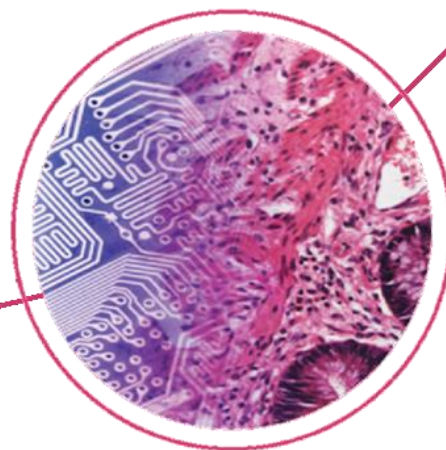


# Scottish Pathology Network (SPAN)

## Annual Report 2017/18



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**Lead Clinician** Dr Liz Mallon

**Scientific Manager** Mrs Jackie Walker

**Scientific Manager** Mr Allan Wilson

**Programme Manager** Mrs Lisa Stewart

**Programme Support Officer** Miss Emily Ross

# Executive Summary

During 2016-2017, in line with NHS Scotland's national commissioning policy, SPAN became the first National Managed Diagnostic Network (NMDN) to undergo an external review. This review provided the Network with the opportunity to revise and refresh its workplan with recommendations regarding planning, membership and education. The Network translated these recommendations into a five-year workplan, tabled as 6, 12 and 24-month milestones and annual objectives.

The added value that the SPAN Network brings to the Pathology community is the collective ambition to deliver a national workplan. Over the last year Dr Liz Mallon, Lead Clinician (NHS Greater Glasgow and Clyde), the SPAN Core Team, Steering Group and Subgroups have worked together productively on the 2017-18 SPAN workplan.

2017-2018 marked another year's successful collaboration between SPAN's Network members and the Information Management Service (IMS) in relation to quality and performance benchmarking. Individual NHS Boards can utilise the data for monitoring processes and outcomes and for benchmarking activity. The validated reports are highly valued by the Network members and can be used to identify areas for making quality improvements. SPAN's Data Group held its initial workshop in January 2018 to agree this year's data set, including an agreed approach to scoping variation.

SPAN's two Scientific Managers – Mrs Jackie Walker (NHS Greater Glasgow and Clyde) and Mr Allan Wilson (NHS Lanarkshire) – have provided leadership to specific Network objectives, which have contributed to the overall workplan;

Mrs Jackie Walker has been instrumental in bringing together colleagues and stakeholders, forming an Implementation Group to progress the establishment of a national training school for Biomedical Scientist (BMS) tissue dissection. The inaugural programme will run from 14<sup>th</sup>-18<sup>th</sup> May 2018, with representation from the ten cellular pathology laboratories. A full business case has been presented to NHS Board Chief Executives to transform BMS Dissection expertise across NHS Scotland.

Representatives from the Pathology community continue to collaborate as the National Demand Optimisation work moves into phase II (Deliverable 3 of the Healthcare Science National Delivery Plan). Mrs Walker has led on immunocytochemistry (ICC) requesting, collating baseline data for ICC demand and identifying variation and opportunities to reduce unnecessary testing across primary and secondary care.

The 2017-18 workplan has been delivered through a number of subgroups chaired by Mr Allan Wilson, including mortuary, andrology and horizon-scanning. It should be acknowledged that the subgroups include members of the Pathology community who are not included in the Steering Group, thus extending engagement with a broader range of stakeholders.

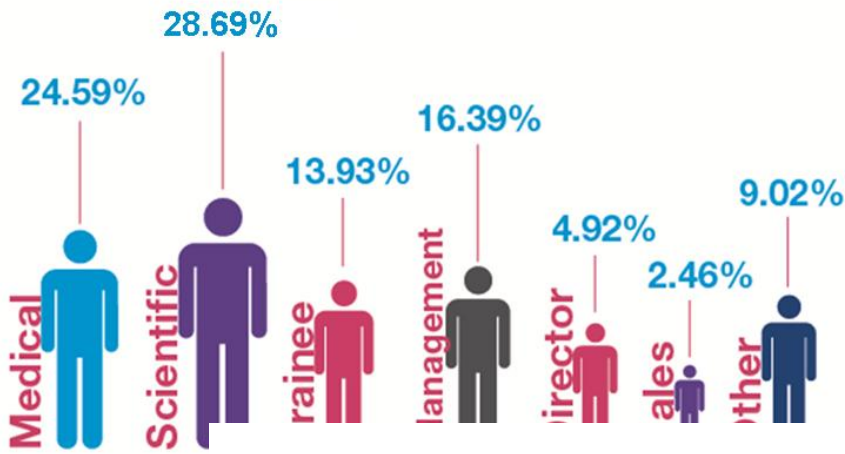
Working jointly with NHSScotland Shared Services, SPAN members have supported testing of Digital Pathology in NHS Lothian and NHS Greater Glasgow and Clyde. Now that testing is underway the Network is seeking consultation from members through three working groups, to ensure there is wider consideration of implications and participation in the roll-out across NHS Scotland.

The implementation of SPAN Communication, Education and Quality Strategies will ensure the strategic direction of the network is in line with the review recommendations.

Looking forward to 2018-2019 SPAN will continue to liaise with NHSScotland Shared Services to meet the challenges in delivering an equitable and sustainable Pathology service across NHS Scotland. The Network acknowledges the contribution of Dr Liz Mallon, Mrs Jackie Walker and Mr Allan Wilson for their leadership and drive in delivering the annual workplan and longer term vision for the Network.



# 2017-2018 SPAN and Service Activity Data

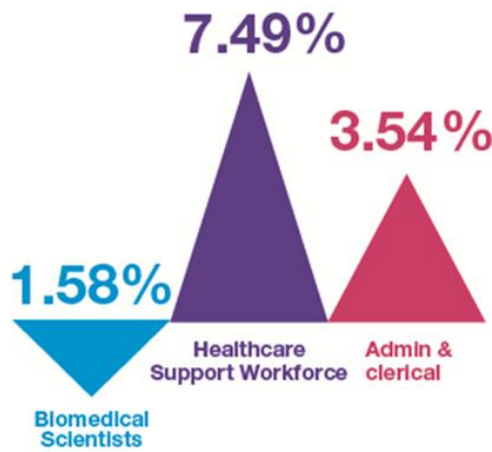


**764.25**

Total Scottish wte



**619.70**  
Notional screening requests per wte



**910.84**  
Notional screening specimens per wte



**354,274**  
Number of requests



**1,363,799**  
Number of H&E slides

**1,064,519**  
Number of Pathology blocks

2 Strategies reviewed	5 National Surveys:
1 Quality Strategy	Block & Slide
4 Newsletters	BMS reporting
1 all-Scotland benchmarking report	ICC
10 NHS Board benchmarking reports	Mortuary
	Andrology

**1.50**  
Specimen : requests ratio

**422**  
followers  
as of 4 April

**We published**

**116**  
#pathologycommunity  
tweets as of 23 Feb

# Introduction



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<sup>1/2</sup> has identified that diagnostics are central to whole systems service redesign of the NHS in Scotland including:

- Shared Services
- 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.

The 2016-17 external review acknowledged that SPAN has added considerable value to services since inception, highlighting the following as successes:

- information sharing between Pathology services;
- conduit of essential communications;
- contribution to a number of service redesign initiatives;
- collection of a sizable data set, providing comparisons on performance and staffing profiles across Scotland and also comparisons with previous years; and
- tangible engagement and participation from each of the centres, with excellent attendance at meetings and good buy-in throughout.

SPAN strives to ensure the provision of an innovative, equitable, patient centred, high quality, and clinically effective Pathology service in Scotland.

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<sup>1</sup> A National Clinical Strategy for Scotland 2016

<sup>2</sup> Realistic Medicine Chief Medical Officer's Annual Report 2014-2015

# Mission Statement

The role of the Scottish Pathology Network is to improve pathology services by creating and developing a Scotland-wide National Managed Diagnostic Network, 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
- meet national guidelines and ISO 15189 Standards.

## SPAN Report against Workplan 2017-18 (11 Objectives)

### Clinical effectiveness

*2017-18 Objective (02):*

#### **Complete National BMS Dissection Training business case to modernise workforce**

Mrs Jackie Walker, NHS Greater Glasgow and Clyde, has been instrumental in bringing together colleagues and stakeholders, forming an Implementation Group to progress the establishment of a national training school for Biomedical Scientist (BMS) tissue dissection. The inaugural programme will run from 14<sup>th</sup>-18<sup>th</sup> May 2018, with representation from the ten cellular pathology laboratories. A full business case has been presented to NHS Board Chief Executives to support the request for funding, which will transform BMS Dissection expertise across NHS Scotland. This will contribute to Deliverable 4 of The Scottish Healthcare Science National Delivery Plan, which specifies BMS Dissection in Histopathology as a key objective to releasing medical capacity.

### Service planning

*2017-18 Objective (03):*

#### **Support implementation of Digital Pathology in at least one site**

Working jointly with NHSScotland Shared Services and Philips, SPAN members have supported innovative testing of Digital Pathology in NHS Lothian and NHS Greater Glasgow and Clyde. Now that testing is underway the Network is seeking consultation from members through three working groups, to ensure there is wider consideration of the implications and participation in the roll-out across NHS Scotland. The current project team reports that the best possibility for national roll-out of digital pathology will be for a coordinated approach to business case development, with the aim of securing appropriate national funding.

*2017-18 Objective (04):*

#### **Produce scoping paper on Voice Recognition software**

SPAN has a strategic aim that Digital Dictation (voice recognition) will be in place in Scotland by 2021. In spring 2017 SPAN undertook a survey to establish to what extent NHS pathology laboratories are deploying voice recognition software, how it is being used and what is working well. The Horizon-Scanning Group has produced a scoping paper on Voice Recognition including the extent of implementation, key drivers, issues and benefits to its use. The group aims to increase deployment of Voice Recognition by supporting clinical access and familiarity with the technology.



*2017-18 Objective (06):*

### **Complete scoping work on current Block and Slide storage**

One of SPAN's objectives is to work with colleagues in NHS procurement and NHSScotland Shared Services Laboratories Programme to review block and slide storage options across NHS Scotland and to explore a best-value 'Once for Scotland' solution, potentially extending to transportation. In response to the workplan a short-life working group was established, the remit of which was to produce a summary paper scoping how NHS Boards are currently storing their blocks and slides, assessment of the associated cost and proposal for solutions.

In spring 2017 SPAN carried out a survey to gather information across the ten cellular pathology laboratories on current practice for archiving: including number of annual specimens; associated costs; challenges/issues; and suggestions for future storage. Variation in practice suggests differing interpretation of The Royal College of Pathologists' guidance on the retention and storage of pathological records and specimens. The key issue relates to storage capacity. The survey identified that managing storage is more challenging for some laboratories than others and the group agreed to re-circulate the survey in 2018 to monitor and respond to the issue.

*2017-18 Objective (08):*

### **Scope Mortuary Services**

Within SPAN's workplan the network agreed to convene a Mortuary Group to identify the current national provision for Hospital Mortuary Pathology Services and develop a meaningful dataset. The group plans to scope national mortuary requirements and identify what training will be required in the future, given an identified shortfall of pathology staff with expertise in this area. The survey was completed in February 2018 and the outcomes will be progressed by the subgroup.

*2017-18 Objective (12):*

### **Establish Andrology Group and support its actions**

The Andrology Group held its first meeting in November 2017. The main aims of the group include: developing guidance on meeting the ISO standards (impact of UKAS assessment), sharing best practice and agreeing national procedures and guidance to improve the andrology service across NHS Scotland.

## **Education**

*2017-18 Objective (09):*

### **Produce Education and Training Strategy**

In January 2017 the Network produced an Education Strategy, which is aligned with other bodies such as the Royal College of Pathologists, the Institute of Biomedical Science and NHS Education for Scotland. The strategy aims to address the educational needs of all staffing levels, including Biomedical Scientists, Healthcare Scientists, support staff and Consultant Pathologists.

### **SPAN Annual Event 2017**

On 3<sup>rd</sup> November 2017 SPAN launched its first national event. The event aimed to improve the knowledge and skills of the Pathology community, to inform best practice, provide an opportunity to learn, contribute and understand existing and new practice and technologies.

The programme covered four key themes:

- Drivers for SPAN, including Shared Services and the National Delivery Plan for Healthcare Science.
- Developments in Pathology.
- Creating a Sustainable Scottish Pathology Service.
- Next Steps for SPAN.



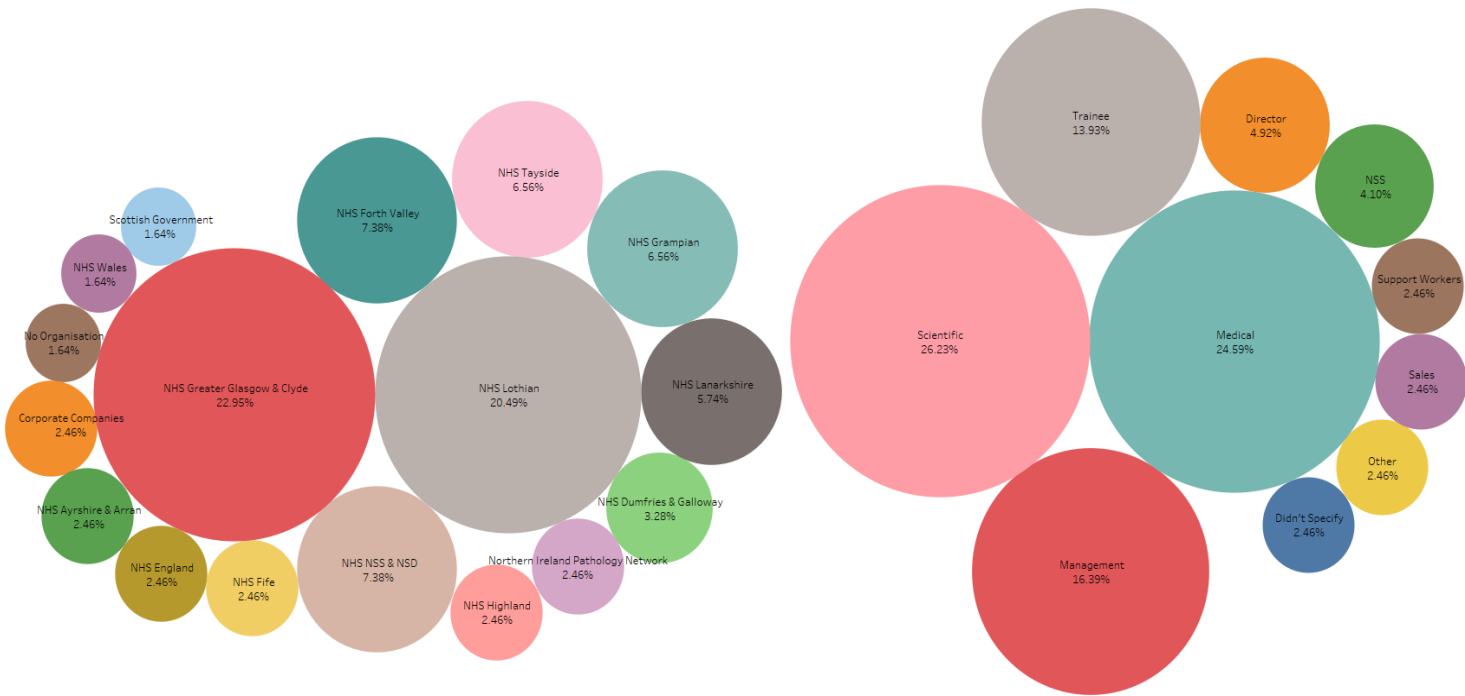


Figure 1 **Event attendance - 3<sup>rd</sup> Nov 2017**

The Network collaborated with IMS to produce an Event Evaluation. Figure 1 shows the representation at the event. The report concluded the event was highly successful in terms of meeting expectations, and plans are already underway for 2018's national event. During the SPAN event the @NMDNScot account was used to share SPAN tweets during the day. We tweeted **43 times**, which were engaged with **508 times**. Tweets reached **13,600 people**, with an engagement rate of **2.5%**.

The tweet with the highest engagement rate (right) referred to the launch of the National BMS Dissection Training School.



**2017-18 Objective (07):**

**Produce outline business case for BMS reporting**

The external review recognised SPAN's remit to support workforce planning and sustainable services, including assessment of and solutions for workload complexity, workforce numbers, skill mix and models of delivery.

The Network is exploring BMS Reporting as an option to address workforce capacity and alleviate the significant pressures mounting on histopathology services.

A joint statement from the Royal College of Pathologists and Institute of Biomedical Science states that the involvement of biomedical scientists in the dissection of Category B and C tissue pathology samples, followed by the more complex D and E cases is now an accepted area of specialism for qualified biomedical scientists.



In 2012 a pilot scheme to train Biomedical Scientists was introduced in the UK. The Network has drafted an Options Appraisal for BMS Reporting in Scotland; outlining options for delivery of training and recommending national funding to support training across NHS Scotland.

## Continuous Quality Improvement

2017-18 Objective (10):

### Develop a Quality Strategy

The Scottish Government’s core principles of managed networks identify the requirement for continuous quality improvement, articulated through an annual workplan to demonstrate intended improvements year on year. Diagnostics 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. In December 2017 SPAN developed a Quality Strategy, including a Data and Measurement Plan, which outlines the approach SPAN will take to improving and monitoring quality in diagnostic Pathology services. This was endorsed by the Steering Group in February 2018. Pathology labs have access to QI training and mentoring, through the Programme team, to support quality improvements based on their Quality and Performance data set.

## Collaboration with Key Stakeholders and Stakeholder Engagement

One of the recommendations from the National Specialist Services Committee (NSSC) Review was that ‘SPAN should undertake a review of network and stakeholder membership, in order to ensure that different perspectives are represented’. Figure 2 demonstrates attendance at the SPAN Steering Group meetings over the last two years.

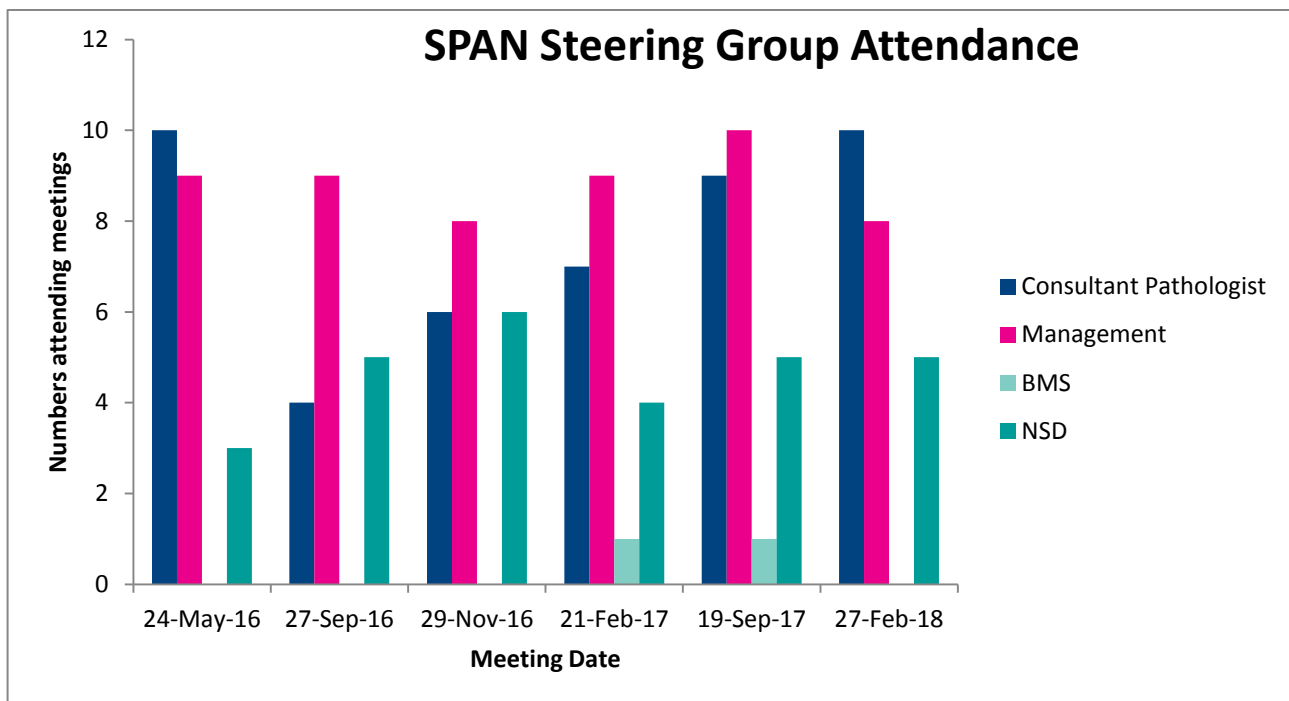


Figure 2

2017-18 Objective (05):

### Produce Communications Strategy

The SPAN Communication Strategy was produced in January 2017 and progress was reviewed by the Core team in November 2017. The plan outlines how the Network uses a variety of approaches to engage with stakeholders in the Pathology community, including development of an all-staff distribution list, quarterly newsletters, regular refreshment of the website with current resources and use of social media.

The Network set an objective to attract 300 visitors to the SPAN website per month. It now has an average of 400 users per month; 600 unique individuals have used the website since the launch of the Communication Strategy (January 2017), with the website visited 3,600 times.

In 2016, in alliance with the other NMDNs, SPAN launched its Twitter account and created its own hashtag (#pathologycommunity) to provide a more direct method for communicating with stakeholders, services and organisations. The account now has 422 followers.

SPAN is also engaging directly with the Pathology community across NHS Scotland through a comprehensive distribution list: sharing information through the quarterly newsletter and highlighting appropriate events and conference opportunities. Figure 3 shows the individuals we are reaching:

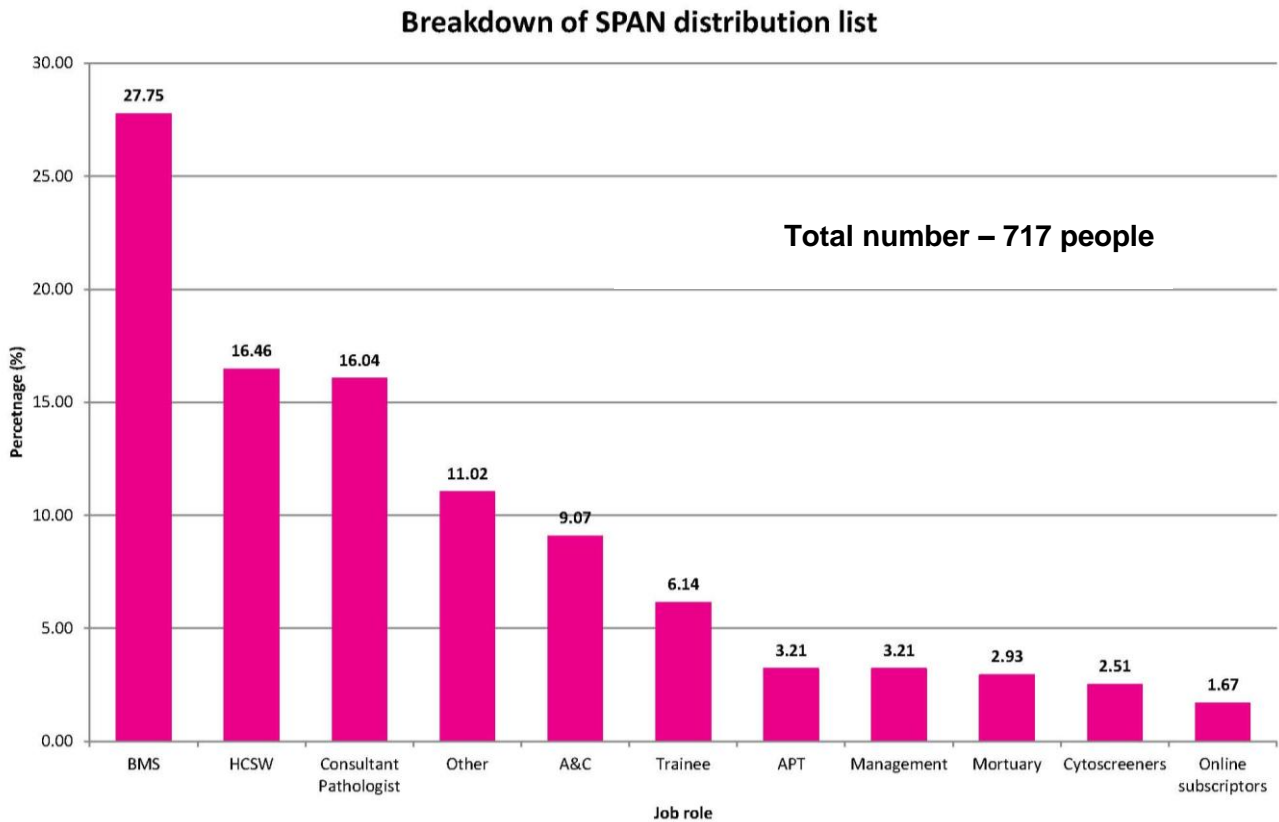


Figure 3

## Collaboration with Key Stakeholders

2017-18 Objective (11):

### Engage with Regional Diagnostic Groups

NHSScotland Shared Services' high level description of the proposed future service model for laboratories recognises the opportunity to use the workforce, facilities, equipment and finance in a way that is more efficient, effective, equitable, resilient and affordable. The vision of how a future Distributed Service Model might look is being developed through three Regional Diagnostic Groups and SPAN is engaging with these groups. SPAN's involvement in these groups has been included in the 2018-19 workplan and collaboration with the regional work will support the development of a nationally cohesive approach.

The Shared Services Laboratories Programme is a programme of significant scale and complexity and faces the challenge of delivering transformational change while maintaining current service provision. SPAN has ensured representation on the three key groups which are progressing this programme (Distributed Services Model Design Group, the IT Group and the Data Group) and will work with Shared Services to optimise the 'Once for Scotland' approach.

## Quality and Performance

2017-2018 marked another year's successful collaboration between SPAN's Network members and the Information Management Service (IMS) in relation to quality and performance benchmarking. The Pathology data set has required years of close working, and provides a comprehensive picture of workforce issues, productivity and key performance indicators (Figure 4). Individual NHS Boards can utilise the data for monitoring processes and outcomes and for benchmarking. Feedback from Network members indicates the validated reports are highly valued and can be used to identify areas for improving quality.

SPAN's Data Group held its initial workshop in January 2018 to agree this year's data set, including an agreed approach to scoping variation. The joint working required to refine this extensive data set was acknowledged at this year's NHS National Services Scotland Excellence Awards, where the Network was placed 'Runner Up' for Collaboration.

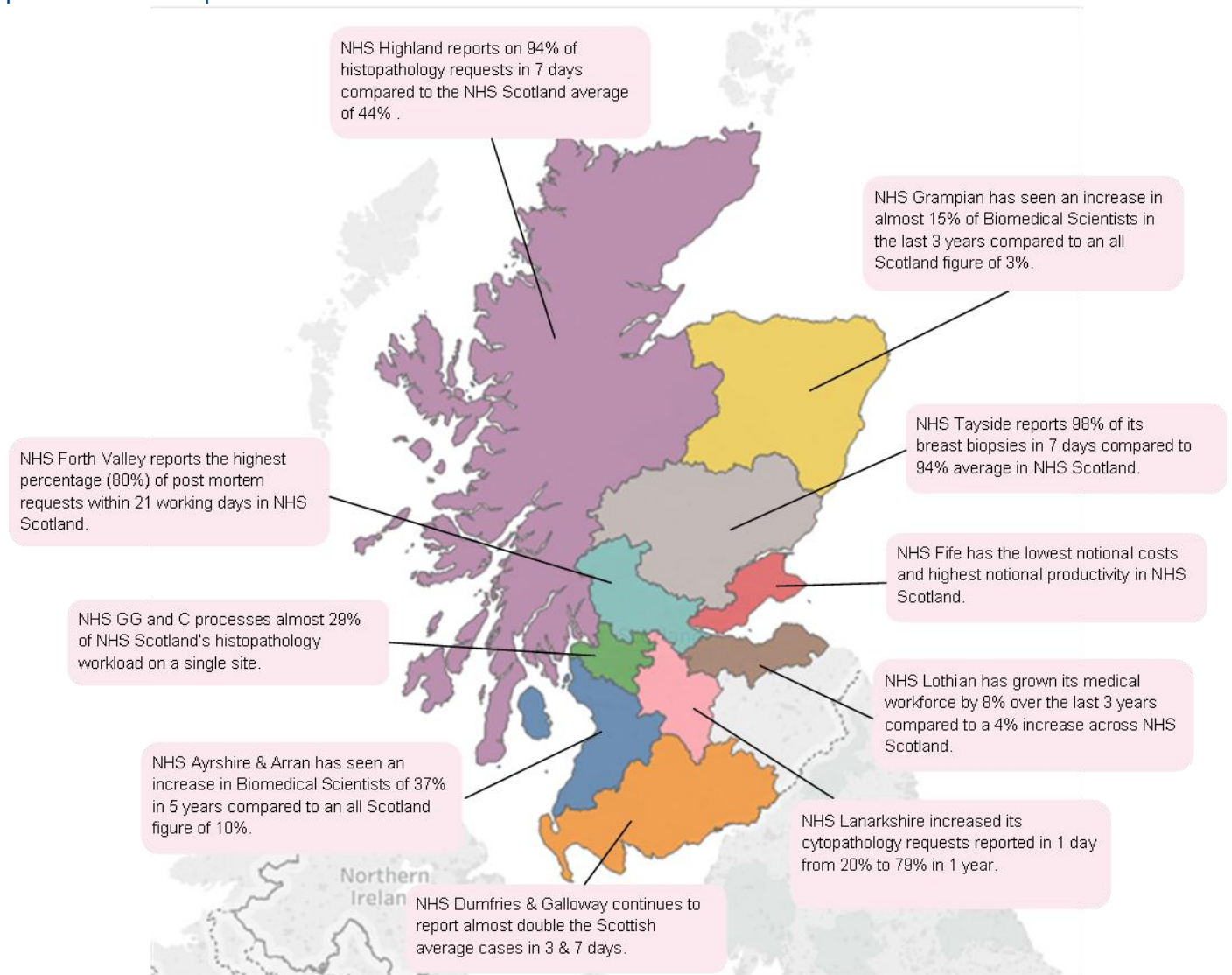


Figure 4

## Cervical Cytology

Mr Allan Wilson has continued to provide the interface with SPAN and the Cervical Cytology consortium, contributing to the successful awarding of Scottish Government funding for the high risk Human Papillomavirus (hrHPV) primary screening and supporting laboratories to maintain their service during the period of redesign.

## Regional Cancer Networks

SPAN's collaboration with the Regional Cancer Networks is ongoing, utilising the SPAN dataset to identify variation in practice – for example, in Primary Care, receiving specimens, or communicating relevant patient information – and improving patient pathways. Dr Liz Mallon has met with the West of Scotland Cancer Network (WoSCAN) Cancer Leads and the Regional Cancer Advisory group. She has also



participated in a teleconference with the North of Scotland Cancer Network (NOSCAN). The SPAN workplan has been presented to both groups to raise awareness of the role and establish contact with SPAN.

## Plans for the year ahead

The 2018-2019 SPAN Workplan (draft) was circulated for discussion at the SPAN Steering Group meeting on 27<sup>th</sup> February 2018 and key priorities identified (Appendix 4).

## Key Priorities for 2018-19

### Utilisation of Digital Pathology

The Digital Pathology Pilot is now underway in NHS Greater Glasgow and Clyde and NHS Lothian. SPAN's role is to ensure that the benefits of digital pathology are available to the entire Scottish Pathology community and it has the opportunity to contribute to the process. A Digital Pathology Symposium took place in March 2018 and included updates on the lessons learned from the pilot so far, talks on the IT implications of digital pathology, clinical validation and the laboratory aspects of the technology. Dr Gareth Bryson (NHS Greater Glasgow and Clyde), who is leading on Digital Pathology, is convening three working groups to progress the roll-out across NHS Scotland:

National Data Retention Policy, National Reporting System and Business Case Development.

### Quality and Performance Data Benchmarking

Collaboration with the Information Management Service will ensure the comprehensive capture of workforce issues, productivity and key performance indicators at individual NHS Board and Scotland-wide levels. The Quality and Performance Benchmarking reports will allow labs to understand yearly trends, highlight issues and can be used to target variation and monitor quality improvement activity.

### Evaluating new tests

SPAN makes 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. In 2016-17 SPAN supported the development of a national approach to PD-L1 testing and this year the network will utilise the agreed framework for the testing for ROS1. The SPAN process has been approved by the Diagnostic Steering Group and will be used by all disciplines for companion diagnostic test introduction.

### Workforce Planning

Progression of the BMS Dissection Training and BMS Reporting can address some of the workforce challenges that the Pathology community is facing (Figure 5). The National BMS Dissection Training business case is being progressed to support BMS and Pathology clinicians to increase BMS Dissection across NHS Scotland.

An options appraisal for BMS Reporting will lead to business case development to finance training requirements across NHS Scotland.

The Diagnostic Steering Group is establishing a national workforce planning group, which will focus on laboratory diagnostics. Together with the other diagnostic networks, SPAN can use this group to drive workforce solutions.

Total Staff Retiring by Year Breakdown



Total Staff Retiring by Year Breakdown & Job Type

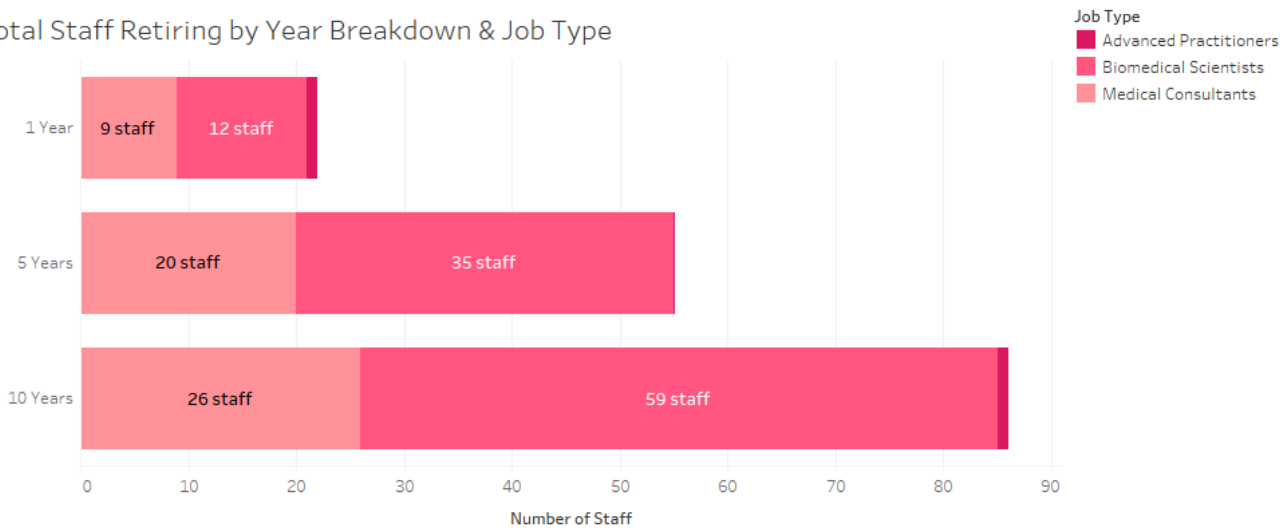


Figure 5

## Challenges

One of the key challenges for the Pathology community is in sustaining a workforce which can meet demand, owing to impending retirements over the next five years (Figure 5) and the medical vacancy rate across Scotland.

NHSScotland Shared Services’ high level description of the proposed future service model for laboratories recognises the opportunity to use the workforce, facilities, equipment and finance in a way that is more efficient, effective, equitable, resilient and affordable. The vision of how a future Distributed Service Model might look is being developed through three Regional Diagnostic Groups and SPAN is engaging with these groups. The Network’s challenge is to support regional developments while maximising the strength a national network can bring to delivering improvements and sustainability in the Pathology community.



## Appendix 1 SPAN Workplan 2017-18

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start / end dates	Owner	Description of progress towards meeting objective as at 31/03/2018	Anticipated Outcome	RAGB status
2017 - 01	Implement SPAN revised structure	3, 4, 5	01/04/2017-30/09/2017	Programme Manager	SPAN structure now in place	Network will support diagnostic services to continuously improve service delivery to ensure equitable provision of high quality, clinically effective services	<b>B</b>
2017 - 02	Complete National BMS Dissection Training business case to modernise workforce	1, 2, 3, 4, 5, 6	01/04/2017-31/03/2018	SPAN Scientific Manager (JW)	Implementation Group has developed learning agreement, programme, and content. Business case approved by DSG and NES – SBAR to go to Board of Chief Execs 7 <sup>th</sup> Nov	Development and delivery of National BMS Dissection Training programme	<b>B</b>
2017 - 03	Support implementation of Digital Pathology in at least one site	1, 2, 3, 4, 5, 6	01/04/2017-31/03/2018	SPAN Scientific Manager (AW)  / Shared Services	Philips has been awarded contract for the pilot. NHS GGC and Lothian are beginning to test technology	By 2021 there will be a network of pathologists who are trained to report digitally	<b>B</b>
2017 - 04	Produce scoping paper on Voice Recognition software	4, 5, 6	01/04/2017-30/09/2017	SPAN Scientific Manager (AW)	A Horizon-Scanning group has been formed to progress. Voice Recognition scoping was carried out and Proposal Paper presented to Steering Group in September 2017	Digital Dictation will be in place in Scotland by 2021	<b>B</b>

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start / end dates	Owner	Description of progress towards meeting objective as at 31/03/2018	Anticipated Outcome	RAGB status
2017 - 05	Produce Communications Strategy	1, 3, 4, 5	01/04/2017-31/03/2018	Programme Manager	Comms Strategy developed and will be evaluated in December 2017	By 2019 SPAN will be visible and integrated into the Pathology Community and with its stakeholders	<b>B</b>
2017 - 06	Complete scoping work on current Block and Slide storage	2, 3, 4	01/04/2017-31/03/2018	Programme Manager	A Horizon-Scanning group has been formed to progress. Block and Slide scoping was carried out and Proposal Paper presented to Steering Group in September 2017	By 2021 there will be a Scotland solution for Block and Slide storage	<b>B</b>
2017 - 07	Produce outline business case for BMS reporting	4, 5, 6	01/04/2017-31/03/2018	SPAN Scientific Manager (AW)	SPAN Scientific Manager currently scoping level of commitment to progress	By 2021 SPAN will facilitate expansion of the number of BMS staff involved in diagnostic reporting	<b>A</b>
2017 - 08	To scope mortuary services	1, 2, 4, 6	01/04/2017-31/03/2018	SPAN Scientific Manager (AW)	A mortuary sub-group has been formed to progress. A detailed survey will scope issues and solutions facing hospital mortuary services	SPAN will support solutions facing hospital mortuary services	<b>B</b>
2017 - 09	Produce Education and Training Strategy	1, 2, 3, 4, 5	01/04/2017-31/03/2018	Programme Manager	Education Strategy has been developed and will be reviewed by March 2018	By 2017 SPAN will produce an education and training strategy	<b>B</b>
2017 - 10	Develop a Quality Improvement Strategy	1, 2, 3, 4, 5, 6	01/04/2017-31/03/2018	Programme Manager	Robust local and all-Scotland data will inform areas for quality improvement	SG identifies the requirement for Continuous Quality Improvement, articulated through an annual workplan to demonstrate intended improvements year on year	<b>B</b>

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start / end dates	Owner	Description of progress towards meeting objective as at 31/03/2018	Anticipated Outcome	RAGB status
2017-11	Engage with Regional Diagnostic Groups	3,4	01/09/2017-31/03/2019	Lead Clinician/ Scientific Managers	SPAN Lead Clinician/Scientific Managers to participate in Regional Diagnostic Group meetings.	By 2018 Regional Diagnostic Groups will collaborate with SPAN regarding joint workplans	<b>G</b>
2017-12	Establish Andrology Group and support its actions	1,2,3,4,5,6	01/04/2017-31/03/2019	SPAN Scientific Manager (AW)	Initial Andrology Group meeting 08/11/2017	By 2019 SPAN will have established the Andrology Group TOR, Group Actions and Education Events	<b>G</b>



## Appendix 2: Network Governance

Dr Liz Mallon has been the Lead Clinician since December 2016. Dr Mallon 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 1 session of scientific support per week to SPAN.

Mrs Jackie Walker was appointed SPAN Network Scientific Manager in May 2016. Mrs Walker is funded to provide 1 session of scientific support per week to SPAN.

Mrs Lisa Stewart is the SPAN Programme Manager.

Miss Emily Ross 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 representative of SPAN's Stakeholder Group and consists 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 includes key stakeholders for SPAN.

## Appendix 3: SPAN Steering Group Membership

Lead Clinician	Dr Liz Mallon (Consultant Pathologist, NHS Greater Glasgow & Clyde)
Network Scientific Manager	Mr Allan Wilson (Biomedical Scientist, NHS Lanarkshire)
Network Scientific Manager	Mrs Jacqueline Walker (Biomedical Scientist, NHS Greater Glasgow & Clyde)
Senior Programme Manager	Mrs Liz Blackman (NNMS, NSD)
Information Management Service	Mrs Claire Lawrie (NNMS, NSD)
Network Programme Manager (NNMS)	Mrs Lisa Stewart (NNMS, NSD)
Network Programme Support Officer (NNMS)	Miss Emily Ross (NNMS, NSD)
NHS Ayrshire & Arran	Dr Jon Coldeway (Consultant Pathologist); Debbi McEwan (Biomedical Scientist)
NHS Borders	No Cellular Pathology Department, services provided by NHS Lothian
NHS Dumfries & Galloway	Dr Stanford Mathe; (Consultant Pathologist) Michael Burns(Biomedical Scientist) / Lianne Duffy (Biomedical Scientist) / Adele Foster (Biomedical Scientist)
NHS Fife	Dr Fiona Murdoch (Consultant Pathologist); Derek Selbie (Biomedical Scientist)
NHS Forth Valley	Dr Mark Brown (Consultant Pathologist); John McEwan (Biomedical Scientist)
NHS Grampian	Dr Fiona Payne (Consultant Pathologist); David Wilson (Biomedical Scientist)
NHS Greater Glasgow and Clyde	Dr Gareth Bryson (Consultant Pathologist); Jacqueline Walker (Biomedical Scientist)
NHS Highland	Dr Grant Stenhouse (Consultant Pathologist); Andrew Soden (Biomedical Scientist)
NHS Lanarkshire	Dr Stuart Thomas (Consultant Pathologist); Allan Wilson (Biomedical Scientist)
NHS Lothian	Dr Marie Mathers (Consultant Pathologist); Amanda Malham (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	Dr Jennifer Wilson (Consultant Pathologist); David Topping (Biomedical Scientist)
NHS Western Isles	No Cellular Pathology Department, services provided by NHS Highland
Scottish Cervical Cytology Consortia	MrTim Palmer (Lead Clinician, Consultant Pathologist, NHS Highland); Mr Allan Wilson (Clinical Manager, Biomedical Scientist, NHS Lanarkshire)
Workforce/ Postgraduate Training	Dr Peter Johnston (Honorary Consultant Pathologist, Chair of the Diagnostics Specialty Training Board) – attendance as required
Academia	Dr Graeme Murray (Honorary Consultant Pathologist, NHS Grampian) – attendance as required
Royal College of Pathologists / Institute of Biomedical Science	Not required as College members are present in the above contingent

## Appendix 4: SPAN Workplan 2018-19

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start / end dates	Owner	Description of progress towards meeting objective as at 01/04/2018	Anticipated Outcome	RAGB status
1. 2018 – 01	Review and update Communications Strategy	1, 3, 4, 5	01/04/2018- 31/03/2019	SPAN Programme Manager (LS)	Comms Strategy will continue to be reviewed to ensure engagement with stakeholders	By 2019 SPAN will be visible and integrated into the Pathology Community and with its stakeholders	<b>G</b>
2. 2017 – 03	Support implementation of Digital Pathology in two sites and create plan for roll-out	1, 2, 3, 4, 5, 6	01/04/2017- 31/03/2019	SPAN Scientific Manager (AW)  / Dr Gareth Bryson (SPAN)	Philips has the contract for the pilot. NHS GGC and Lothian are testing technology.  3 Groups are engaging wider Pathology community in planning	By 2021 there will be a network of pathologists who are trained to report digitally	<b>G</b>
3. 2018 - 02	Collaborate with IMS to produce SPAN Quality & Performance Reports	2, 3, 4, 5, 6	01/04/2018- 31/03/2019	SPAN Scientific Manager (JW)	Data Group developing requirement for 2017-2018 data set	By 2019 NHS Boards will use data for effective benchmarking and to identify areas for improvement	<b>G</b>
4. 2018 - 03	Progress National BMS Dissection Training business case to modernise workforce	1, 2, 3, 4, 5, 6	01/04/2018- 31/03/2019	SPAN Scientific Manager (JW)	Implementation Group will deliver Training Programme 14 <sup>th</sup> -18 <sup>th</sup> May 2018.  Business Case to go to Board Chief Execs 6 <sup>th</sup> March	By 2019 SPAN will deliver a rolling National BMS Dissection Training programme	<b>G</b>
5. 2017 - 07	Produce business case for BMS reporting to modernise workforce	4, 5, 6	01/04/2017- 31/03/2019	SPAN Scientific Manager (AW)	Options Appraisal has been drafted which will inform a Business Case	By 2021 SPAN will facilitate expansion of the number of BMS staff involved in diagnostic reporting	<b>G</b>

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start / end dates	Owner	Description of progress towards meeting objective as at 01/04/2018	Anticipated Outcome	RAGB status
6. 2017 - 04	Support utilisation of Voice Recognition software	4, 5, 6	01/04/2017- 31/03/2019	SPAN Scientific Manager (AW)	Supporting implementation of Voice Recognition and exploring Digital Pathology applications for Digital Dictation	By 2019 a further scoping of Digital Dictation implementation will be carried out	<b>G</b>
7. 2018 -04	Scope variation in 3 areas to support Demand Optimisation Phase II workplan	1, 2, 3, 4, 5	01/04/2018- 31/03/2019	SPAN Scientific Manager (JW)	Collaboration with Diagnostic Steering Group Demand Optimisation Phase II – focus on ICC, megablocks and appendix	By 2019 SPAN will use data to support improvements in reducing unwarranted variation	<b>G</b>
8. 2018 - 05	Collaborate with Regional Cancer Networks to improve patient pathways	1, 2, 3, 5, 6	01/04/2018- 31/03/2019	SPAN Lead Clinician (LM)	Ongoing liaison with the Regional Cancer Networks to identify variation and support improvements	By 2020 SPAN will be integrated with Cancer Managed Clinical Networks (MCNs) to improve patient pathways	<b>G</b>
9. 2018 - 06	Respond to emerging challenges – evaluation of new tests	1, 2, 3, 4, 5	01/04/2018- 31/03/2019	SPAN Lead Clinician/ Scientific Managers	Participation in emerging work streams, for example, in the implementation of companion diagnostics (ROS1)	By 2019 SPAN will utilise and build on the Pathology Framework for Decision Making	<b>G</b>
10. 2018 - 07	Review and update Education and Training Strategy	1, 2, 3, 4, 5	01/04/2017- 31/03/2019	SPAN Programme Manager (LS)	Education Strategy has been developed and will be reviewed by June 2018	By 2019 SPAN will implement and review the Education and Training Strategy	<b>G</b>
11. 2018 - 08	Identify and progress Block and Slide storage solutions	2, 3, 4	01/04/2018- 31/03/2019	SPAN Scientific Manager (AW)	A Horizon-Scanning group has been formed to progress. Block and Slide scoping was carried out and will be repeated in 2018 to monitor	By 2021 there will be a Scotland solution for Block and Slide storage	<b>G</b>

Objective Number	SMART Objective	Linked Dimensions of Quality	Planned start / end dates	Owner	Description of progress towards meeting objective as at 01/04/2018	Anticipated Outcome	RAGB status
12. 2018 - 09	Collaborate with hospital mortuary services to scope issues and identify potential solutions	1, 2, 4, 6	01/04/2018-31/03/2019	SPAN Scientific Manager (AW)	A mortuary sub-group has been formed to progress. A detailed survey has been issued to scope issues and solutions facing hospital mortuary services	By 2019 SPAN will support solutions facing hospital mortuary services	G
13. 2017-12	Establish Andrology Group to develop guidance on meeting ISO standards	1,2,3,4,5,6	01/04/2017-31/03/2019	SPAN Scientific Manager (AW)	Initial Andrology Group meeting 08/11/2017	By 2019 SPAN will have established the Andrology Group TOR, Group Actions and Education Events	G
14. 2017 - 10	Develop a Quality Improvement Strategy and support QI projects at local level	1, 2, 3, 4, 5, 6	01/04/2017-31/03/2019	SPAN Programme Manager (LS)	A Quality Strategy has been drafted. Robust local and all-Scotland data will inform areas for quality improvement	By 2020 SPAN will identify areas for Continuous Quality Improvement, articulated through a Data and Measurement plan to demonstrate intended improvements year on year	G
15. 2017-11	Engage with Regional Diagnostic Groups to ensure a national approach	3,4	01/09/2017-31/03/2019	SPAN Lead Clinician/ Scientific Managers	SPAN Lead Clinician/Scientific Managers to participate in Regional Diagnostic Group meetings	By 2019 SPAN will collaborate with Regional Diagnostic Groups regarding joint work plans	G
16. 2018 - 10	Collaborate with NHSScotland Shared Services through Data, IT and Design Groups	2, 3, 4, 5, 6	01/04/2018-31/03/2019	SPAN Lead Clinician/ Scientific Managers	SPAN currently has representation on the 3 Shared Services groups (IT, Data and DSM Design)	By 2019 SPAN will collaborate with Shared Services on planning for future service model including Datamart, IT and Design	G

# Appendix 5: Five-Year Workplan

Scottish Government Policy Aim: Adopt a consortia approach in order to inform and drive the redesign of clinical diagnostic services

Policy framework of core principles and quality dimensions to which national networks must adhere.

Core Principles (Ref: CEL 29 (2012))

**Core Principle 1:**  
Clear management arrangements and leadership of the MDN

**Core Principle 2:**  
A defined MDN structure setting out the points at which the service is to be delivered and the connections between them

**Core Principle 3:**  
The use of a MDN annual work plan

**Core Principle 4:**  
The use of a documented evidence base by the MDN

**Core Principle 5:**  
The multi disciplinary and multi professional constitution of the MDN, which includes patients

**Principle 6:**  
A patient-centric approach

**Core Principle 7:**  
Optimising the MDN education and training potential and continuing professional

**Core Principle 8:**  
Generating better value for money

Institute of Medicine's 6 Dimensions of Quality (Ref: Healthcare Quality Strategy For NHS Scotland, 2010)

Person Centred

Safe

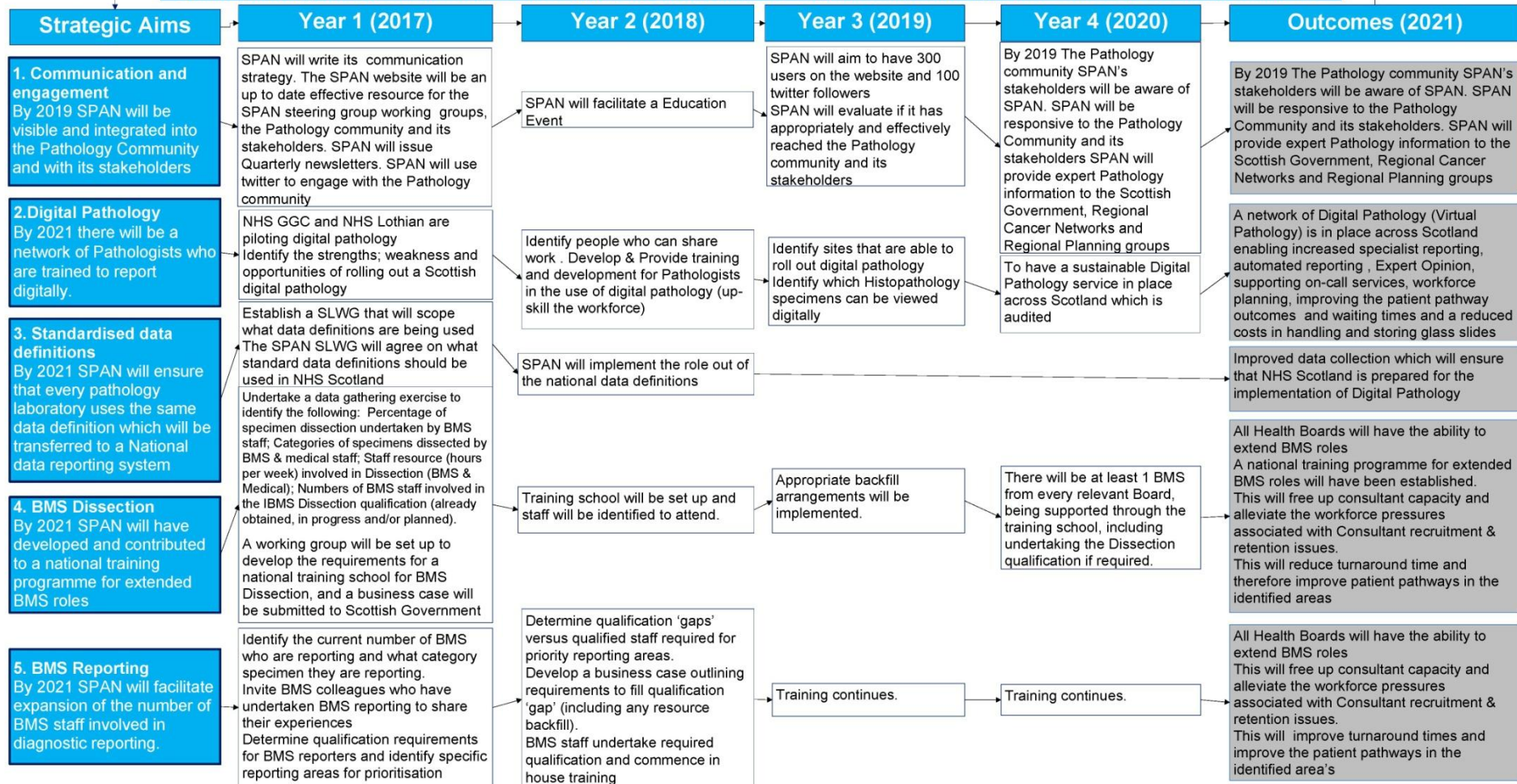
Effective

Efficient

Equitable

Timely

The role of the Scottish Pathology Network (SPAN) is to improve pathology services by creating and developing a Scotland wide National Managed Diagnostic Network (NMDN) which will steer modernisation, including service change and redesign, improve quality, ensure provision of an effective cellular pathology service which anticipates and responds to user needs, future requirements, national guidelines and meets ISO 15189 Standards.



**Scottish Government Policy Aim: Adopt a consortia approach in order to inform and drive the redesign of clinical diagnostic services**

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**Principle 6:**  
A patient-centric approach

**Core Principle 7:**  
Optimising the MDN education and training potential and continuing professional development

**Core Principle 8:**  
Generating better value for money

**Institute of Medicine's 6 Dimensions of Quality (Ref: Healthcare Quality Strategy For NHS Scotland, 2010)**

Person Centred

Safe

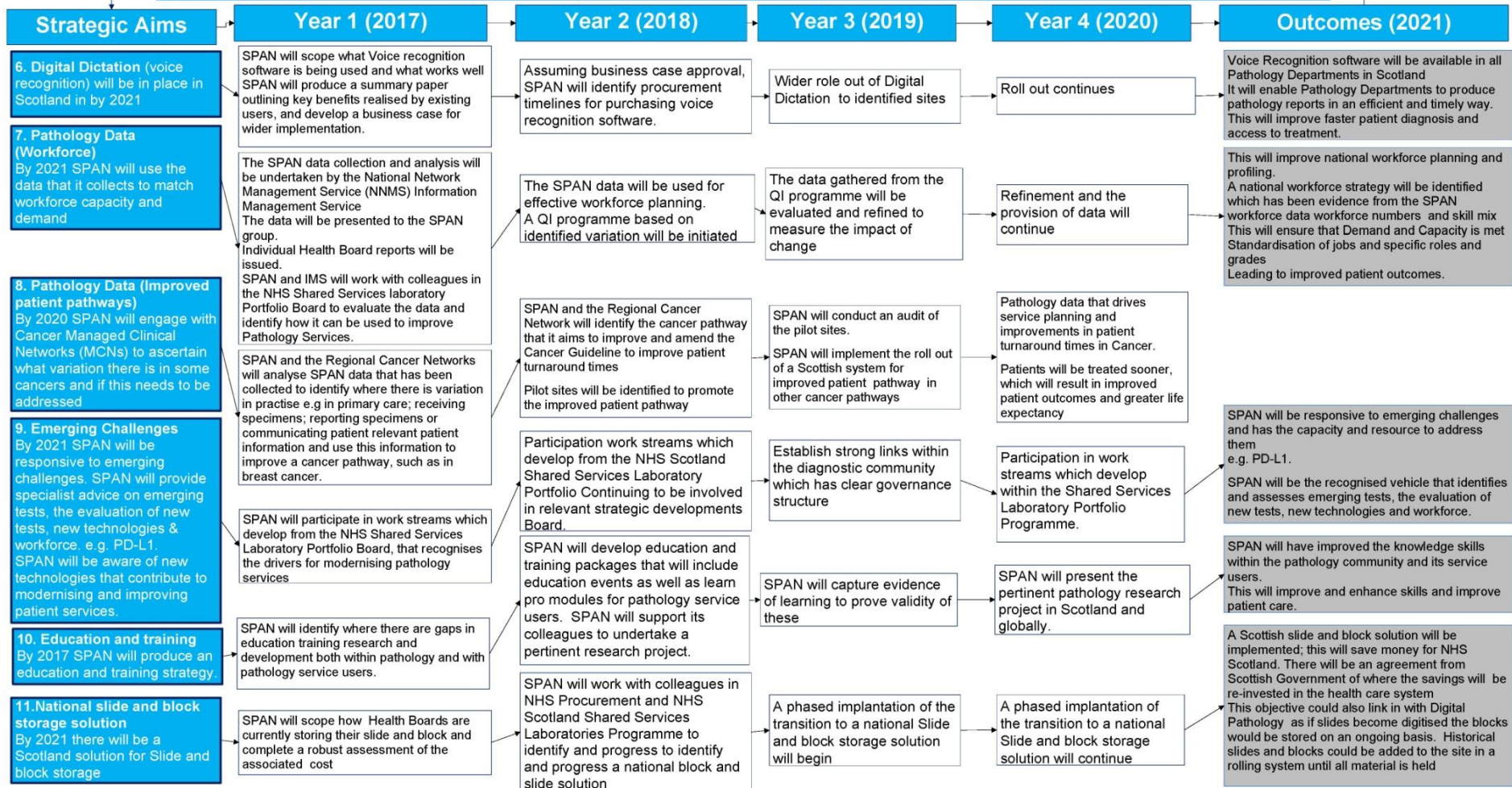
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Timely

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## Appendix 6: Finance

Type of cost	Spend
Meeting costs (including catering)	£677.22
Annual Event 3 <sup>rd</sup> November 2017	£3,827.36
Travel & Accommodation	£0.00
Promotional costs	£1,325
<b>Total spend</b>	<b>£5,830.18</b>
Sponsorship for event	+£1,000
<b>Total spend after income</b>	<b>£4,830.18*</b>

\*Data until February 2018

### Cost Breakdown

