



Pathology Transformation Programme

South Yorkshire and Bassetlaw Integrated Care System

January 2019

An introduction to pathology

Pathology:

- Predicts susceptibility to disease
- Prevents disease by identifying risk factors in patients that can be modified
- Diagnoses many conditions (e.g. every diagnosis of cancer)
- Informs prognosis
- Shows the presence or absence of infection
- Monitors disease, inform if treatments work or should be adjusted or avoided
- Personalises treatment to achieve the best possible outcomes.

70% OF MEDICAL
TREATMENT DECISIONS

RELY ON **PATHOLOGY**

70%

PATHOLOGY COSTS 3%
OF **ANNUAL HEALTH CARE BUDGET**



National pathology reviews

Carter Reports in 2008 and 2016 found that pathology services are:

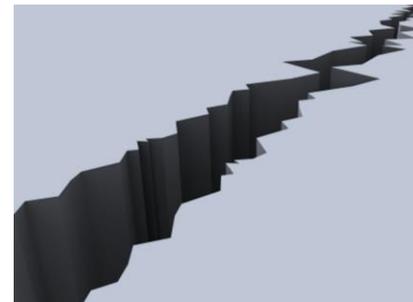
- Fragmented
- Transactional and passive
- Unwarranted clinical, operational and financial variation
- Not as responsive as they should or could be

In November 2017, NHS Improvement published requirements to change pathology services so that they are:

- More responsive, high quality, sustainable and efficient services
- Consolidated into 29 networks across the country
- Operating within economies of scale
- Addressing unwarranted variation
- Focused on improving recruitment, retention, future training and career development for staff



Workforce and workload



Royal College figures (Jan 2019):

- 7% increase in workload overall
- Increasingly complex workload: more time consuming
- Ageing consultant workforce across all pathology disciplines & more likely to retire early

Gap between capacity & demand

Histopathology:

- 97% of departments do not have sufficient staff to meet demand
- 25-28% Consultant vacancy rate with many vacant for over 6 months
- Need more trainee posts, yet only 73% fill rate of current trainee posts
- 45% of departments send work away
- 50% of departments have to use locums
- Significant workload increases expected e.g. 150% increase due to lowering bowel cancer screening age to 50 and FIT

The local picture reflects the national position

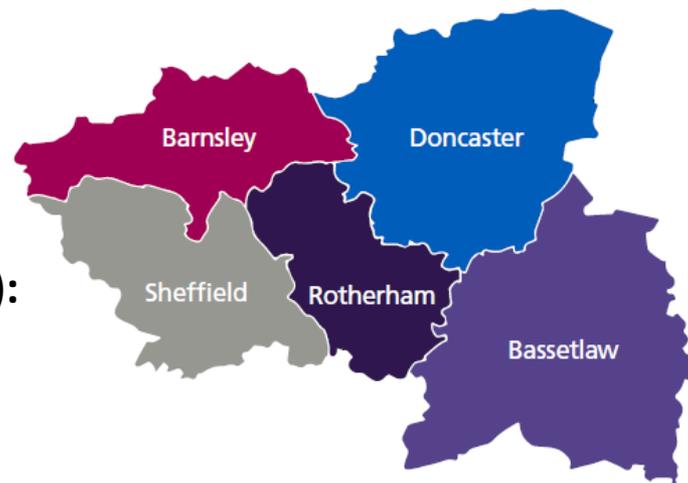


Pathology services in SYB

We have five acute Trusts providing pathology services across eight sites in South Yorkshire and Bassetlaw (SYB):

- Barnsley Hospital (BRILS service)
- Bassetlaw Hospital (DBTH)
- Chesterfield Royal Hospital (histopathology provided by STH)
- Doncaster Royal Infirmary (DBTH)
- Northern General Hospital (STH)
- Rotherham Hospital (BRILS service)
- Royal Hallamshire Hospital (STH)
- Sheffield Children's Hospital (SCH)

NHS Improvement proposed a central service laboratory (CSL) at Sheffield and essential service laboratories (ESL) at the other acute hospital sites but asked Trusts to work together to determine the best solution for SYB.



So what's happening?

We, a transformation group with broad representation from across all partners and backgrounds, are in the process of evaluating:

- The CSL and ESL model proposed by NHS Improvement
- Modified NHSI models:
 - More than one CSL for one or more pathology discipline
 - An expanded ESL test range and/or volume
- A “Do Nothing” approach
- The possibility of collaborative working with no change to organisational forms and operational models e.g. centralisation of some tests and standardisation of some operating procedures

We have three clinical working groups as well as reference groups focused on: Workforce and staff engagement, IT, Procurement, Finance, Quality and Logistics. All report to the Pathology Transformation Steering Board. All minutes are made available to staff within services as well as programme updates.

We want to find the best solution for patients and staff across SYB.



Next steps and implications

- The development of a draft workforce strategy by end of February 2019
 - A draft outline business case by July 2019.
 - This will be considered by all partner boards and governing bodies (provider and commissioner)
 - If approved, a full business case will be developed for review by Feb. 2020
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- We are committed to ensuring that staff are involved in and engaged with throughout and that the necessary consultation processes are carried out
 - We do not expect a significant reduction in staff or redundancies but there is the potential for new or different ways of working being proposed
 - We want to develop new opportunities to retain and develop our current workforce and recruit new talent
 - We do not expect any change to patient behaviour or change to physical access to services



For more information

If you have any questions about the Pathology Transformation Programme please contact:

helloworkingtogether@nhs.net

Further information will also be available via:

<https://www.healthandcaretogethersyb.co.uk/what-we-do/working-together-network/local-pathology-services>

