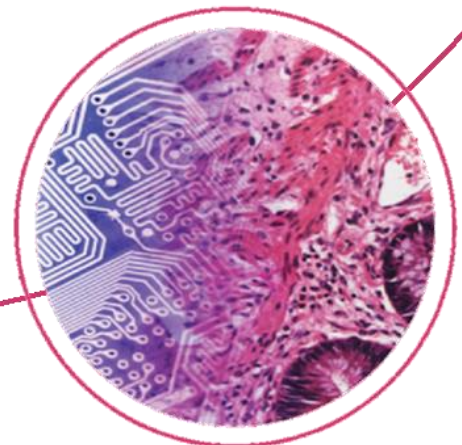


**Scottish Pathology Network (SPAN)**  
**ANNUAL REPORT 2019/20**



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## 1. Executive Summary

SPAN has developed and progressed an exciting and challenging workplan over the course of the last year.

The 2019-20 workplan was driven forward effectively through a collaboration of the Core Team, the Steering Group and members of the network subgroups.

Successes of 2019-20 include:

- Following on from the successful inaugural BMS Dissection Training School, a second cohort took place in May 2019. The rolling programme will continue into 2020 with the aim of freeing up consultant capacity and alleviating the workforce pressures associated with consultant recruitment and retention issues. A poster on BMS Dissection won second place in the poster awards at the NHS Scotland Healthcare Science event in June.
- SPAN continuing its successful collaboration with Information Management Services (IMS) in the collection and presentation of high quality data which provides information on workforce and workload in each region. The data was presented at the Steering Group in September. The reports for each NHS Board very well received and there has been good discussion on how to progress the issues highlighted.
- SPAN continuing to explore options to consider the BMS role in reporting, but acknowledging the current staffing issues will delay short term development.
- On 1<sup>st</sup> November 2019, SPAN held its third 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. SPAN supporting the ongoing development of the Distributed Services Model for laboratory services through engagement with the National Laboratories Programme (NLP). SPAN is keen to ensure lab staff have opportunity for engagement in the process which will see a Business Case for the future pathology service developed and presented to NHS Board Chief Executives. To this end, SPAN is working with the NLP team to facilitate a series of workshops.
- Continuing to work jointly with the NHS Scotland National Laboratories Programme and Philips, along with collaboration from each region, to progress the Business Case for Digital Pathology
- SPAN continuing to contribute to national cancer data that drives service planning and improvements in patient turnaround time in cancer. This engagement has also helped SPAN to see the pathology department in the wider context of patient pathways, understanding the crucial role cell path plays and how this might be improved.
- An area of particular success has been the Communication Strategy with all the deliverables being met in 2019-20: including maintaining 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.
- SPAN representatives continuing their collaboration with the Demand Optimisation programme to identify and address variation in practice. SPAN will support improvements in service provision.

The network is grateful for the leadership of Dr Liz Mallon as Lead Clinician and Mrs Jackie Walker as Network Scientific Manager until November 2019. The network has welcomed Dr Stuart Thomas as new Lead Clinician and Ms Amanda Malham as Network Scientific Manager from December 2019. The network also benefitted from having Mr Allan Wilson as Network Scientific Manager throughout the year.

The priorities for the SPAN network for the coming year are:

- Continue with the annual data collection exercise to match workforce capacity and demand
- To develop and contribute to a national training programme for extended BMS roles
- To undertake an audit of the current number of BMS reporters across Scotland and explore the barriers to more staff taking on this role.

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- Engage with the new, emerging strategic governance structure for diagnostic services in Scotland.
- Support the National Labs Programme with the development of a Business Case for Digital Pathology.
- Undertake a number of standardisation projects in line with National Labs Programme requirements. SPAN will mobilise specialty subgroups to ensure standardisation work is driven by experts. Assist in the shaping of the business case for the National Labs Programme Cell Pathology Service Review through contributing to the short life working group, attending national workshops and progressing standardisation.
- Continue to share information to equip departments to tackle COVID 19 issues and support the recovery period

Since February 2020, understandably NHS Scotland's priority has been to prepare for and deal with COVID-19 impact and this has seen clinical and other resource diverted from network activity. The network has undertaken an exercise to not only capture the impact of this unprecedented situation on the current reporting period but also to assess the likely impact on delivery of the 2020/2021 workplan. All network activity requiring clinician input has been temporarily suspended due to re-deployment of clinical staff to other roles and lack of capacity to contribute. SPAN's main role in COVID-19 management is preparation of additional mortuary capacity so there is a possibility that, once this task is complete, some staff will have capacity to participate in network activity. The May 2020 BMS Training school has been suspended as has the May Steering Group meeting. All National Lab Programme activity has been suspended and SPAN will liaise with the NLP team later in the year to help support re-commencing this work.

## 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 a Lead Clinician and Scientific Manager. During 2019 the SPAN core team changed with Dr Stuart Thomas replacing Dr Liz Mallon in December 2019 and Ms Amanda Malham replacing Mrs Jackie Walker at the same time. SPAN was also supported by Mr Allan Wilson as Scientific Manager until March 2020. Ms Amanda Malham will now contribute 2 PA sessions a week to support the network workplan.

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

## 4.2. Service Development and Delivery

### Support implementation of Digital Pathology in two sites and create a plan for the roll-out

Working jointly with NHS Scotland National Laboratories Programme (NLP) and Philips, SPAN members supported innovative testing of Digital Pathology in NHS Lothian and NHS Greater Glasgow and Clyde. SPAN members also assisted the Digital Pathology Lead, Dr Gareth Bryson (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. This work is now being governed through the NLP and SPAN members will continue to support this work. Voice Recognition software is also being supported in this workstream.

### 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. This engagement has also helped SPAN to see the pathology department in the wider context of patient pathways, understanding the crucial role cell path plays and how this might be improved.

### Gynaecology Pathology Subgroup

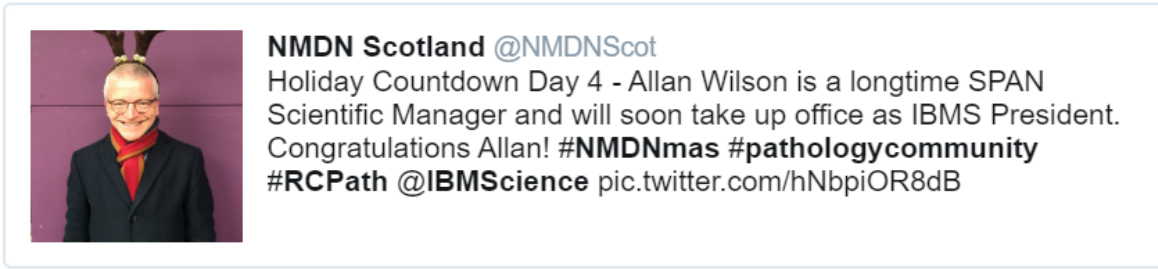
A new Gynaecology Pathology Subgroup was established in November 2019 to provide a national forum for gynaecological pathology education, standardisation and promoting best practice.

## 4.3. Stakeholder Communication and Engagement

An area of particular success for SPAN has been the Communication Strategy with the following network deliverables being achieved in 2019-20:

- The SPAN website was kept up to date, ensuring that it was informative and user friendly for stakeholders
- A quarterly newsletter was produced and as well as being sent via email, was published on the website, to ensure stakeholders were kept informed of work being carried out by SPAN
- Mailing lists were maintained and updated throughout the year
- NNMS supports the networks by hosting roadshows across the country to raise awareness about the diagnostic networks and boost their engagement with frontline staff. Twelve roadshows were held in a number of laboratory sites as well as at a number of conferences, including NHS Scotland's annual Healthcare Science event where attendees had the opportunity to comment on SPAN's five-year vision and help develop it further. SPAN material and information was distributed at all of the roadshows.

The NMDN Twitter account has grown from 579 followers to 714 in the past year. Overall, NMDN tweets have an average 861 impressions (the number of times a tweet shows up in somebody's timeline) and 23 engagements (people who have seen / clicked on / retweeted or liked) per tweet. SPAN has been very active on twitter with the hashtags #SPAN and #pathologycommunity. SPAN were also well represented in the virtual Advent Calendar, which received positive feedback and gained new followers among the pathology community. The tweet with the highest number of impressions for the whole year was of SPAN's scientific manager as featured in the advent calendar.



<b>Impressions</b> times people saw this Tweet on Twitter	<b>3,328</b>
<b>Total engagements</b> times people interacted with this Tweet	<b>97</b>

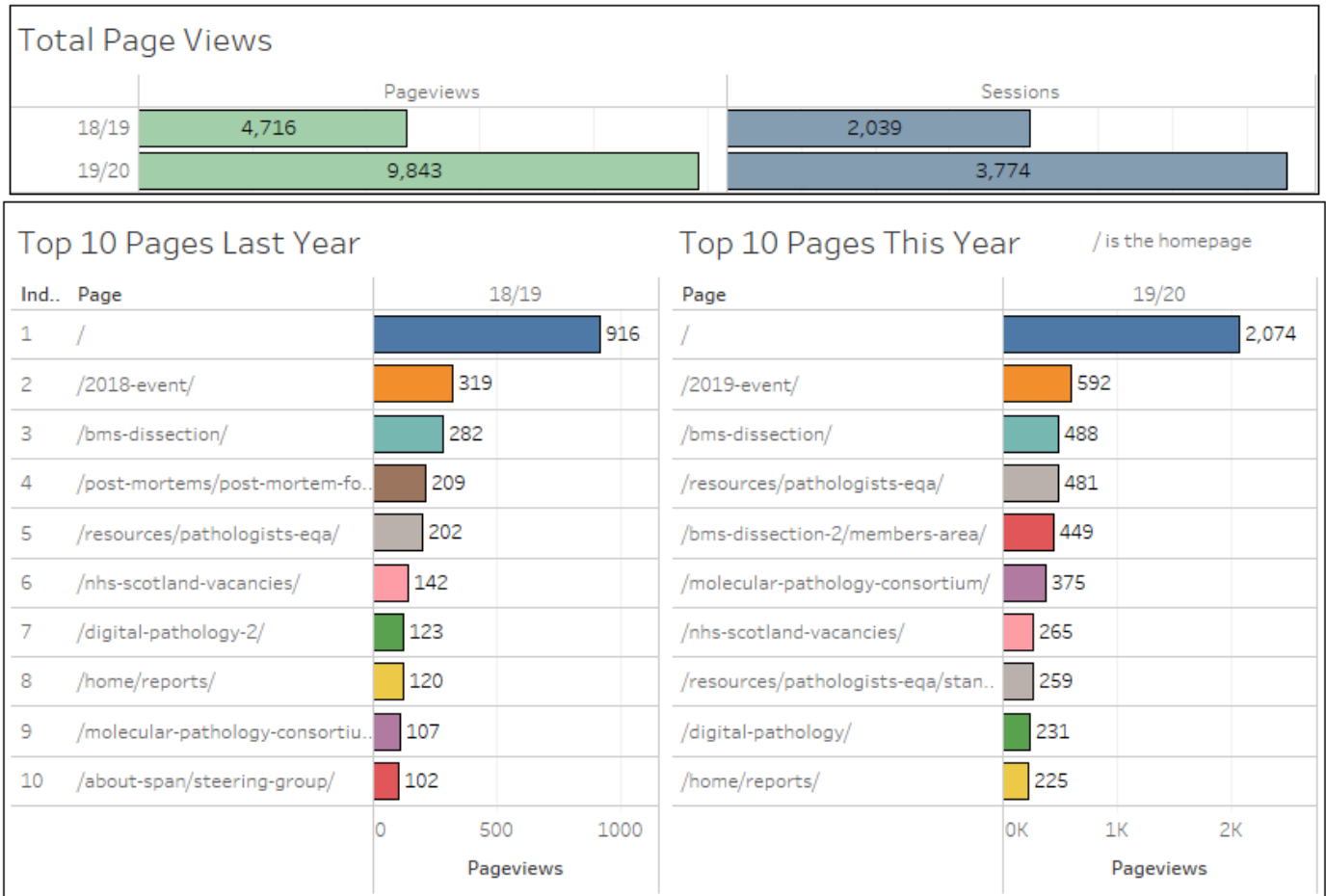
The SPAN event was also very well broadcast. Tweets on the day of the event amassed 11,406 Twitter impressions and 393 engagements. The hashtag created for the event #SPANSustainability was also used by delegates throughout the day. It was mentioned 28 times.

The SPAN website continues to be a good method of engaging with the community. As can be seen from the charts below, SPAN's website continues to attract more and more viewers each year.



Chart 1

Full year report: from 1/4/19 > 31/3/20



**Engage with NHS Scotland National Laboratories Programme service review**

SPAN has continued to support the work of the NLP team to implement a distributed service model for laboratory services in Scotland. In this year, the business case was approved and cell path chosen for the first service review. SPAN members were involved in developing the programme up to submission of the business case and have continued to provide resource and expertise to the team. The NLP’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. SPAN members are actively engaged with this work going forwards with wide representation at the first NLP Workshop in December 2019. The SPAN Core Team have worked with the NLP Project Management Team to develop a Laboratory Manager survey and a Staff Engagement survey.

**4.4. Education**

**Progress National BMS Dissection Training business case to modernise workforce**

The second BMS Dissection Training School took place **13<sup>th</sup> – 17<sup>th</sup> May 2019** at the Queen Elizabeth University Hospital, Glasgow.

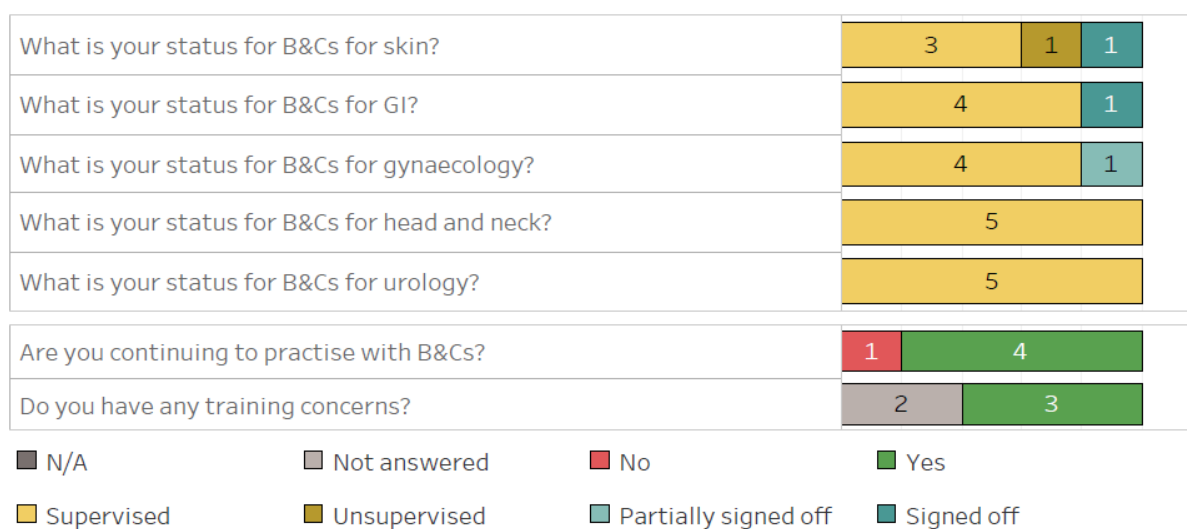


The School presented the ideal opportunity to enable new dissectors to obtain initial training in the practicalities of dissection, and also become familiar with the principles and clinical governance in laboratories.

An excellent Training School programme was developed to provide theoretical training and a basic practical overview of all of the main tissue specialities in Histopathology, and was intended to equip attendees with a strong basis from which to continue their dissection training. BMS are trained to perform the histological dissection of tissues and organs in specimen categories B and C, as defined in the Royal College of Pathologists. A training schedule has been developed to indicate the number of hours of training and Consultant Pathologists support post school that is required for competency. Training includes observation of the pathologist, or delegated individual, performing the dissection; direct supervision by the pathologist during specimen dissection; indirect supervision with the pathologist available for advice and review; slide/case review with supervising pathologist.

An interval audit to establish BMS dissection at local Boards has been carried out. Participants of the Training School are 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 anticipated.

Chart 2: Interval audit results



### SPAN Annual Event 2019

On 1<sup>st</sup> November 2019, SPAN held its third 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.

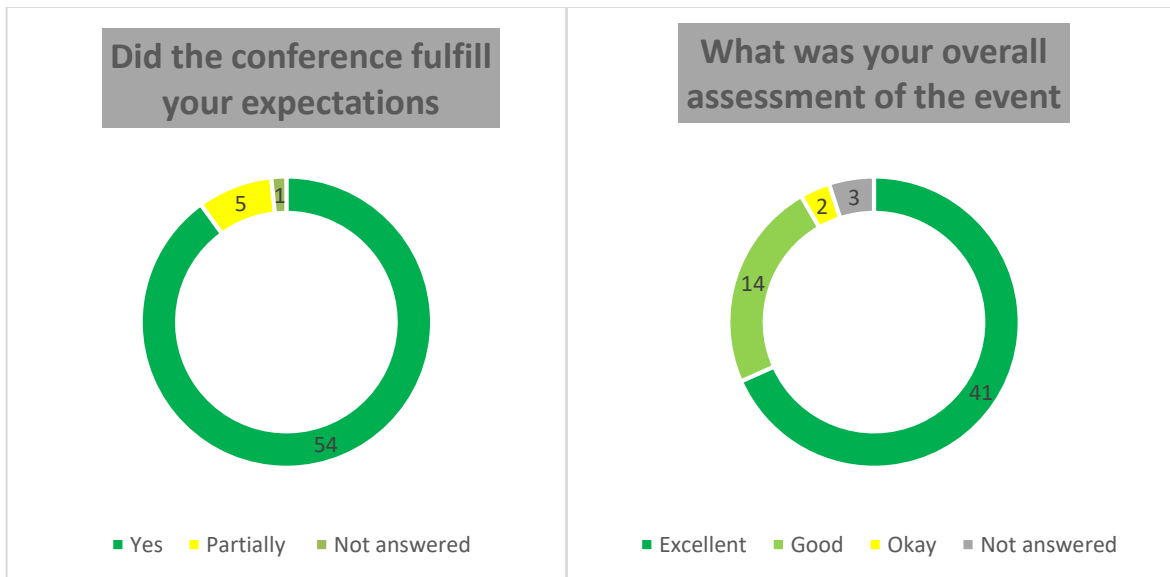
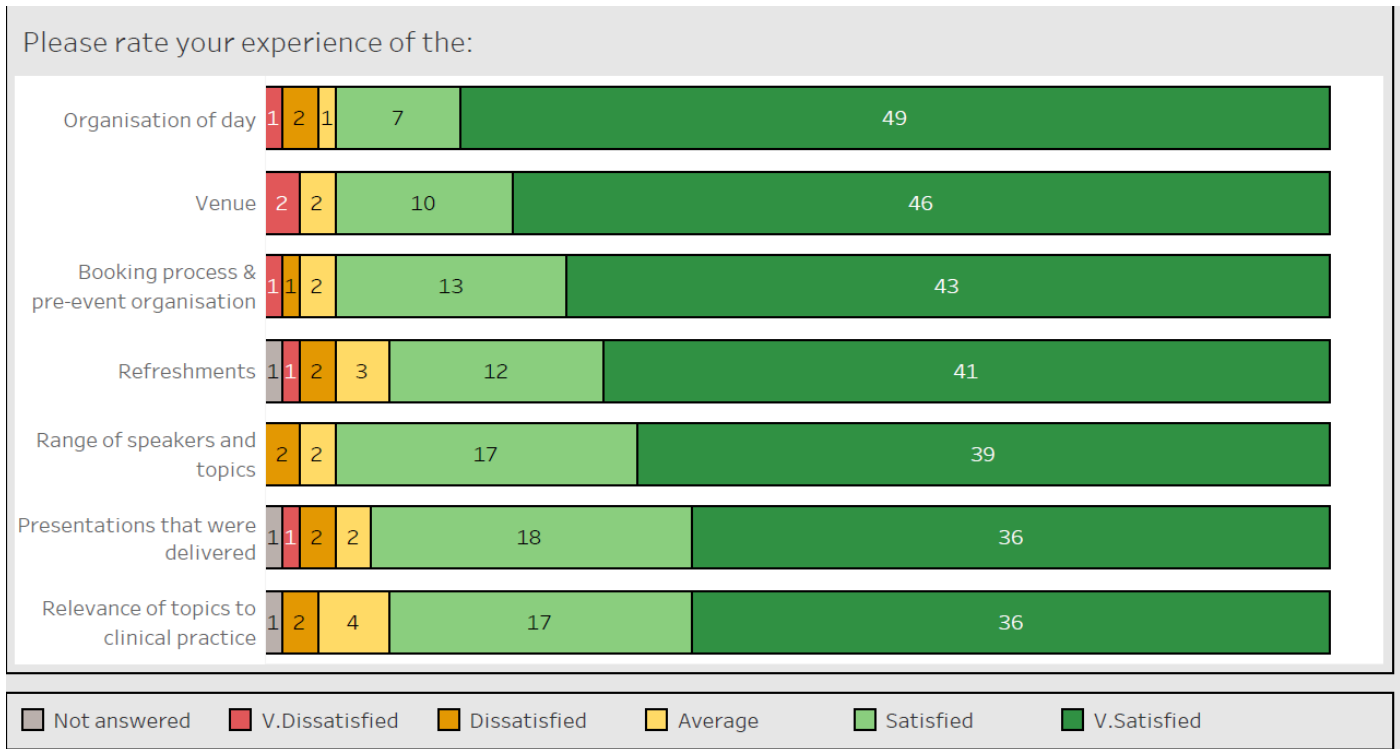
Under the overall theme of sustainability, the programme covered four key areas:

- Creating a sustainable pathology service
- Environmentally friendly histopathology
- Development and quality improvement from the ground up
- Digital pathology

The event was well attended, with 121 delegates. The event was very well received with the majority of delegates rating the event as very good or excellent. The event programme was dynamic and varied, with an impressive array of speakers covering all major strategic initiatives.

Attendees included representatives from all Boards that host a Pathology service in Scotland, alongside a number of regions elsewhere in the UK. Evaluation of the event was as follows:

Chart 3: SPAN event evaluation results



The event provided an excellent opportunity for networking and discussion.

Continue with good comprehensive, and relevant programme. Good for all staff grade. Thanks.

Networking opportunities good. Several examples of how you dream up systems and processes and then tell people to link in with these miss the point that people are in the centre of services and care about their services. Stuart Thomas was very refreshing and suitably questioning.

#### 4.5. Audit and Continuous Quality Improvement

##### Scope variation in 3 areas to support Demand Optimisation Phase II Workplan

The Scottish Atlas of Variation for Diagnostic Laboratory Tests continues to collect data on primary test requesting. Despite extensive discussion, it has been decided by the SPAN Steering Group members that there are no potential pathology candidate tests that may be included.

However, representatives from the pathology community continue to collaborate with the programme by actively engaging in identifying and progressing 'internal' Demand optimisation projects. Data collection on the ratio of appendix blocks to appendix cases demonstrated variation across health boards, which led to an audit of appendectomy sampling in NHS Lanarkshire. Data collection on endoscopies which resulted in pathology receiving a biopsy also demonstrated a big variation between health boards which may not be solely attributable to clinical factors/different patient populations. An initial enquiry into the correlation of number of placental blocks, placentas and number of births has identified the need for further in depth investigation. In order to combat a national shortage of consultant pathologists and improve local turnaround times for histopathology, NHS Forth Valley have embarked on two separate projects: training of BMS to carry out specimen dissection and the implementation of a voice recognition system for diagnostic reporting, with promising results reported to date.

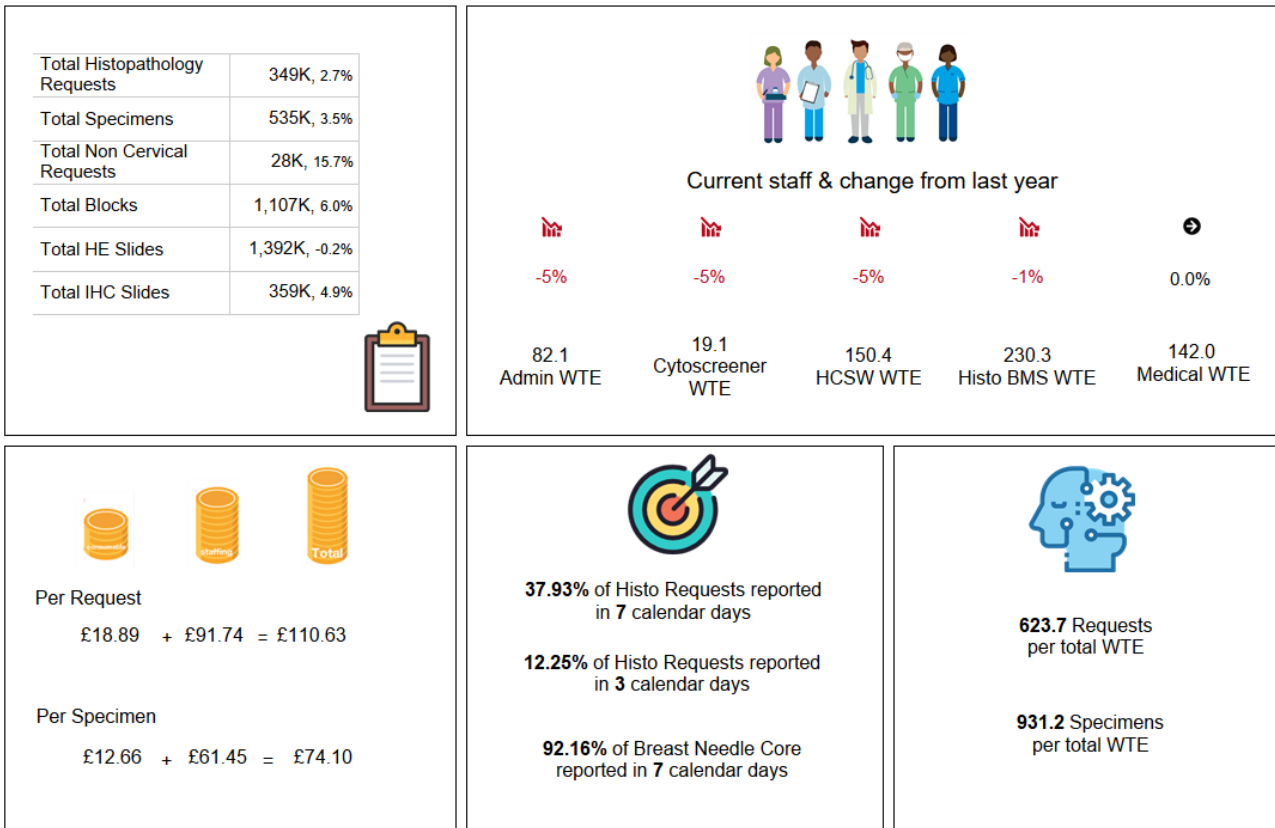
##### Develop a Quality Improvement Strategy and support QI projects at local level

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. The report provides insight in to performance of individual pathology labs, set in the context of other NHS Boards. Some data are also displayed against the Royal College of Pathology turn around times. The SPAN Core Team provides individual feedback to each Board. The chart below illustrates some of the key points from the 2019 data collection exercise, showing workforce variance from the 2018 data.

Chart 4: Pathology Dashboard

2 NHS Scotland Dashboard

This dashboard shows the changes in key metrics from the last financial year.



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 2018-2019 reports were shared at the Steering Group meeting in September.

The data collected by SPAN also contributed to the Diagnostic Steering Group (DSG) Workforce Planning Group. A multi-disciplinary group was formed with SPAN well represented. Data was collected and analysed to present an accurate picture of the laboratory workforce. This was then developed into a series of recommendations to develop the future workforce and a report published.

<https://www.ims.scot.nhs.uk/wp-content/uploads/2019/12/DSG-WFP-Final-Report-v1.pdf>) SPAN has incorporated ongoing data collection for this into its annual collection and looks forward to supporting the implementation of the recommendations.

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 levels to improve SPAN's ability to effect change.

4.6. Value

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 PD-L1 testing for patients presenting with Triple Negative Breast Cancer, supporting NHS Scotland to introduce new testing in a clinically effective and cost effective manner. The network also responded to requests from the Scottish Medicine Consortium to review and validate advice around the use of PD-L1 testing for unresectable recurrent head and neck squamous cell carcinoma.

### 5. Plans for the Year Ahead

The key priorities for SPAN for 2020-21 are:

#### **COVID-19 Crisis**

Since February 2020, understandably, NHS Scotland priority has been to prepare for and deal with COVID-19 impact and this has seen clinical and other resource diverted from network activity. SPAN will help support laboratories as demand for histopathology services increases during the recovery period. SPAN will also continue to use their communication channels for information sharing across laboratories.

#### **SPAN will develop and contribute to a national training programme for extended BMS roles**

Following on from the success of the first BMS Dissection Training School, a rolling programme of training is now taking place with the third intake was scheduled for May 2020, but this is currently on hold due to the COVID-19 crisis. It is hoped that the Training School will run later in the year. 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 will explore 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.

#### **Support implementation of Digital Pathology in identified sites**

SPAN will continue to support NLP with the development of a Business Case for Digital Pathology, and will provide professional expertise while continuing to promote the technology as an integral part of future pathology services and ensuring engagement with the pathology community. SPAN will be a key stakeholder in the development of an implementation plan.

#### **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 times in cancer.

#### **SPAN will produce an education strategy that will support further development of 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 in 2020.

#### **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, specific roles and grades, leading to improved patient care.

**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 2019-20

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at February 2020	Anticipated Outcome	RAGB status
<b>1. Effective Network Structure and Governance</b> [linked to Quality Dimensions 3,4,5,6]						
2019- 01	The network will organise 3 Steering Group meetings and 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 membership	Steering Group meetings were held in May '19, September '19 and February '20	Effective delivery of the SPAN network workplan to ensure continuation of progress	<b>B</b>
<b>2. Service Development and Delivery</b> [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 are working with the National Laboratory Programme to 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	<b>B</b>



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Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at February 2020	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	<b>A</b>

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Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at February 2020	Anticipated Outcome	RAGB status
2019-04	SPAN will facilitate a new Gynaecology sub-group within the network	01/07/2019-31/03/2020	SPAN Programme Manager/ Programme Support Officer	A Gynaecology Group was established in November 2019	SPAN will assist with ensuring Gynaecological pathology services are consistent throughout Scotland	<b>B</b>
<b>3. Stakeholder Communication and Engagement</b> [linked to Quality Dimensions 1,3,4,5,6]						
2019-05	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 continue to engage with Scottish Government Cancer Strategy Group to develop QPIs. SPAN 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.	<b>B</b>
<b>4. Education</b> [linked to Quality Dimensions 1,2,3,4,5,6]						
2019-06	SPAN will develop and contribute to a national training programme for extended BMS roles	01/04/2019-31/03/2020	SPAN Scientific Manager (JW)	BMS Training School was held in May 2019 Audit of dissection time across Scotland and	All Health boards will have the ability to extend BMS roles. A national training programme for	<b>B</b>

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Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at February 2020	Anticipated Outcome	RAGB status
				<p>Advanced Practitioner role takes place</p> <p>Appropriate backfill arrangements will be implemented</p>	<p>extended BMS roles will have been established. This will free up consultant capacity and alleviate the workforce pressures associated with consultant recruitment &amp; retention issues.</p> <p>This will reduce turnaround time and therefore improve patient pathways in defined areas.</p>	
2019-07	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 held an education event in November 2019 attended by 121 delegates.	<p>SPAN will have improved the knowledge skills within the pathology community and its service users.</p> <p>This will improve and enhance skills and improve patient care.</p>	<b>B</b>

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Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at February 2020	Anticipated Outcome	RAGB status
<b>5. Audit and Continuous Quality Improvement</b> <small>[[linked to Quality Dimensions 1,2,3,4,5,6]</small>						
2019-08	SPAN will use the data it collects to match workforce capacity and demand	01/04/2019-31/03/2020	SPAN Data Group	SPAN will provide national current workforce data to regions as required, and contribute to DSG recommendations on diagnostic workforce.	SPAN will have improved national workforce planning and profiling.  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.	<b>B</b>
2019-09	SPAN will be responsive to emerging challenges. SPAN will provide specialist advice on emerging tests, the evaluation of new tests, new technologies & workforce e.g. PD-L1.	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	<b>B</b>

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Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at February 2020	Anticipated Outcome	RAGB status
	SPAN will be aware of new technologies that contribute to modernising and improving patient services.				address them e.g PD-L1.  SPAN will be the recognised vehicle that identifies and assesses emerging test, the evaluation of new tests, new technologies and workforce.	
<b>6. Value</b> [linked to Quality Dimensions 1,2,3,4,5,6]						

## 7. SPAN Workplan 2020-2021

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 1 <sup>st</sup> April 2020	Anticipated Outcome	RAGB status
<b>1. Effective Network Structure and Governance</b> [linked to Quality Dimensions 3,4,5,6]						
2020- 01	The network will organise 3 Steering Group and each sub-group meetings as required by 2021 to ensure effective delivery of the 2020-21 workplan.	01/04/2020-31/03/2021	Steering Group and subgroup membership	May Steering Group is likely to be cancelled.	Effective delivery of the SPAN network workplan to ensure continuation of progress	<b>A</b>
2020-02	SPAN will engage with the new, emerging strategic governance structure for diagnostic services in Scotland.	01/04/2020-31/03/2021	Y SPM	SPAN were represented at the development session for the new structure	SPAN is able to contribute to and be guided by the strategic vision for diagnostic services in Scotland	<b>G</b>
<b>2. Service Development and Delivery</b> [linked to Quality Dimensions 1,2,3,4,5,6]						
2020-03	Support NLP with the development of a Business Case for Digital Pathology.  SPAN will provide professional expertise; continue to promote the technology as an integral part of future pathology services and ensure engagement with the pathology community.	01/04/2020-31/03/2021	Y  Dr Gareth Bryson (SPAN)		Scotland's pathology services are engaged in digital pathology as part of overall service modernisation.	<b>G</b>
					The development of transformational	<b>G</b>

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Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 1 <sup>st</sup> April 2020	Anticipated Outcome	RAGB status
2020-04	<p>SPAN will facilitate expansion of the number of BMS staff involved in diagnostic reporting</p> <p>SPAN will undertake an audit of the current number of BMS reporters across Scotland and barriers to more staff taking on this role.</p> <p>SPAN will ensure findings of this audit are incorporated into the overall service review and NLP Business Case.</p>	01/04/2020-31/03/2021	SPAN Scientific Manager (AM)	SPAN will continue to explore options to support this transformational role but acknowledges the current staffing issue will delay short term development	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	
2020-05	SPAN will facilitate a new Gynaecology sub-group within the network to provide a national forum for gynaecological pathology education, standardisation and promoting best practice.	01/07/2020-31/03/2021	SPAN Programme Manager/ Programme Support Officer	On hold	SPAN will assist with ensuring Gynaecological pathology services are consistent throughout Scotland	<b>G</b>



## Scottish Pathology Network (SPAN) Annual Report

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 1 <sup>st</sup> April 2020	Anticipated Outcome	RAGB status
2020-06	<p>Participation in workstreams which develop from the National Laboratories Programme, continuing to be involved in relevant strategic developments.</p> <p>SPAN will assist in the shaping of the business case for the NLP Cell Pathology Service Review through contributing to the SLWG, attending national workshops and progressing standardisation.</p>	01/04/2020-31/03/2021	SPAN Core Team	This work is on hold and timescales will need to be looked at later in the year	NLP will develop a business case for a future service model for Scotland which will be informed by SPAN's professional expertise	<b>A</b>
<b>3. Stakeholder Communication and Engagement</b> <small>[linked to Quality Dimensions 1,3,4,5,6]</small>						
2020-07	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.	01/04/2020-31/03/2021	SPAN Lead Clinician	<p>SPAN continue to engage with Scottish Government Cancer Strategy Group to develop QPIs.</p> <p>SPAN continue to engage with Scottish Government Cancer Waiting Times Group.</p> <p>NLP are engaging with cancer charities. SPAN has asked for feedback from this work.</p>	SPAN will have contributed to national cancer data that drives service planning and improvements in patient turnaround time in cancer.	<b>G</b>

Scottish Pathology Network (SPAN) Annual Report

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 1 <sup>st</sup> April 2020	Anticipated Outcome	RAGB status
2020-08	<p>SPAN will refresh its communication strategy.</p> <p>The SPAN website will be an up to date effective resource for the SPAN Steering Group, working groups and the Pathology community and its stakeholders.</p> <p>SPAN will issue regular newsletters.</p> <p>SPAN will use twitter to engage with the pathology community.</p> <p>SPAN will engage laboratory staff through continuing diagnostic roadshows.</p>	01/04/2020-31/03/2021	N PSO	Ongoing	SPAN will provide a professional community for Pathology stakeholders.	<b>G</b>
<b>4. Education</b> [linked to Quality Dimensions 1,2,3,4,5,6]						
2020-09	<p>Rolling programme of Training school takes place.</p> <p>SPAN will carry out an audit of local training provision for BMSs who have attended the 2018 and 2019 training schools to identify any barriers.</p>	01/04/2020-31/03/2021  01/04/2020-31/05/2020	Y  SPAN Scientific Manager /PM/APM	<p>The May 2020 school has been cancelled. There is the potential this may run later in 2020.</p> <p>Audit work is on hold.</p>	<p>All Health boards will have the ability to extend BMS roles.</p> <p>A national training programme for extended BMS roles will have been established. This will free up</p>	<b>A</b>

Scottish Pathology Network (SPAN) Annual Report

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 1 <sup>st</sup> April 2020	Anticipated Outcome	RAGB status
					<p>consultant capacity and alleviate the workforce pressures associated with consultant recruitment &amp; retention issues.</p> <p>This will reduce turnaround time and therefore improve patient pathways in defined areas.</p>	
2020-10	<p>SPAN will refresh their education and training strategy to help improve the knowledge and skills within the pathology community and its service users.</p> <p>There will be a particular focus in 2020 on the role of pathology within the MDT team.</p> <p>An education event will be organised for pathology staff.</p>	01/04/2020-31/03/2021	Programme Manager/ SPAN Core Team	Event planned for November. Programme in draft.	<p>SPAN will have improved the knowledge skills within the pathology community and its service users.</p> <p>This will improve and enhance skills and improve patient care.</p>	<b>G</b>
<b>5. Audit and Continuous Quality Improvement</b> <small>[[linked to Quality Dimensions 1,2,3,4,5,6]</small>						

Scottish Pathology Network (SPAN) Annual Report

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 1 <sup>st</sup> April 2020	Anticipated Outcome	RAGB status
2020-11	<p>SPAN will continue with the annual data collection exercise to benchmark capacity and demand.</p> <p>SPAN will ensure the data collected is utilised to target variation and drive quality improvement.</p> <p>The data subgroup will be reconvened.</p> <p>SPAN will use the data it collects to match workforce capacity and demand.</p>	01/04/2020-31/03/2021	SPAN Data Group	<p>SPAN Annual data collection for 1<sup>st</sup> April 2020 is on hold.</p> <p>SPAN will provide national current workforce data to regions as required, and contribute to DSG recommendations on diagnostic workforce.</p>	<p>SPAN will have improved national workforce planning and profiling.</p> <p>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, specific roles and grades, leading to improved patient outcomes.</p>	<b>A</b>
2020-12	<p>Standardised data definitions.</p> <p>SPAN will undertake a number of standardisation projects in line with National Labs Programme requirements. SPAN will mobilise specialty subgroups to ensure standardisation work is driven by experts.</p>	01/07/2020-31/03/2021	SPAN Core Team	On hold	By 2021 SPAN will ensure that all laboratories across Scotland use the same data definitions	<b>A</b>

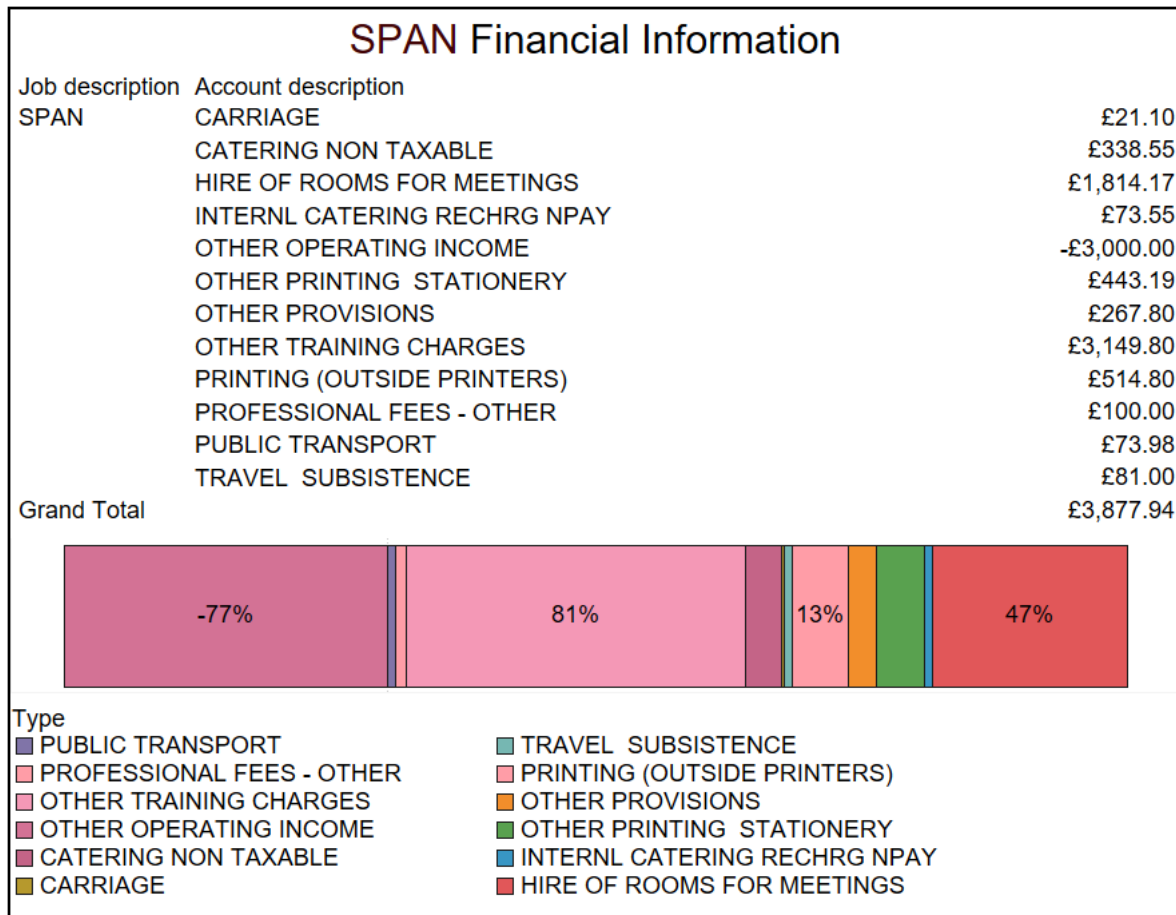
## Scottish Pathology Network (SPAN) Annual Report

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 1 <sup>st</sup> April 2020	Anticipated Outcome	RAGB status
2020-13	<p>SPAN will be responsive to emerging challenges. SPAN will provide specialist advice on emerging tests, the evaluation of new tests, new technologies &amp; workforce e.g. PD-L1.</p> <p>SPAN will be aware of new developments and emerging technologies that contribute to modernising and improving patient services. Using their professional expertise, SPAN will contribute to horizon scanning and innovation discussion in NLP.</p>	01/04/2020-31/03/2021	SPAN Core Team	On hold on request of SMC	<p>SPAN will be responsive to emerging challenges as they have the capacity to address them e.g PD-L1.</p> <p>SPAN will be the recognised vehicle that identifies and assesses emerging test, the evaluation of new tests, new technologies and workforce.</p>	<b>G</b>
<b>6. Value</b> [linked to Quality Dimensions 1,2,3,4,5,6]						
2020-14	<p>SPAN will contribute to the development of a national LIMS.</p> <p>SPAN will provide professional expertise in pathology, contribute to supplier days and provide input into the development of the specification.</p>	01/04/2020-31/03/2021	Y		The LIMS specification will provide NHS Scotland with the means to achieve a national LIMS suitable for pathology services	<b>G</b>

## 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 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	Network Scientific Manager	NHS Lothian
Dr Elizabeth Mallon	Consultant Pathologist	NHS Greater Glasgow and Clyde
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
Ms Veronica Mesquita	Network Programme Support Officer	NNMS, NSD
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
Mr Derek Selbie	Biomedical Scientist	NHS Fife
Mr Andrew Soden	Biomedical Scientist	NHS Highland
Dr Stuart Thomas	Network Clinical Lead	NHS Lothian
Mr Dave Topping	Biomedical Scientist	NHS Tayside
Ms Jackie Walker	Technical Services Manager	NHS Greater Glasgow and Clyde
Mr Allan Wilson	Network Scientific Manager	NHS Lanarkshire
Dr Jennifer Wilson	Consultant Pathologist	NHS Tayside
Mrs Camilla Young	Network Programme Manager	NNMS, NSD

Appendix 2: Finance



As can be seen from above, the majority of SPAN's budget was spent on hiring external venues for the steering group meetings and annual event. A significant portion of the budget was also spent on merchandise for the Diagnostic Network Roadshows Twelve roadshows were held in a number of laboratory sites as well as at a number of conferences, including NHS Scotland's annual Healthcare Science event where attendees had the opportunity to comment on SPAN's five-year vision and help develop it further. SPAN finished the year with a surplus of £1123.