) | A mortuary sub-group has been formed to progress. A detailed survey has been issued to scope issues and solutions facing hospital mortuary services | By 2019 SPAN will support solutions facing hospital mortuary services | | **B** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 13.<br><br>2017-12 | Establish Andrology Group to develop guidance on meeting ISO standards | 1,2,3,4,5,6 | 01/04/2017-31/03/2019 | SPAN Scientific Manager (AW) | Initial Andrology Group meeting 08/11/2017 | By 2019 SPAN will have established the Andrology Group TOR, Group Actions and Education Events | B |
| 14.<br><br>2017 - 10 | Develop a Quality Improvement Strategy and support QI projects at local level | 1, 2, 3, 4, 5, 6 | 01/04/2017-31/03/2019 | SPAN Programme Manager (DC) | A Quality Strategy has been drafted. Robust local and all-Scotland data will inform areas for quality improvement | By 2020 SPAN will identify areas for Continuous Quality Improvement, articulated through a Data and Measurement plan to demonstrate intended improvements year on year | B |
| 15.<br><br>2017-11 | Engage with Regional Diagnostic Groups to ensure national approach | 3,4 | 01/09/2017-31/03/2019 | SPAN Lead Clinician/<br><br>Scientific Managers | SPAN Lead Clinician/Scientific Managers to participate in Regional Diagnostic Group meetings | By 2019 SPAN will collaborate with Regional Diagnostic Groups regarding joint work plans | B |
| 16.<br><br>2018 - 10 | Engage with NHSScotland Shared Services through Data, IT and Design Groups | 2, 3, 4, 5, 6 | 01/04/2018-31/03/2019 | SPAN Lead Clinician/ Scientific Managers | SPAN currently has representation on the 3 Shared Services groups (IT, Data and DSM Design) | By 2019 SPAN will collaborate with Shared Services on planning for future service model including Datamart, IT and Design | B |

## 7. SPAN Workplan 2019-20

| Objective Number | Smart Objective | Planned start/ end dates | Detailed Plan Available / Owner | Description of progress towards meeting objective as at 31.03.2019 | Anticipated Outcome | RAGB status |
|---|---|---|---|---|---|---|
| **1. Effective Network Structure and Governance** [linked to Quality Dimensions 3,4,5,6] | | | | | | |
| 2019- 01 | The network will organise 3 Steering Group and each sub-group meetings as required by 2020 to ensure effective delivery of the 2019-20 workplan. | 01/04/2019-31/03/2020 | Steering Group and subgroup member-ship | Steering Group meetings are planned for 2019-20 and sub-groups are arranged throughout the year | Effective delivery of the SPAN network workplan to ensure continuation of progress | **G** |
| **2. Service Development and Delivery** [linked to Quality Dimensions 1,2,3,4,5,6] | | | | | | |
| 2019-02 | Support implementation of Digital Pathology in identified sites and create plan for roll-out | 01/04/2019-31/03/2020 | SPAN Scientific Manager (AW) / Dr Gareth Bryson (SPAN) | Identify sites that are able to roll out digital pathology and identify which histopathology specimens can be viewed digitally. SPAN will provide expertise and facilitate development of the full business case with the pathology community with Scottish Digital pathology pilot | By 2021 there will be a network of pathologists who are trained to report digitally | **G** |

| Objective Number | Smart Objective | Planned start/ end dates | Detailed Plan Available / Owner | Description of progress towards meeting objective as at 31.03.2019 | Anticipated Outcome | RAGB status |
|---|---|---|---|---|---|---|
| 2019-03 | SPAN will facilitate expansion of the number of BMS staff involved in diagnostic reporting | 01/04/2019-31/03/2020 | SPAN Scientific Manager (AW) | SPAN will continue to explore options to support this transformational role but acknowledges the current staffing issue will delay short term development | The development of transformational roles within the scientific workforce for BMS reporting in histopathology has the potential to address workforce capacity and alleviate pressures on histopathology services. SPAN will continue to explore options to support this transformational role but acknowledges that the current staffing issue will delay short term development | G |
| **3. Stakeholder Communication and Engagement** [linked to Quality Dimensions 1,3,4,5,6] | | | | | | |
| 2019-04 | SPAN will engage with Cancer Managed Clinical Networks (MCNs) to ascertain what variation there is in some cancers and if this needs to be addressed | 01/04/2019-31/03/2020 | SPAN Lead Clinician | SPAN will continue to engage with Scottish Government Cancer Strategy Group to develop QPIs.<br><br>SPAN will continue to engage with Scottish Government Cancer Waiting Times Group. | SPAN will have contributed to national cancer data that drives service planning and improvements in patient turnaround time in cancer. | G |

| Objective Number | Smart Objective | Planned start/ end dates | Detailed Plan Available / Owner | Description of progress towards meeting objective as at 31.03.2019 | Anticipated Outcome | RAGB status |
|---|---|---|---|---|---|---|
| **4. Education** [linked to Quality Dimensions 1,2,3,4,5,6] | | | | | | |
| 2019-05 | SPAN will develop and contribute to a national training programme for extended BMS roles | 01/04/2019-31/03/2020 | SPAN Scientific Manager (JW) | Rolling programme of training takes place.<br><br>Audit of dissection time across Scotland and Advanced Practitioner role takes place<br><br>Appropriate backfill arrangements will be implemented | All Health boards will have the ability to extend BMS roles.<br><br>A national training programme for extended BMS roles will have been established. This will free up consultant capacity and alleviate the workforce pressures associated with consultant recruitment and retention issues.<br><br>This will reduce turnaround time and therefore improve patient pathways in defined areas. | G |
| 2019-06 | SPAN will produce an education and training strategy that will help improve the knowledge skills within the pathology community and its service users | 01/04/2019-31/03/2020 | Programme Manager/ SPAN Core Team | SPAN will capture evidence of learning to prove validity of strategy. | SPAN will have improved the knowledge skills within the pathology community and its service users.<br><br>This will improve and enhance skills and improve patient care. | G |

| Objective Number | Smart Objective | Planned start/ end dates | Detailed Plan Available / Owner | Description of progress towards meeting objective as at 31.03.2019 | Anticipated Outcome | RAGB status |
|---|---|---|---|---|---|---|
| **5. Audit and Continuous Quality Improvement** [linked to Quality Dimensions 1,2,3,4,5,6] | | | | | | |
| 2019-07 | SPAN will use the data it collects to match workforce capacity and demand | 01/04/2019-31/03/2020 | SPAN Data Group | SPAN will provided national current workforce data to regions as required, and contribute to DSG recommendations on diagnostic workforce. | SPAN will have improve national workforce planning and profiling.<br><br>A national workforce strategy will be identified which has been evidence from the SPAN workforce data workforce numbers and skill mix. This will ensure that Demand and Capacity is met. Standardisation of jobs and specific roles and grade leading to improved patient outcomes. | G |

| Objective Number | Smart Objective | Planned start/ end dates | Detailed Plan Available / Owner | Description of progress towards meeting objective as at 31.03.2019 | Anticipated Outcome | RAGB status |
|---|---|---|---|---|---|---|
| 2019-08 | SPAN will be responsive to emerging challenges. SPAN will provide specialist advice on emerging tests, the evaluation of new tests, new technologies and workforce e.g. PD-L1.<br><br>SPAN will be aware of new technologies that contribute to modernising and improving patient services. | 01/04/2019-31/03/2020 | SPAN Core Team | Establish strong links within the diagnostic community which has clear governance structure | SPAN will be responsive to emerging challenges and has the capacity to address them e.g PD-L1.<br><br>SPAN will be the recognised vehicle that identifies and assesses emerging test, the evaluation of new tests, new technologies and workforce. | G |

**6. Value** [linked to Quality Dimensions 1,2,3,4,5,6]

# Appendix 1: Steering Group Membership

| | | |
|---|---|---|
| Dr Gareth Bryson | Consultant Pathologist | NHS Greater Glasgow and Clyde |
| Mr Michael Burns | Biomedical Scientist | NHS Dumfries and Galloway |
| Dr Lorna Cottrell | Consultant Pathologist | NHS Ayrshire and Arran |
| Ms Dawn Currie | Network Programme Manager | NNMS, NSD |
| Ms Suzanne Ferra | Biomedical Scientist | NHS Forth Valley |
| Ms Adele Foster | Biomedical Scientist | NHS Dumfries and Galloway |
| Dr Frances Gallacher | Consultant Pathologist | NHS Lanarkshire |
| Dr Natasha Inglis | Consultant Pathologist | NHS Highland |
| Dr Peter Johnston | Honorary Consultant Pathologist | |
| | Chair of Diagnostics Training Board | Workforce/Postgraduate Training |
| Ms Amanda Malham | Biomedical Scientist | NHS Lothian |
| Dr Elizabeth Mallon | Consultant Pathologist | NHS Greater Glasgow and Clyde |
| Dr Stanford Mathe | Consultant Pathologist | NHS Dumfries and Galloway |
| Dr Marie Mathers | Consultant Pathologist | NHS Lothian |
| Ms Debbi McEwan | Biomedical Scientist | NHS Ayrshire and Arran |
| Dr Nadja Melquiott | Clinical Lead for Pathology | NHS Forth Valley |
| Dr Graeme Murray | Honorary Consultant Pathologist | NHS Grampian |
| Dr Tim Palmer | Consultant Pathologist/ | |
| | Lead Clinician | NHS Highland/Scottish Cervical Cytology Consortia |
| Dr Maeve Rahilly | Consultant Pathologist | NHS Fife |
| Ms Louise Reid | Biomedical Scientist | NHS Grampian |
| Ms Emily Ross | Network Programme Support Officer | NNMS, NSD |
| Mr Derek Selbie | Biomedical Scientist | NHS Fife |
| Mr Andrew Soden | Biomedical Scientist | NHS Highland |
| Mr Dave Toppping | Biomedical Scientist | NHS Tayside |
| Ms Jackie Walker | Technical Services Manager | NHS Greater Glasgow and Clyde |
| Mr Allan Wilson | Biomedical Scientist/ | |
| | Laboratory Manager | NHS Lanarkshire/Scottish Cervical Cytology Consortia |
| Dr Jennifer Wilson | Consultant Pathologist | NHS Tayside |

# Appendix 2: Finance

## SPAN Financial Information

| Job description | Account description | 18/19 |
|---|---|---|
| SPAN | CATERING NON TAXABLE | £112.00 |
| | CONVENIENCE FOODS | £25.00 |
| | HIRE OF ROOMS FOR MEETINGS | £6,198.12 |
| | OTHER OPERATING INCOME | -£1,500.00 |
| | OTHER PRINTING  STATIONERY | £1,343.85 |
| | OTHER PROVISIONS | £428.14 |
| | OTHER STATIONERY | £16.60 |
| | PROFESSIONAL FEES - OTHER | £83.33 |
| | TRAVEL  SUBSISTENCE | £97.50 |
| Grand Total | | £6,804.54 |



Type
- PROFESSIONAL FEES - O..
- OTHER OPERATING INCO..
- CONVENIENCE FOODS
- CATERING NON TAXABLE
- TRAVEL  SUBSISTENCE
- OTHER STATIONERY
- OTHER PROVISIONS
- OTHER PRINTING  STATI..
- HIRE OF ROOMS FOR ME..
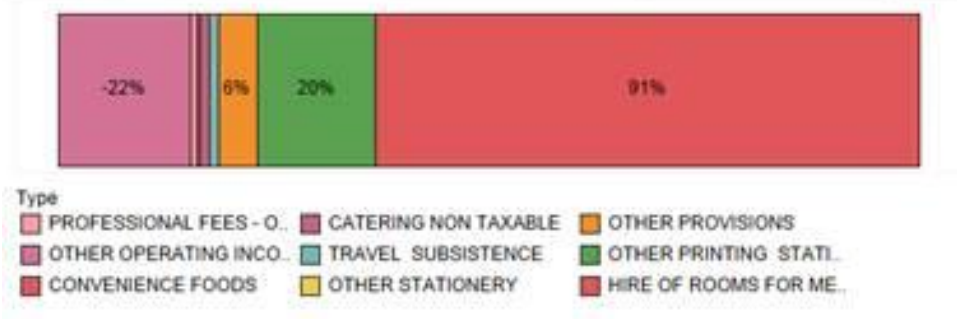
As can be seen from the figures above, 91% of SPAN's total spend was on hire of rooms for meetings. This was due to the high cost of the Annual Event venue and also due to the 3 Steering Groups taking place in a hotel in Perth. 20% of the budget - £1343.85, was spent on printing stationery. This amount was higher than usual due to the success of the NNMS roadshows where promotional materials are available for all the attendees e.g post-its.  Other operating income is due another £500 from a Sponsor from the SPAN Annual Event in November 2018. If the additional  amount for printing stationery and the sponsor money are considered, the revised total spend would be £4960.69.

## Appendix 3: Mortuary Review Recommendations

### Annual monitoring of the number of pathologists active in the post mortem room
The declining number of post mortems has increased the risk to maintaining competence for pathologists and mortuary staff. This will be collected as part of the annual SPAN data collection.

### Annual monitoring of the number of pathologists active in specialist areas such as paediatrics and neuropathology
There are only small numbers of pathologists across Scotland who practice in specialist areas. Centralisation has already occurred regionally but this service is fragile due to small numbers and recruitment difficulties.

### Annual recording of the number of trainee pathologists sitting the CHAT
This will be collected as a separate section in the annual SPAN data collection for staff in training, also to cover biomedical scientists, pathologists and mortuary staff.

### Consider arranging a meeting with the Fiscal service to discuss long term plans for the Fiscal PM service across Scotland
The delivery of the Fiscal service is closely linked to the hospital post mortem service. If the Fiscal contract is terminated this will threaten the viability of the hospital post mortem service. Many NHS Boards are currently operating under month to month contracts with the Procurator Fiscal.

### Discuss with SPAN the arrangements for bariatric storage and post mortems on bariatric bodies.
It is clear from the responses that some NHS Boards do not have adequate facilities for storage of bariatric bodies or post mortems on these cases. NHS Boards should be encouraged to enter into SLA's with neighbouring Boards with suitable facilities.

### Discuss with SPAN the arrangements for bodies that need to be placed in freezer units
As above, the facilities for storing long stay bodies are varied across the country. SLA's with other Boards should be considered.

### Encourage NHS Boards to consider workforce plan for mortuary staff
Many mortuary staff (including APT staff and consultant pathologists) are forecast to retire over the next ten years. NHS Boards should assess future plans for service delivery and ensure there is a sufficient number of trained staff.

### National approach to retention of fresh tissue for genetic counselling
There have been requests for storage of tissue from relatives of patients who have died from genetic conditions. The larger centres already provide this facility for paediatric cases.