

# Scottish Pathology Network

## Annual Report 2020/21

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## Background

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. 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.

The role of the Scottish Pathology Network is to improve cellular 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

## Current position

In a year of unprecedented challenges for NHS Scotland due to the COVID-19 crisis, SPAN has still delivered the majority of targets in the workplan and has mobilised as a community to support the pandemic response. The network continues to deliver a workplan geared to the modernisation and sustainability of pathology services. SPAN has worked alongside major national initiatives to achieve this throughout 2020/21. Detailed information can be found in the attached workplan.

With the cancellation of all face to face meetings SPAN has carried out Steering Groups virtually. The Core Team took an innovative approach, organising three short meetings over the course of September and October to replace the normal full day Steering Group. Each of these meetings focused in on two particular workstreams. This has been a very successful method and was replicated in early 2021.

SPAN came together as a community during a challenging time and demonstrated its effectiveness as a network in relation to providing rapid communication and decision making in a number of key areas and information sharing across Boards during the COVID crisis. A number of queries were filtered through SPAN including information on staff redeployment, use of frozen sections and the approach to mortuary visits.

That same sense of community has supported a number of challenges faced by laboratories in relation to Brexit.

## Highlights

**Biomedical Scientist (BMS) Dissection.** Delivering sustainable services is one of the core themes in NHS Scotland Health Care Science National Delivery Plan 2015-2020. In fact, one of the major deliverables was to develop healthcare science roles specifically in histopathology that would support areas of service pressure and have the potential to free up medical capacity.

The first phase of SPAN directed support of BMS dissection services across the country has led to the formation of the National Training School (the only course in the UK with a practical component). The first course ran in 2018 and 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.

SPAN are now in a position to think about the future direction for BMS dissection. This will include looking at support for Boards who have BMS now progressing to participation in the diploma of expert practise in Histological Dissection, or in the expansion of the Advance Practitioner (AP) role. During 2020/21 a short life working group was convened to create a vision and programme for the priorities for the next 5 years (and beyond) for the BMS dissection service with emphasis on a high quality and sustainable service for Scotland.

**Standardisation.** Standardisation of pathology reporting will minimise variability, in order to enhance service quality and patient outcomes. Work has started on an ambitious work plan around standardisation, including identifying speciality chairs and a workshop to lay out the objectives and plan for 2021/22. (Appendix 1, Page 7). One of the first priorities is to develop agreed RCPATH based data set/proforma reporting templates. The gynaecological subgroup have already started progressing the development of standardised pro formas and this has been shared to help facilitate the process.

**Digital Pathology.** Digital pathology has the potential to enable an equitable and sustainable service model, utilising cross-boundary reporting to maximise the use of available specialised expertise and resource. Whilst the overall project is not being governed within SPAN, the network has continued to provide support and expert advice, enabling a national view at the initial stages and surveying the community to ascertain

readiness. A recent SPAN survey has confirmed support for digitisation, although most boards highlighted challenges in securing recurring funding.

At the time of writing, 5 out of 10 boards that provide pathology services have the Philips Digital Pathology system in place (albeit with significant differences in slide production and digitisation). NHS GGC and NHS A&A continue to lead the way in digitisation with both digitising approximately 90% of glass slide production. Dr Gareth Bryson, GGC Head of Service, on behalf of SPAN, has been working with colleagues from the National Laboratories Programme to highlight the need for modernisation and digitisation with Scottish Government.

### **Histopathology Service Review**

SPAN has continued to support the work of the National Laboratory Programme team to implement a distributed service model for laboratory services in Scotland. The NLP's high-level description of the proposed model 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 with wide representation at the workshops that have taken place during the year. It is anticipated that a business case will be presented to the board Chief Executives in August 2021.

### **Annual benchmarking data**

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 report provides an insight in to the performance of individual pathology departments, set in the context of other NHS Boards in Scotland. Some data is also displayed against the Royal College of Pathology turn around times. The latest report can be found <https://www.pathology.scot.nhs.uk/resources-for-staff/>.

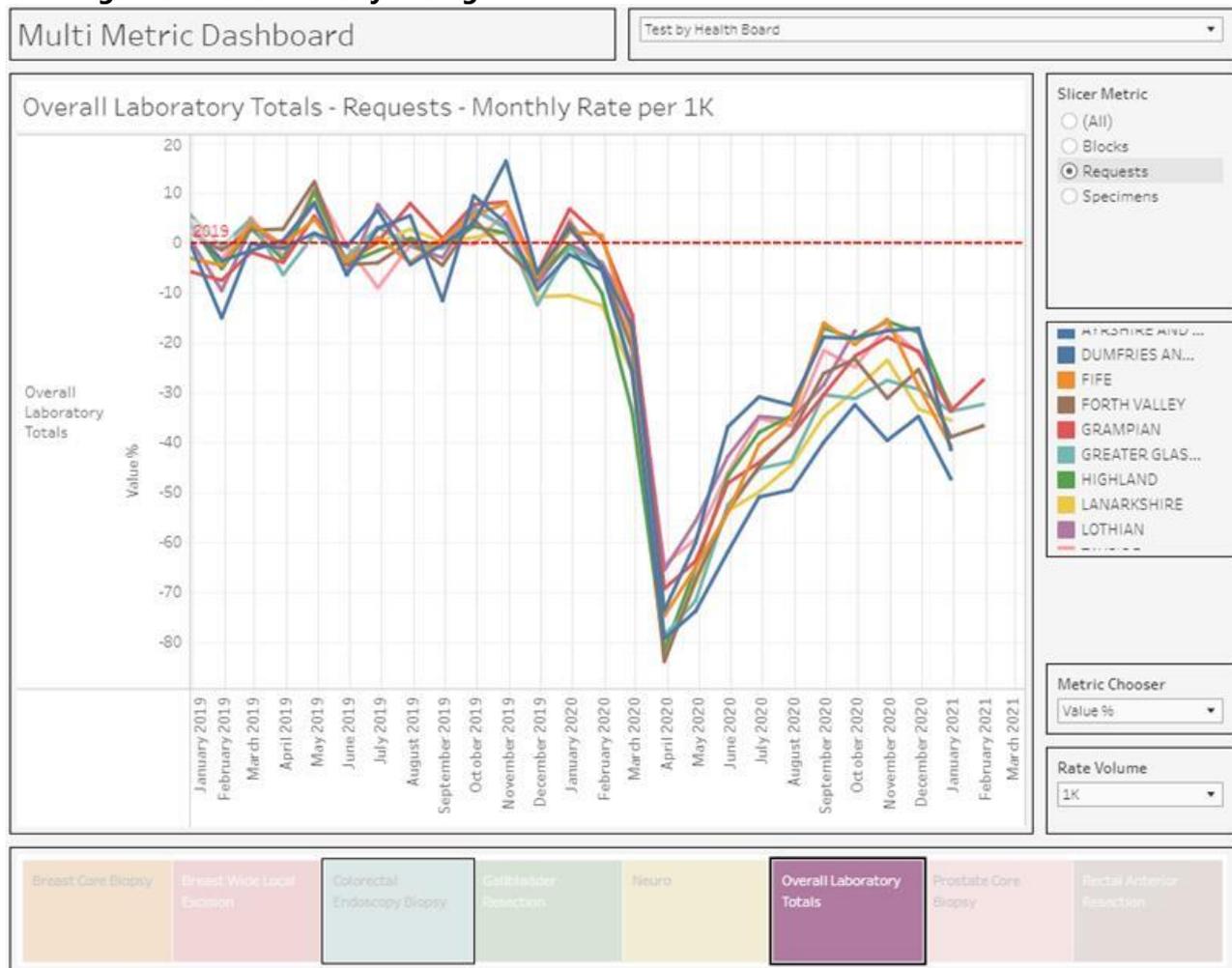
Feedback from network members indicates the reports are highly valued; they are utilised for monitoring processes and outcomes, for benchmarking across NHS Scotland and to identify areas for improving quality. The importance of using the data to drive improvement is reflected in the aims of the new Data Subgroup and this will form a crucial part of the workplan for 2021/22.

## Demand Optimisation

SPAN's partnership with the Demand Optimisation (DO) programme has the potential to support remobilisation of cancer services. This demonstrates the stark drop in pathology requests over the first wave of the pandemic and the inequity in recovery across boards. This work also demonstrates that, although services have restarted, the number of requests being reported in pathology are lower than in previous years. This work has been shared with key stakeholders including Scottish Government's Cancer Recovery Board. Plans for use of the data are at an early stage and will continue into 2021/22.

This partnership has produced a dashboard, shown below –

### % change from 2019 monthly average



## Looking forward

The role of the Scottish Pathology Network (SPAN) is to improve pathology services by steering modernisation, including service change and redesign, improve quality, ensure provision of an effective cellular pathology service that anticipates and responds to user needs, future requirements and national guidelines. Over the course of 2021/22 SPAN will work with its stakeholders to refresh the network 5 year vision and workplan.

The BMS Dissection SLWG will continue to support the following key priorities

- Construction of a supportive national network for engaged dissectors and trainers
- National Training school to progress to support the diploma in expert practice (DEP)
- Nationally agreed career structure with model job descriptions
- Working towards Advanced Practice in all Boards
- Standardisation of training, supervision and governance across all Boards
- Simplification of audit and 'slide review' practices
- Nationally agreed targets for level of BMS activity and Advance Practice in labs

Work will continue on the Histopathology Service Review in collaboration with National Laboratories programme (NLP), culminating in the development of a business case for improved cellular pathology services. Whilst SPAN is delighted to have the opportunity to drive this work, there is a risk that it may consume clinician time and impact on some of the timescales within the SPAN workplan.

## **Finance**

As planned meeting costs have not been incurred, SPAN's budget has not been fully utilised over the course of 2020/21, however the network continue to explore how this might be utilised to continue to raise the profile of the network.

## **APPENDIX 1**

## SPAN Standardisation Work Plan and Objectives

Immediate

Medium

Long

### Objectives

#### 1. Agreed procedural coding for laboratory activities

- Pre-populated suggestions by awarded LIMS supplier
- Additional codes will follow agreed formats
- A pre-prepared group with agreed method in place to allow a reactive and quick response to contract award
- Methodologies include pre-determined standard protocols e.g. automatic levels, initial block numbers for specimens i.e. 1A1 etc.
- Integrated specimen tracking further information required from tender and awarded supplier

**Group: Lab Managers and senior BMS**

**Timeline: After commencement of LIMS scoring**

#### 2. Agreed RCPATH based data set/proforma reporting templates

- Subspecialty group review and decision
- Aware of differences in terminology e.g. structured data set.
- Agree consistent terminology where possible
- Consider delivery of format e.g. individual fields, using voice recognition, pull down menus
- Clinical network communication for users

**Group: Subspecialty**

**Timeline: Immediate Priority (some groups commenced process)**

#### 3. Agreed canned reports

- Subspecialty group review and decision
- Agree consistent format and terminology where possible
- Consider delivery of format e.g. individual fields, using voice recognition, pull down menus

**Group: Subspecialty**

**Timeline: 2 Phases - Immediate also at award of LIMS supplier i.e. to understand delivery format**

#### 4. Agreed processes for supplementary reports

- Subspecialty group review and decision
- Use in authorisation workflow
- Use for Molecular Pathology/Genetics results (integrated reports)
- Use in prolonged reporting e.g. DECAL

**Group: Subspecialty**

**Timeline: In discussion after completion of proformas and canned reports**

#### 5. Agreed processes for amended reports

- Subspecialty group review and decision
- Sub group of amended reports e.g. minor typographical errors
- Use in authorisation workflow

**Group: Subspecialty**

**Timeline: In discussion after completion of proformas and canned reports**

**6. Transfer to SNOMED CT and agreed coding for diagnosis**

- Subspecialty group review and decision
- Pre-populated by awarded LIMS supplier i.e. agreed glossaries
- Potential automatic coding created e.g. with bottom lines driving final coding
- Proforma/canned report should populate coding
- Interact with NLP standardisation SNOMED-CT subgroup
- Coding may have to be refined and agreed with subgroups

**Group: Subspecialty**

**Timeline: At award of LIMS supplier i.e. to understand delivery format**

**7. Agreed testing for diagnosis with variation**

IHC panels, variation for antibody use on platforms.

- Subspecialty group review and decision
- Minimal agreement and basic approaches; list of antibodies (through IHC group)
- Try to use consistent terminology for antibodies where possible (procedural code)
- Inclusion of management and laboratory consultation

**Group: Subspecialty and IHC leads/lab Managers**

**Timeline: 2 phases during subspecialty review and after commencement of LIMS scoring (part of objective 1)**

**8. Agreed final report format appearance**

- UKAS minimum dataset
- SPAN/LIMS project steering group

**Groups: SPAN Steering Group/LIMS project board**

**Timeline: At award of LIMS supplier i.e. to understand delivery format**

**9. Move to paperless reporting across Scotland**

- Discuss with overall project team about plans
- Tie in with independent board LIMS teams about board governance structures and communication to stop paper generating reports post LIMS implementation

**Groups: SPAN steering group**

**Timeline: Prior to and by implementation of new LIMS**

**10. Agreed Governance and long term sustainability**

- Dynamic and long term process to maintain consistency across Scotland
- Engagement about process with the wider community – inclusive discussion
- Overall process about improving patient outcome through consistency
- Workshop to co-ordinate the chairs of the specialty subgroups, further communications to subspecialty group gaps e.g. supported by joint chairs
- Address risks in process for data sets e.g. proformas and groups will require overlap e.g. for extensive surgery, how do sub-specialty teams overlap?
- Following initial process discuss a committee to oversee long term proforma/ canned report review or agreed objectives from the initial process.
- Parked item – workload scoring.
- Discuss with wider clinical community through networks e.g. SCAN

**Groups: SPAN steering group/SPAN core team**

**Timeline: multiple phases**

## SPAN WORKPLAN – 2020-21

When defining network objectives please consider the Institute of Medicine’s six dimensions of quality, which are central to NHS Scotland’s approach to systems-based healthcare quality improvement:

1. **Person-centred:** providing care that is responsive to individual personal preferences, needs and values and assuring that patient values guide all clinical decisions;
2. **Safe:** avoiding injuries to patients from healthcare that is intended to help them;
3. **Effective:** providing services based on scientific knowledge;
4. **Efficient:** avoiding waste, including waste of equipment, supplies, ideas, and energy;
5. **Equitable:** providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location or socio-economic status; and
6. **Timely:** reducing waits and sometimes harmful delays for both those who receive care and those who give care.

### Key

RAGB status	Description
<b>RED (R)</b>	The network is unlikely to achieve the objective by the agreed end date.
<b>AMBER (A)</b>	There is a risk that the network will not achieve the objective by the agreed end date but progress has been made.
<b>GREEN (G)</b>	The network is on track to achieve the objective by the agreed end date.
<b>BLUE (B)</b>	The network has been successful in achieving the network objective to plan.

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> <small>[linked to Quality Dimensions 3,4,5,6]</small>						
2020- 01	The network will organise 3 Steering Group and each sub-group meetings as	01/04/2020-31/03/2021	Steering Group and subgroup	SPAN held a total of 7 Steering Group meetings over the course of the year.	Effective delivery of the SPAN network workplan to ensure	<b>B</b>

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	required by 2021 to ensure effective delivery of the 2020-21 workplan.		member-ship		continuation of progress	
2020-02	SPAN will engage with the new, emerging strategic governance structure for diagnostic services in Scotland.	01/04/2020-31/03/2021	SPM	SPAN Core Team are part of the new governance structure	SPAN is able to contribute to and be guided by the strategic vision for diagnostic services in Scotland	<b>B</b>
<b>2. Service Development and Delivery</b> <small>[linked to Quality Dimensions 1,2,3,4,5,6]</small>						
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)	Dr Bryson continues to be heavily involved in progressing this work.	Scotland's pathology services are engaged in digital pathology as part of overall service modernisation.	<b>B</b>
2020-04	SPAN will facilitate expansion of the number of BMS staff involved in diagnostic reporting SPAN will undertake an audit of the current number of BMS reporters across Scotland and barriers to more staff taking on this role. SPAN will ensure findings of this audit are incorporated into the overall service review and NLP Business Case.	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	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	<b>G</b>

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					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	Group has been established.	SPAN will assist with ensuring Gynaecological pathology services are consistent throughout Scotland	B
2020-06	Participation in workstreams which develop from the National Laboratories Programme, continuing to be involved in relevant strategic developments. 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.	01/04/2020-31/03/2021	SPAN Core Team	Work recommenced in September 2020 and the SPAN Community are actively involved in this work. It is anticipated that a business case will be ready by August 2021.	NLP will develop a business case for a future service model for Scotland which will be informed by SPAN's professional expertise	B
2020-07	The network will engage with the demand optimisation programme	01/04/2020-31/03/2021	SPAN Steering Group	Initial data collection exercise started in October 2020, Boards are now submitting monthly data to the Demand Optimisation Team.	SPAN will use data to support improvements in reducing unwarranted variation	B
<b>3. Stakeholder Communication and Engagement</b> <small>[linked to Quality Dimensions 1,3,4,5,6]</small>						
2020-08	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	SPAN continue to engage with Scottish Government Cancer Strategy Group to develop QPIs.	SPAN will have contributed to national cancer data that drives service planning and improvements in	B

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
				SPAN continue to engage with Scottish Government Cancer Waiting Times Group. NLP are engaging with cancer charities. SPAN has asked for feedback from this work.	patient turnaround time in cancer.	
2020-09	<p>SPAN will refresh its communication strategy, with key outcomes including</p> <ul style="list-style-type: none"> <li>regular newsletters.</li> <li>use of twitter to engage with the pathology community.</li> <li>website will be an up to date effective resource for the SPAN Steering Group, working groups and the Pathology community and its stakeholders.</li> </ul> <p>SPAN will engage laboratory staff through continuing diagnostic roadshows.</p>	01/04/2020-31/03/2021	PSO	Ongoing work	SPAN will provide a professional community for Pathology stakeholders.	<b>B</b>
<b>4. Education</b> [linked to Quality Dimensions 1,2,3,4,5,6]						
2020-10	<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 school to identify any barriers.</p>	01/04/2020-31/03/2021 01/04/2020-31/05/2020	SPAN Scientific Manager /PM/APM	<p>Training school was postponed for 2020. An audit of past attendees has been undertaken. Work is beginning to look at the potential to develop a standardised training pack to be used across Scotland.</p> <p>A BMS SLWG has been established to develop a 5</p>	All Health boards will have the ability to extend BMS roles. A national training programme for extended BMS roles will have been established. This will free up consultant capacity and alleviate the workforce	<b>A</b>

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				year vision for BMS Dissection services across Scotland, This work will continue in to 2021/22.	pressures associated with consultant recruitment & retention issues. This will reduce turnaround time and therefore improve patient pathways in defined areas.	
2020-11	SPAN will refresh their education and training strategy to help improve the knowledge and skills within the pathology community and its service users. There will be a particular focus in 2020 on the role of pathology within the MDT team. An education event will be organised for pathology staff.	01/04/2020-31/03/2021	Programme Manager/S PAN Core Team	All events for 2020/21 have been cancelled due to the COVID pandemic.	SPAN will have improved the knowledge skills within the pathology community and its service users. This will improve and enhance skills and improve patient care.	R
<b>5. Audit and Continuous Quality Improvement</b> <small>[linked to Quality Dimensions 1,2,3,4,5,6]</small>						
2020-12	SPAN will continue with the annual data collection exercise to benchmark capacity and demand. SPAN will ensure the data collected is utilised to target variation and drive quality improvement.  The data subgroup will be reconvened.  SPAN will use the data it collects to match workforce capacity and demand.	01/04/2020-31/03/2021	SPAN Data Group	SPAN benchmarking was completed in Sept 2020.  Data Subgroup has been re-established and a workshop held in January 2021.	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	B

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					is met. Standardisation of jobs and specific roles and grade leading to improved patient outcomes.	
2020-13	Standardised data definitions. 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.	01/07/2020-31/03/2021	SPAN Core Team	Work has began in early 2021, the delayed start to this work will mean that this will continue past March 2021.	By 2021 SPAN will ensure that all laboratories across Scotland use the same data definitions	A
2020-14	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. 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.	01/04/2020-31/03/2021	SPAN Core Team	PDL-1 testing for TNBC is likely to be needed from January 2021. SPAN are working to develop a Scotland wide plan for this diagnostic testing.  SPAN are currently linking with the National Genetics Consortium around NTRK testing and horizon scanning around companion diagnostics.	SPAN will be responsive to emerging challenges and has the capacity to 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
<b>6. Value</b> <small>[linked to Quality Dimensions 1,2,3,4,5,6]</small>						
2020-15	SPAN will contribute to the development of a national LIMS. SPAN will provide professional expertise in pathology, contribute to supplier days and	01/04/2020-31/03/2021	Y	Dr Jamie Wilson is SPANs representative for the development of a national	The LIMS specification will provide NHS Scotland with the means to	B

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	provide input into the development of the specification.			LIMS. Work is well progressed and will continue in to 2021/22	achieve a national LIMS suitable for pathology services	

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## SPAN WORKPLAN – 2021-22

When defining network objectives please consider the Institute of Medicine’s six dimensions of quality, which are central to NHS Scotland’s approach to systems-based healthcare quality improvement:

7. **Person-centred:** providing care that is responsive to individual personal preferences, needs and values and assuring that patient values guide all clinical decisions;
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<b>1. Effective Network Structure and Governance</b> <small>[linked to Quality Dimensions 3,4,5,6]</small>						
2021- 01	The network will organise 3 Steering Group and each sub-group meetings as required by 2022 to ensure effective delivery of the 2021-22 workplan.	01/04/2021-31/03/2022	Steering Group and subgroup		Effective delivery of the SPAN network workplan to ensure	<b>G</b>

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at	Anticipated Outcome	RAGB status
			member-ship		continuation of progress	
2021-02	SPAN will engage with the new, emerging strategic governance structure for diagnostic services in Scotland.	01/04/2021-31/03/2022	SPM		SPAN is able to contribute to and be guided by the strategic vision for diagnostic services in Scotland	<b>G</b>
2021-03	Develop a refreshed five year vision for SPAN	01/010/2021-31/03/2022	Core Team		A vision for optimising histopathology services.	<b>G</b>
2021-04	SPAN will facilitate new sub-groups within the network to support education, standardisation and promoting best practice.	01/04/2021-31/03/2022	SPAN Programme Manager/Programme Support Officer		SPAN community actively engaged in strategic planning of services. Strategic decision making enabled through accurate information on lab position.	<b>G</b>
<b>2. Service Development and Delivery</b> <small>[linked to Quality Dimensions 1,2,3,4,5,6]</small>						
2021-05	Support the development of Digital Pathology across Scotland. 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.	01/04/2021-31/03/2022	Dr Gareth Bryson (SPAN)		Scotland's pathology services are engaged in digital pathology as part of overall service modernisation.	<b>G</b>
2021-06	Participation in workstreams which develop from the National Laboratories Programme, continuing to be involved in relevant strategic developments.	01/04/2021-31/08/2021	SPAN Core Team		NLP will develop a business case for a future service model for Scotland which will	<b>G</b>

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at	Anticipated Outcome	RAGB status
	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.				be informed by SPAN's professional expertise	
2021-07	The network will engage with the demand optimisation programme	01/04/2021-31/03/2022	SPAN Steering Group		SPAN will use data to support improvements in reducing unwarranted variation	<b>G</b>
2021-08	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.	01/04/2021-31/03/2022	SPAN Lead Clinician		SPAN will have contributed to national cancer data that drives service planning and improvements in patient turnaround time in cancer.	<b>G</b>
<b>3. Stakeholder Communication and Engagement</b> <small>[linked to Quality Dimensions 1,3,4,5,6]</small>						
2021-09	Continue to raise the awareness of SPAN and its work through:- Refreshed communications strategy Newsletters (minimum 2 per year) Informative and up to date website, including members area	01/04/2021-31/03/2022	SPAN Core Team		Stakeholders are updated on the work of SPAN and have opportunity to provide input. SPAN's work is enriched from the input of a wider range of stakeholders.	<b>G</b>
2021-10	SPAN will engage laboratory staff through continuing diagnostic roadshows.	01/04/2021-31/03/2022	PM/PSO		Stakeholders are updated on the work of SPAN and have opportunity to provide input.	<b>G</b>

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at	Anticipated Outcome	RAGB status
<b>4. Education</b> [linked to Quality Dimensions 1,2,3,4,5,6]						
2021-11	Develop a sustainable future BMS dissection service through a National Training school.	01/04/2021-31/03/2022	SPAN Scientific Manager /PM/APM		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 & retention issues.	<b>G</b>
2021-12	SPAN will develop a 5 year vision for BMS Dissection services across Scotland	01/04/2021-31/03/2022	BMS SLWG		Improved skill and qualification levels among workforce, supporting the long-term development of a more sustainable workforce profile, and the development of new career progression routes for biomedical scientists.	<b>G</b>
2021-13	SPAN will refresh their education and training strategy to help improve the knowledge and skills within the pathology community and its service users. This will include the delivery of an annual education event.	01/04/2021-31/03/2022	Programme Manager/S PAN Core Team		SPAN will have improved the knowledge skills within the pathology community and its service users.	<b>G</b>

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at	Anticipated Outcome	RAGB status
					The pathology community has an understanding of new developments and best practice, which they are equipped to take back their labs. This will improve and enhance skills and improve patient care.	
<b>5. Audit and Continuous Quality Improvement</b> <small>[linked to Quality Dimensions 1,2,3,4,5,6]</small>						
2021-14	SPAN will refresh their Quality Strategy	01/04/2021-31/03/2022	PM/PSO		SCIN will take an active role in promoting a culture of continuous improvement in imaging, articulated through an annual workplan to demonstrate intended improvements year on year, quantified from the perspective of the service user	<b>G</b>
2021-15	SPAN will carry out a data collection exercise to benchmark capacity and demand, and hold an annual data workshop.	01/04/2021-31/03/2022	SPAN Data Group		NHS Scotland will have a clearer picture of histopathology activity and an agreed way forward to develop the data set further and use the	<b>G</b>

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at	Anticipated Outcome	RAGB status
					information to target variation and improve quality.	
2021-16	SPAN will use the data it collects to match workforce capacity and demand.	01/04/2021-31/03/2022	SPAN Data Group		National programmes around workforce planning are informed by accurate data on the pathology workforce.	<b>G</b>
2021-17	SPAN will undertake a number of standardisation projects. SPAN will mobilise specialty subgroups to ensure standardisation work is driven by experts.	01/04/2021-31/03/2022	SPAN Core Team		By 2022 SPAN will ensure that all laboratories across Scotland use the same data definitions	<b>G</b>
2021-18	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.	01/04/2021-31/03/2022	SPAN Core Team		SPAN will be responsive to emerging challenges and has the capacity to address them e.g PD-L1.	<b>G</b>
2021-19	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.	01/04/2021-31/03/2022	SPAN Core Team		SPAN will be the recognised vehicle that identifies and assesses emerging test, the evaluation of new tests, new technologies and workforce.	<b>G</b>
<b>6. Value</b> <small>[linked to Quality Dimensions 1,2,3,4,5,6]</small>						

Objective Number	Smart Objective	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at	Anticipated Outcome	RAGB status
2021-20	SPAN will contribute to the development of a national LIMS. SPAN will provide professional expertise in pathology, contribute to supplier days and provide input into the development of the specification.	01/04/2021-31/03/2022	SPAN Steering Group		The LIMS specification will provide NHS Scotland with the means to achieve a national LIMS suitable for pathology services	<b>G</b>