



Scottish Pathology Network Annual Report 2015-2016



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EXECUTIVE SUMMARY

2015/16 was an eventful year for SPAN, with a number of specific changes in NHS strategic health policy context in relation to diagnostic services; publication of the National Clinical Strategy and the National Delivery Plan for Healthcare Science.

SPAN, along with Scotland's other three national diagnostic networks, has a pivotal role in the design and delivery of the Shared Services Agenda; establishing operating practices and infrastructure that are consistent, effective, more efficient and sustainable in a "once for Scotland" approach.

SPAN's contribution began with the production of a strategic vision for Scotland's pathology services, presented to the Diagnostic Steering Group (DSG) in November in a discussion document written in collaboration with the other diagnostic networks.

The National Delivery Plan (NDP) for Healthcare Science was launched on 11th May 2015. One of its service improvement strands focuses on developing sustainable services. SPAN facilitated an event on the 'Development of the Biomedical Scientist Role in Histopathology Specimen Dissection in Scotland' to launch a work stream that will make a significant contribution to this work.

Another service improvement strand in the NDP is Demand Optimisation. In support of this work, SPAN has provided pathology expertise to the National Demand Optimisation Group.

SPAN has been in existence formally for over ten years, making it the longest established National Managed Diagnostic Network (NMDN). In that time, SPAN has supported significant change in pathology services, from modernisation of equipment and support to rationalisation of laboratory sites. It has achieved a great deal in ensuring excellent intra-Board communications and developing a Scotland-wide approach in some aspects of service.

During 2015/16, in line with NHS Scotland's national commissioning policy, SPAN was reviewed, with the purpose of determining the extent to which SPAN was meeting commitments agreed within the commissioning process and to inform a decision on continuing central funding.

SPAN was assessed against its original designation objectives, success criteria set by the Diagnostic Steering Group and the Scottish Government's Core Principles for Managed Clinical Networks that are relevant to diagnostic networks.

Throughout the period of review, the network continued to progress its annual work plan; collection and analysis of Scottish Histopathology data; providing clinical expertise to National Specialist Services (NSD) Specialist Screening about the changes in cervical cytology; publishing "Paediatric and Perinatal Pathology Services in Scotland: A Review of Current Services and Future Network Planning" (May 2015); initiating a review of liver and renal services; recommencing visits to pathology laboratories and redesigning its website. Whilst also providing additional activity such as assisting the Scottish Breast Screening QARC regarding NHS

England Pathology Quality Assurance Standards (final report published 2016/17) and engaging with Scottish Government workforce planners, the NHS Scotland Information Services Division, NHS Education for Scotland and territorial NHS Boards over inadequacies relating to medical workforce planning for cellular pathology in Scotland.

Looking forward

The current strategic and operational context for SPAN is dynamic and complex; at this stage, there is uncertainty as to what SPAN's role will be in some of the work emerging from the Shared Services Agenda.

1. INTRODUCTION

Diagnostic services are an essential part of the patient journey. They assist the clinical team in reaching an accurate diagnosis ensuring patients receive appropriately tailored treatment and avoid unnecessary clinical interventions.¹ It is suggested that around 60-70% of diagnoses are based on imaging and laboratory tests, making them influential in medical decision making.²

Managed Diagnostic Networks are defined as coordinated 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^{3/4} has identified that diagnostics are central to whole systems service redesign of the NHS in Scotland. Diagnostic networks have significant involvement in a number of key pieces of national strategic work, which include:

- Shared Services
- National Delivery Plan for Healthcare Scientists
- National Clinical Strategy

2. SPAN PURPOSE

SPAN was established to improve pathology services by creating and developing a Scotland wide National Managed Diagnostic Network, to steer modernisation, including service change and redesign, improve quality, and ensure provision of an effective pathology service, which anticipates and responds to user needs, future requirements, and national guidelines and meets ISO 15189 and/or United Kingdom Accreditation Service standards. SPAN's main lines of communication are to and from the Scottish Pathology Departments, Regional Planning Groups, Cancer Networks and Scottish Government Health Directorate."

1. Diagnostic Steering Group Report: Report of the Diagnostic Short life-working Group July 2013

2. NHS Scotland National Framework Advisory Group Diagnostic Services Report, 2005

3. A National Clinical Strategy for Scotland 2016.

4. Realistic Medicine Chief Medical Officers Annual Report 2014-2015

3. SPAN IN 2015/2016: REPORT AGAINST WORK PLAN

During the period of 2015-2016, the network members and NNMS have led and supported the delivery of the following programme of work as illustrated below.

3.1 Cervical Cytology

The SPAN Scientific Manager has continued to work collaboratively with colleagues in the Scottish Cervical Screening Consortium (SCCC), supporting the development and delivery of an agreed work programme in cervical cytology. This has included supporting the ongoing delivery of a high quality cervical screening programme during the consolidation and change in the service delivery model because of Change in Age Range and Frequency (CARAF). The Network Scientific Manager has provided clinical expertise in support of work to ensure that CARAF is implemented efficiently and effectively.

The potential move to HPV primary screening has been a focus for the Scientific Manager for most of 2015 and 2016. The redesign of the screening programme has involved numerous meetings and workshops to support the development of the IT systems and screening protocols. Costing of the existing laboratory system for the Full Business Case (FBC) was critical to the financial modelling. The FBC is still in development and should be submitted to the Scottish Government in late 2016. If approved, the implementation of HPV primary screening will continue to dominate the workplan for the next three to four years.

3.2 Molecular Pathology

The Molecular Pathology testing service was designated as a single, multi-site national specialist service from 1 April 2013. The SPAN Lead Clinician provides cellular pathology input to the Molecular Pathology Consortium steering group, ensuring, through the SPAN steering group, that NHS Boards in Scotland are kept abreast of developments.

3.3 Paediatric & Perinatal Review

In January 2014, in response to concerns raised within the SPAN steering group about the future of perinatal and paediatric service provision in NHS Scotland, Dr Clair Evans (Consultant Paediatric & Perinatal Pathologist, NHS Greater Glasgow & Clyde) led a review on behalf of the network.

The review identified the main issue facing the continued delivery of these services are the impending retirement of generalist pathologists who deliver the current service and the simultaneous development of sub-specialty training.

With the workload away from specialist paediatric centres insufficient to provide justification for the employment of a sub-specialty trained consultant pathologist, there is a significant service issue looming for those NHS Boards without specialist clinical paediatric services.

The final report on the review (released May 2015) focused primarily on Perinatal Pathology, with following recommendations:

RECOMMENDATION 1: NHS Highland and NHS Tayside should seek Service Level Agreements (SLA) with alternate NHS Boards for the continued future provision of their perinatal autopsy services.

RECOMMENDATION 2: NHS Highland and NHS Tayside should also consider the position of any other relevant workload, for example placental pathology and/or specialist biopsy interpretation and whether they can meet or continue to meet the relevant RCPATH guidance for these areas. It is noted that NHS Highland has already expressed a wish to outsource such services in addition to perinatal service provision. Any requirement identified should be carried forward in line with the action suggested in Recommendation 1, i.e. procure an SLA with alternate NHS Boards to ensure continued future service provision.

RECOMMENDATION 3: NHS Grampian, NHS Greater Glasgow & Clyde and NHS Lothian should discuss the potential creation of mutually beneficial networking.

At present most resilience appears to reside within NHS Greater Glasgow & Clyde, who are currently providing contingency support to NHS Grampian. Should resourcing allow, which may be impacted by the implementation of Recommendations 1 and 2, then there is an opportunity for this informal networking to become formalised and structured.

Whether a three centre, two centre or one centre expert paediatric pathology model is required is out with the remit of this SPAN review and will more likely be decided by the outcome of the MSNCYPC Second Review of the Pathways of Care for Children, Teenagers and Young Adults with Cancer in Scotland.

As alluded to in recommendation 3, it was identified that a review of Pathways of Care for Children, Teenagers and Young Adults with Cancer in Scotland, was being undertaken concurrently by the Managed Service Network for Children and Young people with Cancer (MSNCYPC). At that time it was expected that this would be relevant for the paediatric aspects of pathology practice and Dr Clair Evans was seconded to that review to ensure engagement.

Over 2015/16, NHS Tayside and NHS Highland have used the Review recommendations to lever action with respect to their own service provision as per Recommendations 1 and 2. Informal networking and support and formal cancer case discussion is in operation between the three academic centres cited in Recommendation 3 but at the time of writing no further formal networking has been undertaken to date. The outcome and implications of the MSNCYPC Review is awaited.

Further work will be undertaken by SPAN to ensure that interdependencies between these pieces of work are understood and shape recommendations, going forward.

3.4 Pathology Data

Since its inception, SPAN has collected data regarding annual workload, productivity, staffing (medical; biomedical scientists; healthcare support workers; administration & clerical staff, etc.) and turnaround performance. The comparative data is useful for benchmarking and understanding the Scottish Pathology landscape. It is used by constituent NHS Boards to highlight their risk registers, inform local business cases and generate local business cases to support local services.

In 2014 SPAN commenced a phased improvement to its own statistical data collection. Phase I was a technical revision expanding the data set, revising definitions and enabling more accurate mathematical comparisons. Phase II, which occurred over 2015/16, leveraged a Short-Life-Working-Group, to further revise the data set to generate agreed notional financial and productivity benchmarking measures. Piloting was successful and the new platform was used for the 2014/15 data collection round, which it collated and analysed in the 2015/16 period covered by this document. Phase III is being undertaken in 2016/17 for the 2015/16 data year, this will transfer collation and analysis responsibility to the National Network Management Service (NNMS) and its Information Management Service (IMS) sub-division.

Further under this section it should be mentioned that 2014 began a specific Quality & Performance event, where these data are scrutinised by all NHS Boards providing cellular pathology services, allowing discussion and debate around variation with a view to developing services. A second event was held in October 2015 and a third event will be held in September 2016. These events also allow discussion and debate of other Quality & Performance issues, such as accreditation, etc.

Based on SPAN data revision successes in 2015/16 only six NHS Boards out of the ten NHS Boards have participated in the subsequent Keele benchmarking round. If Phase III is successful then there is the opportunity to use the SPAN data set only going forwards, if this is supported by individual NHS Boards. Comparability with Keele has been demonstrated at the 2015 Quality & Performance event and presented to the SPAN Steering Group. These data are essentially from the same source and notional calculations appear similar to Keele data. Further some of the six NHS Boards, which have chosen to continue Keele participation at present, have indicated informally that they plan to exit Keele on a successful Phase III outcome. It must be noted that if all NHS Boards exit Keele, even though we can generate data that would allow comparison with centres outside of Scotland, there may be a cost for access to non-Scottish data.

During this period, SPAN also initiated qualitative data collection, which is complimentary to the quantitative data. This is in the form of a soft questionnaire, to get a live check on the state of cellular pathology departments across the country. This is conducted in advance of each steering group meeting.

Finally, SPAN has undertaken specific data collections to support other activities as alluded to in the rest of this document.

3.5 ISO 15189 Distributed Learning (Clinical Pathology Accreditation)

The SPAN steering group is a forum through which laboratories across Scotland share learning and experience of assessment and accreditation processes to support colleagues and services in other NHS Boards. This year NHS Grampian was the first Scottish Pathology laboratory to be assessed and accredited under the new ISO 15189 standards and NHS Forth Valley, NHS Tayside, NHS Lothian and NHS Dumfries and Galloway shared their experiences of UKAS assessment to assist other laboratories in preparation for their assessments. This sharing of learning and experience has been a key point of the 2014 and 2015 Quality & Performance events. In addition SPAN has managerial networking support, both informally and formally via the Scottish Cellular Pathology Management Group.

3.6 Review of SPAN within the national commissioning process

The Scottish Government is committed to reviewing all national networks that are designated through national commissioning on a three to five year rolling programme. The purpose is to ensure that each network is meeting its original designation objectives, delivering in line with the core principles of MCNs, enabling clinical effectiveness and delivering value for money.

Originally set up out with national commissioning processes, SPAN had not been formally reviewed since its establishment in 2004. Following transfer of commissioning and performance management arrangements for all four NMDNs to National Services Scotland in 2013 and the formal creation of the NNMS from 2014, SPAN was scheduled for review in 2015.

The overall aims and key objectives of the review for SPAN NMDN were:

- To assess the extent to which SPAN is achieving the core principles of Managed Clinical Networks that are relevant to NMDNs
- To examine the extent to which the network is meeting the needs of its stakeholders
- To assess the extent to which SPAN is achieving its original objectives
- To identify the value the network adds to healthcare in NHS Scotland.
- To make recommendations on whether the network continues to meet the criteria for national designation and continuing central funding.

The review findings are scheduled to be considered by the National Specialist Services committee at its meeting in December 2016.

3.7 Cellular Pathology Laboratory Visits

In March 2016, SPAN recommenced its long-standing programme of site visits to cellular pathology laboratories. The purpose is to identify and share good practice occurring at local level and to facilitate resolution of local issues through a network approach. It is also an opportunity for SPAN leaders to meet the frontline staff and allow engagement with staff in their own environment. The programme of visits had been temporarily suspended due to lack of capacity within the core SPAN team (Lead Clinician and Network Scientific Manager) for the two preceding years and was further delayed by NNMS overstretch pertaining to the SPAN Review requirements (point 3.6).

The NHS Dumfries and Galloway Pathology Services were identified as a priority as they had experienced unforeseen staffing issues. Feedback from the local team indicated that the visit was valuable. In particular, the technical support for non-gynaecology cytology and semenology provided by the SPAN Scientific Manager was helpful in supporting the development of a sustainable service. Support for the development of the biomedical scientist role in tissue dissection was also provided by NHS Ayrshire and Arran and this has the potential to free up medical staff capacity.

3.8 Review of Renal & Liver Pathology Services (Non-oncological)

In May 2015 members of the SPAN steering group raised concerns regarding the potential implications of renal pathologists retiring in the next 3-5 years and of the future of renal workforce planning and a Review was proposed. This was delayed by intervening events, both the national Shared Services initiative and then the SPAN network Review.

Subsequently in November 2015 the SPAN steering group wished to expand work in this area to incorporate medical liver pathology services.

In January 2016, a Review of Renal and Liver Pathology Services was initiated that was restricted to medical and transplant related biopsies and excluded services pertaining to oncology. The starting point was a survey of current arrangements in place across Scotland. These data have been collated and will be presented to the steering group for discussion in the 2016/17 timeframe.

3.9 BMS Dissection – Health Care Science National Delivery Plan

The current status of the role of biomedical scientists in tissue dissection across Scotland was discussed at a meeting in Dundee in March 2016. The meeting was well attended with representation from all Scottish pathology departments. The action plan from the meeting focused on gathering additional information on activity and the potential to standardise the approach across the country and use biomedical scientists to dissect specimens and ease the pressure on limited medical staff resources.

4. Additional work undertaken by SPAN in the period 2015/16

SPAN undertook the following un-scheduled work during the reporting period:

4.1 Cellular Pathology Medical Workforce

There are longstanding workforce model concerns for diagnostic related medical staff, especially in cellular pathology.

SPAN has engaged the Information Services Division and Scottish Government representatives on behalf of the NHS Education for Scotland Specialty Training Board for Diagnostics regarding the medical workforce issues facing cellular pathology. These representations have leveraged the SPAN medical data set to highlight significant underestimation of both the in post and establishment figures that are held by national workforce planners.

A comparative audit conducted by the SPAN Lead Clinician between the SPAN data set and that published by NHS Scotland Information Services Division (ISD) indicates that only 70% of existing establishment is known at the planning level. This central data underpins the algorithm that calculates the national training number requirement for cellular pathology medical training posts in Scotland. As ISD retrieves its data from the Health Boards Human Resources and Payroll systems on a three-monthly cycle, there is an opportunity to correct these establishment data at the NHS Board level, thereby negating this discrepancy going forward and ensuring more accurate workforce planning and medical training place allocation. The SPAN Steering Group, based on this evidence, are actively engaging their home NHS Boards on this matter. Meanwhile NES, ISD and SGHSCD planners have been alerted to this discrepancy. This work is on going and will continue in 2016/17.

4.2 Wider Engagement

SPAN continues to be engaged in the wider context beyond the stated national initiatives such as Shared Services. These include providing input into consultation documents from the General Medical Council and the Scottish Government, and attending cancer network events. Additional engagement activity includes engaging with stakeholders at events such as the Scottish Association for Histotechnology Annual Scientific Meeting, which involved a Q&A session on network activity.

4.3 Scottish Breast Screening Programme Quality Assurance Reference Committee Engagement

SPAN was approached in 2015/16 by Dr Mark Ashton (Consultant Cellular Pathologist, NHS Highland & NHSBSP QA Pathologist for Scotland (Big 18 Member)) to assist both him and SBSP QARC in assessing the implications for Scotland if we were to implement the Breast Pathology Quality Assurance Standards being rolled out for NHS England. A data collection and engagement process will be launched and a final status report issued to SBSP QARC via Dr Ashton and also shared with the SPAN Steering Group.

5. SPAN 2016/2017: Work Plan for the Year Ahead

The work for the year ahead will be revised by the outcomes of the SPAN Strategy Day, which will be held on Tuesday 11th October 2016. This is one of the requirements of the NSSC review. Further amendments may occur of what SPAN intends to achieve in 2016/17.

5.1 Review of SPAN within the National Commissioning Process

SPAN will fulfil its role in the NSSC review process, including its contribution to the final report that is scheduled for presentation to the NSSC in December 2016. It will also design, and begin delivery, of an appropriate response to any recommendations that arise from the report findings.

5.2 Cervical Cytology

Expertise on cervical cytology will be provided by Cervical Cytology Consortium Manager (one of the SPAN Scientific Management roles) to the Scottish Cervical Screening Consortium (SCCC) as the HPV business case is prepared for the Scottish Government.

A key responsibility of the Cervical Cytology Consortium Manager during the forthcoming workplan period will be to supporting the existing network of Cytology laboratories to continue to deliver a sustainable Cytology service, particularly if HPV testing centres are selected during 2016/17..

5.3 Health Care Science National Delivery Plan:

5.3.1: Deliverable 3 (Demand Optimisation): SPAN will contribute to the national demand optimisation work by undertaking a scoping exercise for consideration by the National Demand Optimisation Group on effectiveness of Pathology techniques.

5.3.2: Deliverable 4 (Developing Sustainable Services)

SPAN will contribute to the service improvement strands of the National Health Care Science Delivery Plan by producing a business case in Biomedical Scientist Histopathology specimen dissection.

An audit of activity will start in August 2016 and the resultant data will be used as evidence in a business case to develop and standardise the activity across all Scottish pathology labs. The primary focus for 2016/17 will be to support progress in departments in which BMS Dissection does not currently take place, or is very limited.

5.4 Pathology Data

The transfer of responsibility for the collation and analysis of SPAN data to the IMS is a significant development within the network.

For the first time individual board reports showing local performance against Scotland's average will be provided and the next phase in the development, which will be the leveraging of these data for continuous quality improvement and service redesign.

5.5 Cellular Pathology Medical Workforce

Work will continue into 2016/17 on this subject. It is clear from preliminary work that the model for cellular pathology national training numbers for trainee medical staff is underpinned by imperfect national workforce data. This apparent mismatch may lead to workforce issues in the future. This will be a key priority for the coming year.

5.6 Communication and Engagement

The Network will develop a communication strategy to enable SPAN to identify its stakeholders and their needs as a means to communicate with them and the wider diagnostic community more effectively.

The SPAN website will be maintained reviewed and updated, in order for it to provide the pathology community and its stakeholders with relevant and current pathology information.

5.7 Laboratory Visits

The SPAN core team will visit four cellular pathology laboratories in the reporting period 2016-17 to develop an understanding of what the local issues faced by Pathology services are, and if a network approach can be applied to resolve any issues identified.

5.8 NHS Scotland Shared Services Initiative Engagement

SPAN will continue to contribute to the NHS Shared Services Health Portfolio. Following the appointment of a programme manager at NHS National Services level to lead the laboratories work, it is anticipated that momentum will build and greater input will be required.

5.9 Review of Renal & Liver Pathology Services (Non-oncological)

It is expected that the work on this review process will be concluded in the 2016/17 timeframe (see 3.8 for further detail).

5.10 Digital Pathology

SPAN will support the exploration of digital Pathology on behalf of NHS Scotland. This will include support for any scoping work, pilot study or evaluation process. Additionally, the SPAN Network Scientific Manager will be attending a UK wide digital pathology conference to report back to the SPAN steering group and the wider diagnostic community, including the Scottish Government.

Work Plan SPAN 2015/16

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 31/05/16	Anticipated Outcome	RAGB status
2014-01	<p>CERVICAL CYTOLOGY</p> <p>The SPAN Scientific Manager will work collaboratively with colleagues in the Scottish Cervical Screening Consortium (SCCC) supporting the development and delivery of an agreed work programme in cervical cytology, This will include development of the FBC for HPV primary screening and implementation of the changes required to adopt the new technology</p>	1:4:5:6	January 2014 – June 2016	Mr Allan Wilson / Dr Tim Palmer	The SPAN Network Scientific Manager has provided clinical expertise to support the delivery and maintenance of Cervical Cytology laboratory services during the consolidation and change in service delivery model as a result of Change in Age, Range and Frequency (CARAF). Development of the FBC for HPV primary screening has required input into a series of meetings and workshops. The FBC should be signed off in December 2016	<p>CARAF will be implemented by 6/6/16.</p> <p>BC for HPV primary screening will be submitted to the Scottish Screening Committee in September 2016</p>	G

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 31/05/16	Anticipated Outcome	RAGB status
2014-02	<p>MOLECULAR PATHOLOGY</p> <p>SPAN will provide cellular pathology input to the Molecular Pathology Consortium steering group.</p>	3:4:5:6	April 2014-Nov 2016	Dr Lee Jordan	The SPAN Lead Clinician ensures that pathology departments across Scotland are engaged with molecular pathology departments in driving up the quality of service provision	SPAN continues to representation on the MPEP and MPSCG. Regular updates provided to SPAN.	B
2014-03	<p>PEADIATRIC & PERINATAL REVIEW</p> <p>SPAN will undertake a review of Paediatric and Perinatal Pathology Services across Scotland from January 2014-May 2015</p>	4:5:6	January 2014 – May 2015	Dr Clair Evans / Dr Lee Jordan / Mr Allan Wilson / Mrs Alexandra Speirs	<p>The Paediatric and Perinatal Review were shared with the Diagnostic Steering Group in May 2015.</p> <p>SPAN Steering Group ratified the report in May 2015.</p> <p>The Paediatric and Perinatal Review was shared with the Diagnostic Steering Group in May 2015.</p> <p>The Review of the Pathways of Care for Children, Teenagers and Young Adults with Cancer (MSNCYPC) commenced after the SPAN Review. It is expected that the outcome will be relevant for the paediatric aspects of pathology practice. The Review halted SPAN progressing with any specific paediatric pathology recommendations beyond those published. The perinatal aspect was not affected.</p>	SPAN have written a report regarding Paediatric and Perinatal Services in Scotland. Recommendations are being implemented.	G

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 31/05/16	Anticipated Outcome	RAGB status
2014-04	<p>PATHOLOGY DATA</p> <p>SPAN will refine collection and analysis the Scottish Pathology data to allow notional productivity and financial measures to be applied in a comparative manner (Phase II development). The Lead Clinician will present the findings of the data to the SPAN steering group in October 2015.</p>	2:3:4	May 2014-October 2015	Dr Lee Jordan	SPAN dataset was revised by SLWG and piloted successfully. Revision used for 2014/15 data collection and analysis (undertaken in 2015/16). Phase II deemed successful following October 2015 Quality & Performance Event.	SPAN will ratify the data and pass over the collection and analysis and presentation of the data to the National Network Management Service (NNMS) Information Management Service . This is Phase III and is underway in 2016/17.	G

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 31/05/16	Anticipated Outcome	RAGB status
2014-05	<p>ISO 15189 ACCREDITATION</p> <p>SPAN will support NHS Scotland Pathology laboratories understand the newly launched ISO15189 accreditation standards</p>	2	May 2014-April 2016	Dr Lee Jordan	NHS D&G, NHS GG&C, NHS Grampian, NHS Lothian & NHS Tayside have shared their experience of the ISO 15189 accreditation with the SPAN SG	<p>UKAS representatives will meet with the IBMS once a year.</p> <p>IBMS will produce a UKAS ISO15189 Q&A sheet.</p> <p>An article will be published in the Biomedical Scientist August 2016.</p> <p>SPAN members are engaged with IBMS activity via direct professional links</p>	G
2015-01	<p>NSSC SPAN REVIEW</p> <p>National Specialist Services Committee (NSSC) SPAN Review has requested that SPAN be formally reviewed by 2016.</p>	2:3:4:5:6	January 2015-September 2016	National Network Management Service (NNMS)	The Scottish Government is committed to reviewing all national managed networks on a three to five year rolling programme to ensure that each network is meeting its original designation objectives, delivering in line with the core principles of MCNs, enabling clinical effectiveness and delivering value for money.	The SPAN review report will be presented to the NSSC in December 2016.	G

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 31/05/16	Anticipated Outcome	RAGB status
2015-02	<p>LABORATORY VISITS</p> <p>SPAN will visit all the 10 delivery NHS Boards at least once in the same three-year cycle as the Lead Clinician.</p>	2:4:5	January 2016- April 2017	SPAN Core Team	<p>SPAN laboratory project plan has been developed which illustrate what laboratories will be visited.</p> <p>The SPAN core team visited NHS Dumfries and Galloway in March 2016.</p>	<p>SPAN will have an understanding of what the local issues faced by pathology services are and if a network, approach can be applied to the issues.</p> <p>Good practise is shared within the network.</p> <p>Direct engagement with frontline staff in their own environment</p>	G
Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/end dates	Detail Plan Available / Owner	Description of progress towards meeting objective as 31/05/16	Anticipated Outcome	RAGB status

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 31/05/16	Anticipated Outcome	RAGB status
2015-03	<p>HEALTH CARE SCIENCE DELIVERY PLAN</p> <p>SPAN will contribute to the Scottish Governments Health Care Science Delivery Plan of developing sustainable services by supporting the development of Biomedical Scientists in histopathology specimen dissection.</p>	3:4:5:6	<p>March 2016</p> <p>April 2016</p>	<p>Mr Allan Wilson /Mrs Jackie Walker & Mrs Alexandra Speirs</p>	<p>The SPAN facilitated a one day stakeholder event in March 2016</p>	<p>A business case will be written that supports the development of delivering a sustainable Pathology service</p>	<p>G</p>

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 31/05/16	Anticipated Outcome	RAGB status
2015-04	<p>PATHOLOGY RENAL REVIEW</p> <p>The SPAN steering group mandated SPAN to undertake a review of Renal and Liver Pathology Services which incorporates the respective transplant services by June 2016.</p>	4:5:6	October 2015- June 2016	Dr Lee Jordan and Mr Allan Wilson	<p>Dr Jordan presented the data aspect of the Review of Renal and Liver Pathology services to the May2016 steering group. SBARs were generated for each discipline.</p> <p>It was noted that services appear stable and services have sustainable staffing with plans for continuity in place.</p> <p>NHS Ayrshire and Arran had not completed the data collection. Dr Jordan agreed to amend the data set and review the SBAR once NHS Ayrshire and Arran submitted their data.</p> <p>The findings of the liver SBAR will be presented to the Pathology GI group for review by Prof. Frank Carey.</p> <p>Specialist opinion on the Renal SBAR will be sought.</p>	<p>There will be a common understanding of what the workforce issues are in Pathology Renal and Liver Services</p> <p>An understanding of what is required to develop a safe and sustainable renal and liver pathology services across Scotland</p>	B

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 31/05/16	Anticipated Outcome	RAGB status
2015-05	<p>NHS SCOTLAND SHARED SERVICES INIATIVE</p> <p>The SPAN will contribute to the work of NHS Scotland Shared Services Medical Portfolio Board in Laboratories</p>	1:2:3:4:5:6	January 2016-May 2016	Dr Lee Jordan & Mr Allan Wilson	SPAN have contributed to NMDN report on Shared Services that has been presented to the DSG	SPAN will contribute and implement the outcome of the NHS Scotland Shared Services Portfolio Board.	B

RAG status	Description
RED (R)	The network is unlikely to achieve the objective/standard within the agreed timescale
AMBER (A)	There is a risk that the network will not achieve the objective/standard within the agreed timescale, however progress has been made
GREEN (G)	The network is on track to achieve the objective/standard within the agreed timescale
BLUE (B)	The network has been successful in achieving the network objective/standard to plan

The Institute of Medicine's six dimensions of quality are central to NHS Scotland's approach to systems-based healthcare quality improvement; therefore, objectives should be linked to these dimensions:

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.

SPAN Work Plan: 2016/17

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 30/06/16	Anticipated Outcome	RAGB status
2015-01	<p>NSSC SPAN REVIEW</p> <p>SPAN will complete the review process as commissioned by National Specialist Services Committee (NSSC) by September 2016 and develop an action plan to address recommendations.</p>	2:3:4:5:6	January 2015-September 2016	National Network Management Service (NNMS)	<p>The Scottish Government is committed to reviewing all national managed networks on a three to five year rolling programme to ensure that each network is meeting its original designation objectives, delivering in line with the core principles of MCNs, enabling clinical effectiveness and delivering value for money.</p> <p>SPAN will facilitate a strategy day where it will identify what work it will undertake.</p>	The SPAN review report will be presented to the NSSC in September 2016.	G
2015-02	<p>LABORATORY VISITS</p> <p>SPAN will visit 4 Cell path laboratories during the 2016/17 reporting period.</p>	2:4:5	January 2016-April 2017	SPAN Core Team	<p>SPAN laboratory project plan has been developed.</p> <p>The SPAN core team visited NHS Dumfries's and Galloway in March 2016.</p>	<p>SPAN will have an understanding of what the local issues faced by pathology services are and if a network, approach can be applied to resolve issues.</p> <p>Good practice is shared across the network</p>	G

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 30/06/16	Anticipated Outcome	RAGB status
2016-03	<p>HEALTH CARE SCIENCE DELIVERY PLAN</p> <p>SPAN will contribute to the Scottish Governments Health Care Science Delivery Plan of developing sustainable services by supporting the development of Biomedical Scientists in histopathology specimen dissection. This will specifically involve an audit of all departments to assess the medical time currently spent undertaking dissection, which will inform development of a business case.</p>	3:4:5:6	March 2016 April 2016	Mr Allan Wilson /Mrs Jackie Walker & Mrs Alexandra Speirs	The SPAN facilitated a one day stakeholder event in March 2016	A business case will be written that supports the development of delivering a sustainable Pathology service	G
2015-04a	<p>HEALTH CARE SCIENCE DELIVERY PLAN</p> <p>SPAN will contribute to Deliverable 3 of the Health Care Science Delivery Plan by promoting Demand Optimisation in laboratories</p>	1:2:3:4:5:6	January 2016- November 2016	Mr David Topping	The SPAN have attended the National Demand Optimisation Group	The SPAN will inform the National Demand Optimisation Group of how Demand Optimisation can occur in Pathology.	G

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 30/06/16	Anticipated Outcome	RAGB status
2016-04b	<p>NHS SCOTLAND SHARED SERVICES INIAITIAVE</p> <p>SPAN will contribute to the work of NHS Scotland Shared Services Medical portfolio Board in Laboratories</p>	1:2:3:4:5:6	January 2016-April 2016	Dr Lee Jordan/Mrs Jackie Walker/Mrs Allan Wilson	SPAN representatives have been invited to contribute to the NHS Scotland laboratory workshop in 15/09/16	SPAN will contribute and implement the outcome of the NHS Scotland Shared Services Portfolio Board.	G
2016-05	<p>PATHOLOGY DATA</p> <p>The Information Management Service will issue, collect, analysis the SPAN 2015/16 data and present it to the SPAN Performance & Quality Event on 27/09/16</p>	2:3:4	January 2016-October 2016	Dr Lee Jordan & Information Management Service	The 2015/2016 data has been issued to the SPAN steering group	SPAN data will be used to improve quality and performance in laboratories	G
2016-06	<p>Cellular Pathology Medical Workforce</p> <p>SPAN will inform ISD of the data that is held within Health Boards in order for ISD data to be corrected and ISD have an accurate number of national medical workforce data.</p>	2	May 2016-November 2016	Dr Lee Jordan	Steering group members will review the cellular pathology medical workforce data that is held within their Health Boards and Payroll departments.	This will provide SPAN with more accurate workforce data	G

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 30/06/16	Anticipated Outcome	RAGB status
2016-07	<p>CERVICAL CYTOLOGY</p> <p>The SPAN Scientific Manager will provide cervical cytology expertise to the Scottish Cervical Screening Consortium as the HPV business case is being prepared for the Scottish Government</p>	1:4:5:6	June 2016-May 2017	Mr Allan Wilson	Mr Allan Wilson attends the monthly business case initiation group meetings	HPV will be introduced as a primary test in NHS Scotland in 2020	
2016-08	<p>Communication & Engagement</p> <p>SPAN will develop a communication strategy in order to agree and establish effective methods of communicating with stakeholders by December 2016</p>	1:2	November 2016-March 2017	Mrs Alexandra Speirs	The SPAN website has been revitalised to reflect the work of the network	SPAN will have improved outcomes with the Pathology community and its stakeholders	G

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start/ end dates	Detailed Plan Available / Owner	Description of progress towards meeting objective as at 30/06/16	Anticipated Outcome	RAGB status
2019-09	Digital Pathology SPAN will undertake a scoping exercise for digital Pathology in Scotland; to understand what the operational and strategic drivers for change are.	3:4:5:6	May 2016-April 2017	Mrs Jackie Walker & Mr Allan Wilson	SPAN is supporting the exploration of digital pathology on behalf of NHS Scotland		G

RAG status key

RAG status	Description
RED (R)	The network is unlikely to achieve the objective/standard within the agreed timescale
AMBER (A)	There is a risk that the network will not achieve the objective/standard within the agreed timescale, however progress has been made
GREEN (G)	The network is on track to achieve the objective/standard within the agreed timescale
BLUE (B)	The network has been successful in achieving the network objective/standard to plan

The Institute of Medicine's six dimensions of quality are central to NHS Scotland's approach to systems-based healthcare quality improvement; therefore, objectives should be linked to these dimensions:

1. **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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6. **Timely:** reducing waits and sometimes-harmful delays for both those who receive care and those who give care.

Appendix 1: NETWORK GOVERNANCE

Dr Lee Jordan has been the Lead Clinician since December 2013. He is a Consultant Pathologist (NHS Tayside), Honorary Senior Clinical Lecturer (University of Dundee) and the CMO's Specialty Adviser for Histopathology. Dr Jordan is funded to provide 1PA of activity per week to SPAN.

Mr Allan Wilson was appointed SPAN Network Scientific Manager in July 2014. Mr Wilson is funded to provide 2 sessions of scientific support per week to SPAN.

Mrs Alexandra Speirs is the SPAN Programme Manager.

Mrs Miriam Wallace is the Programme Support Officer for SPAN.

The SPAN Programme Manager is line managed by Mrs Liz Blackman, Senior Programme Manager, NNMS.

The NNMS is managed by Mrs Catriona Johnson, Programme Associate Director, NSD.

The Steering Group is SPAN's Stakeholder Group and consist of all the lead clinicians and lead biomedical scientists of the 10 NHS Boards delivering cellular pathology services for NHS Scotland plus seconded representatives. The Steering Group meets three times per year.

SPAN is accountable to Scottish Government through National Services Division. The Diagnostic Steering Group provides influence and are key stakeholders for SPAN

Appendix 2: Steering Group Membership

Clinical Lead	Lee Jordan (Consultant Pathologist, NHS Tayside)
Network Scientific Manager	Allan Wilson (Biomedical Scientist, NHS Lanarkshire)
Network Programme Manager (NNMS)	Alexandra Speirs (NNMS, NSD)
Network Programme Support Officer (NNMS)	Miriam Wallace (NNMS, NSD)
NHS Ayrshire & Arran	Joyce Lang (Consultant Pathologist); Mrs Debbie McEwan (Biomedical Scientist)
NHS Borders	No Cellular Pathology Department, services provided by NHS Lothian
NHS Dumfries & Galloway	Stanford Mathe (Consultant Pathologist); Sandra Ramage (Biomedical Scientist) ; Michael Burns ,laboratory Manager
NHS Fife	Fiona Murdoch (Consultant Pathologist); Amanda Malham (Biomedical Scientist)
NHS Forth Valley	Bruce Michie (Consultant Pathologist); Amanda Malham / Mr John McEwan (Biomedical Scientist)
NHS Grampian	Sinclair Dundas (Consultant Pathologist); Lynne Doverty (Biomedical Scientist)
NHS Greater Glasgow & Clyde	Dr Margaret Burgoyne (Consultant Pathologist); Jacqueline Walker (Biomedical Scientist)
NHS Highland	Grant Stenhouse (Consultant Pathologist); Andrew Soden (Biomedical Scientist)
NHS Lanarkshire	Dr Graeme Smith (Consultant Pathologist); Allan Wilson (Biomedical Scientist)
NHS Lothian	Joseph Loane (Consultant Pathologist); Ian King (Biomedical Scientist)
NHS Orkney	No Cellular Pathology Department, services provided by NHS Grampian
NHS Shetland	No Cellular Pathology Department, services provided by NHS Grampian
NHS Tayside	Frank Carey (Consultant Pathologist); David Topping (Biomedical Scientist)
NHS Western Isles	No Cellular Pathology Department, services provided by NHS Highland
Scottish Cervical Cytology Consortia	Tim Palmer (Lead Clinician, Retired Consultant Pathologist); Allan Wilson (Biomedical Scientist, NHS Lanarkshire)

Workforce/ Postgraduate Training	Peter Johnston (Honorary Consultant Pathologist, Chair of the Diagnostics STB) – attendance as required
Academia	Graeme Murray (Honorary Consultant Pathologist, NHS Grampian) – attendance as required
Royal College of Pathologists / Institute of Biomedical Sciences	Not required as College members are present in the above contingent

Appendix 3: Finance

For the reporting period, 2015/16 SPAN was allocated a £5,000 budget. The network has spent £3,703.19 on its Steering Group meetings and Short life Working Group meetings.