

# The UK Experience So Far

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# Discussion Points

- NHS Reform
- Pathology Modernisation
- Cross Cutting Focus
- Change agendas
- Leeds / Bradford network

# NHS Framework

- NHS Plan
- Shifting the balance of Power
- Keeping the NHS local
  - a new direction of travel
- Reforming Emergency Care
- National Service Frameworks
- Agenda for Change

# Considerations:

- Access
- Responsiveness
- Patient choice
- Equity
- Quality
- Cost-effectiveness
- Evidence-base
- Sustainability

Benefits to patients

# Impact on Pathology

- Shift of services to primary care
- New drivers from patients / public
- Plurality of providers
- Payment by results
- Clinical indicators
  
- Providing / purchasing services rather than tests
- Quality

# Pathology Modernisation

Multidisciplinary approach

Partnership

Dismantling professional barriers

Changing the workforce

Focusing on outputs

Effective performance monitoring

Appropriate use of services

# Pathology Modernisation Guidance

- How service redesign can help build the pathology capacity required to deliver key national priorities and targets
- Managed pathology networks, but not prescriptive
- Focus on outputs and quality

# Pathology Modernisation

- Be part of local work to modernise diagnostic services
- Integrate pathology into the wider health community, networking across health communities in a multi-disciplinary way
- Adopt new relationships with commissioners, clinicians and patients, working within the framework of integrated care pathways

# Pathology Modernisation

- Use the knowledge base as effectively as possible
- Embrace appropriate leading-edge technologies
- Re-profile the pathology workforce
- Improve information management

# Proposed Funding

£9m revenue

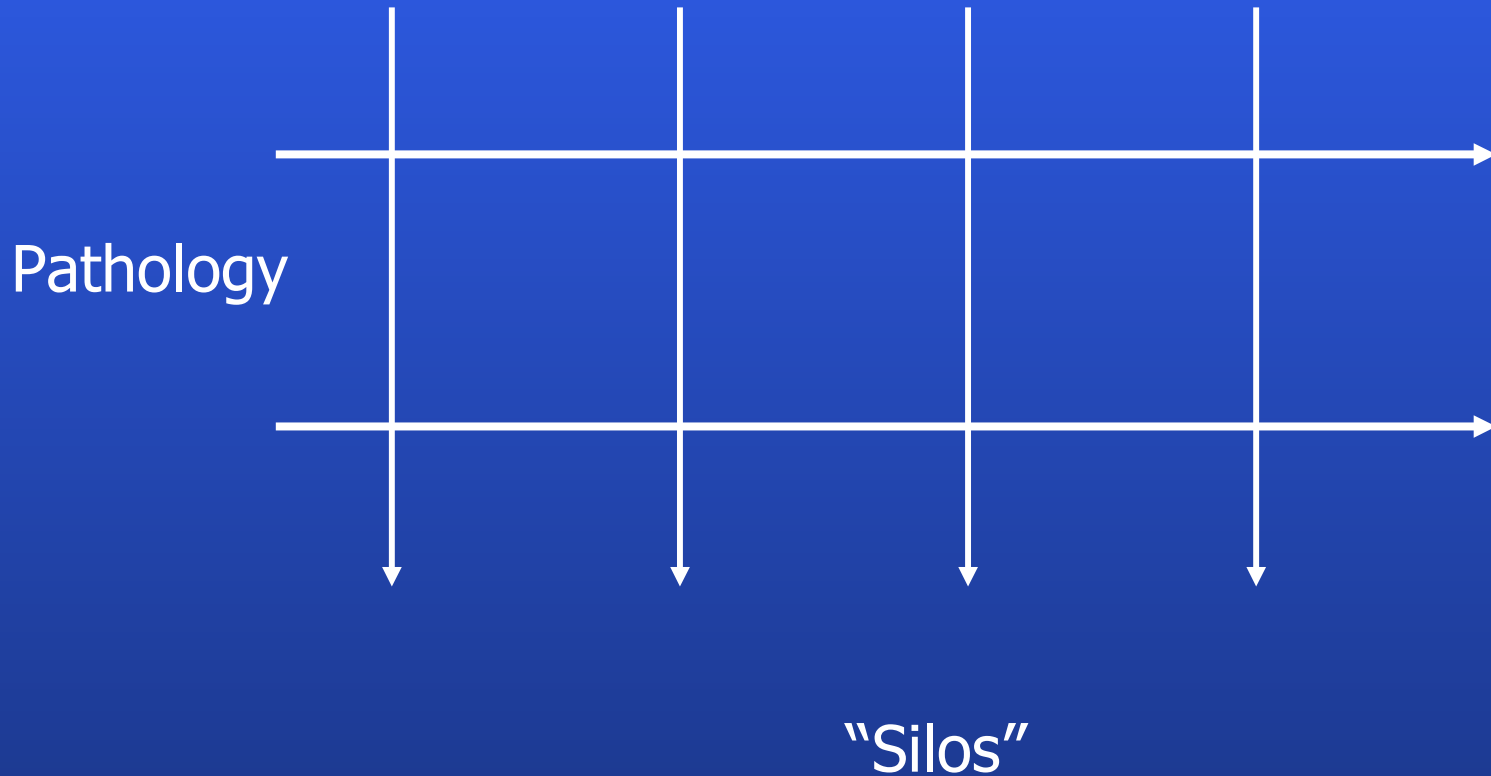
£54m capital

Plus specific project funds

# Update

- Guidelines to be published
- Work programme in development
- Pathology networks being established
- Raised profile in Department of Health

# Cross Cutting Focus



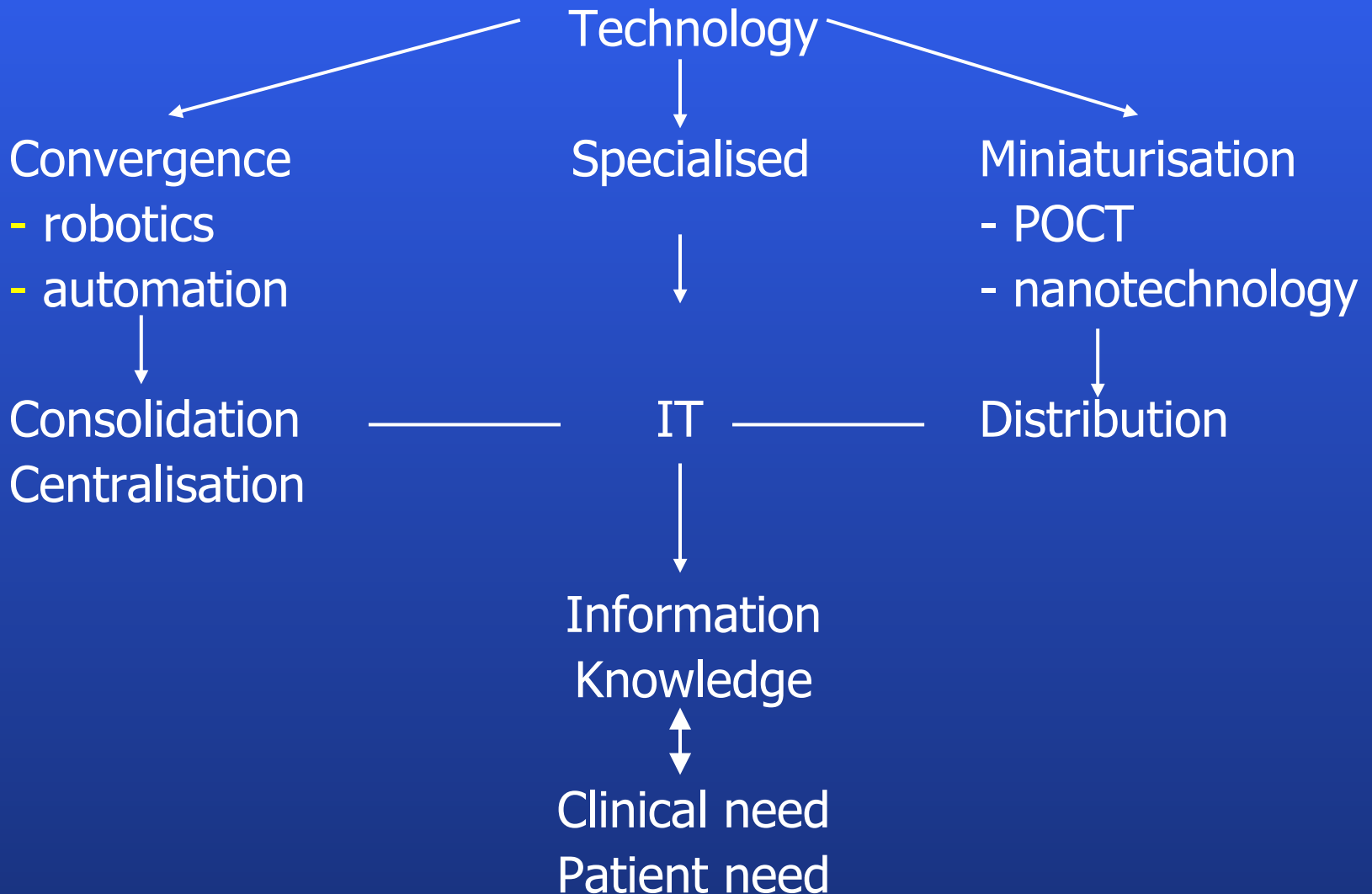
# Examples

- National Service Frameworks
- Care Workforce Development Teams
- Cancer Collaborative (MA)
- Changing Workforce Programme
- DH Diagnostic Services Branch
- Patient Safety Agency
- ICRS

# What Choice Does for Diagnostics

- Patient choice will boost supply
- Encourage new provision of diagnostics service
- Patient-driven incentives to provide improvements in:
  - *Waiting times*
  - *Convenience*
  - *Patient experience*
  - *Clinical quality*

# Technology Development



# Pathology Locations

- Laboratories
- “Satellite” laboratories
- GP surgeries
- TC’s
- Pharmacies
- Retail outlets
- Self-testing
- Home testing
- Foundation Hospitals

# Role of Pathology

- Set standards
- Quality assure
- Monitor
- Advise
- Interpret
- Train / educate
- Technology selection

**Partnership**

# Justifying Resources

Pathology and PCTs:

- Demand control
- Capacity planning
- Care pathways
- Performance targets
- Clinical decisions
- Health Economics

**Efficiency and effectiveness**

# Defining Effectiveness

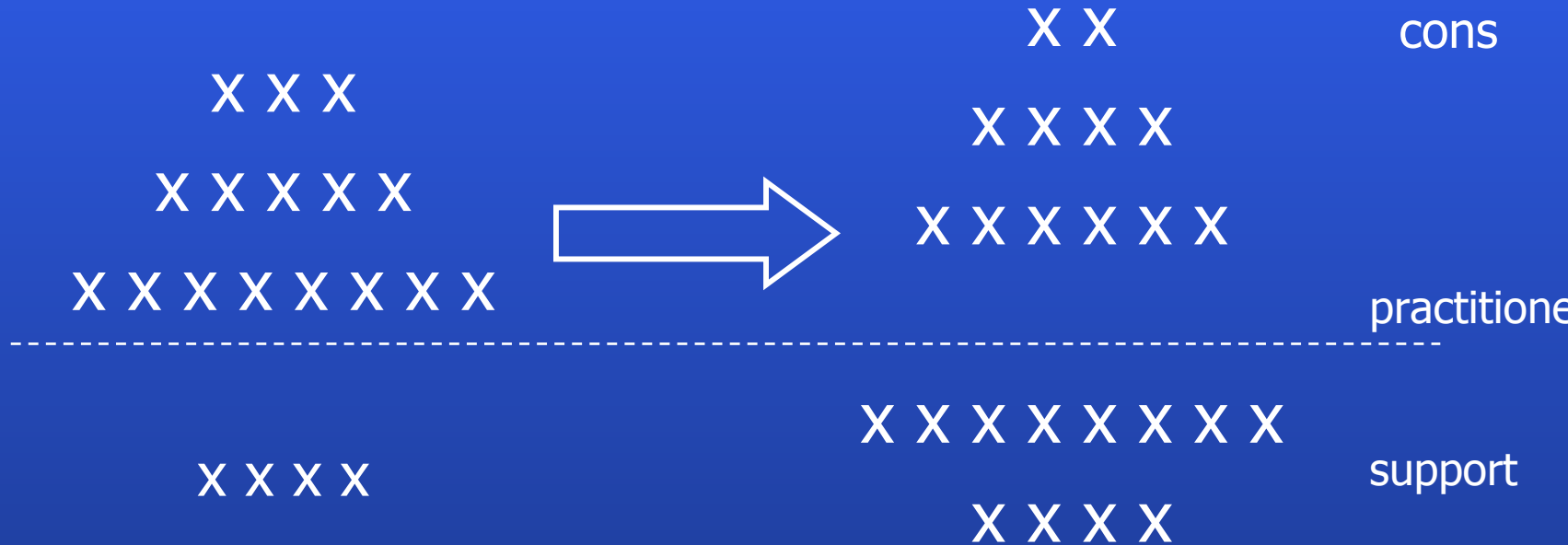
- Politicians
- Patients
- Clinical Professionals
- Managers
- Commissioners
- Public

- Clinical outcomes
- Cost
- Equity
- Access
- Appropriateness
- Acceptability
- Convenience
- Choice
- Information

# Needs of Future Lab Workforce

- Working in new ways, in extended roles and using skills flexibly
- Working with others, developing service delivery models and influencing care
- Challenging established practice
- Developing leadership capacity
- Recognised and represented in local NHS structures
- Actively participating in healthcare planning for local communities

# Changing Workforce



- Devolution of roles
- Changing roles

# Future Pathology

- Integrated planning
- Plurality of providers
- Networks
- System redesign
- Consolidation
- Distribution
- Investment

# Leeds / Bradford Pathology Partnership



# Pathology in Leeds / Bradford

1991 - Institute of Pathology

1994 - Discussions with Bradford

1997 - Memorandum of Agreement

1998 - March - off-site laboratory opened

1998 - April - two Leeds Trusts merge

1999 - June - internal restructuring complete

2003 - Further restructuring

2004 - HPA partnership

# Pathology in Leeds / Bradford

- 9 sites - 4 main
  - 5 peripheral
- 3.3 million requests per annum
- £30 million direct expenditure
- 895 WTE
- 1.2 million population
- 200 Practices / 700 GPs

# Users of Service

## Local network

- 1.2 million population
- 9 PCTs
- 200 Practices / 700 GPs
- 8 hospitals
- 3 A&E departments

## Other Users

- 200 NHS organisations
- 200 Non-NHS organisations

# Hospital Clinical Activity

4000 Beds

320,000 A&E attendances

1,000,000 OP attendances

280,000 Admissions

85,000 Day cases

315,000 FCEs

# Specialist Clinical Services

e.g. Cancer Centre  
Renal Transplant  
Cardiac Surgery  
Neurosurgery  
Paediatrics  
Neonatology  
Trauma Centre

# Specialist Laboratory Services

- e.g. Transplant Immunology
- Immunology
- Mycology
- Serology / Virology
- Molecular Genetics Laboratory
- Cytogenetics
- Haematological Malignancy Diagnosis Service
- Screening Services Pre / Postnatal
- Haemoglobinopathy Screening Centre
- Steroid Laboratory (SAS)
- Trace Metal Laboratory (SAS)

# Workloads

Histopathology	82k surgicals 97k cervical smears
Haematology	1.1m requests
Clinical Chemistry	1.25m requests
Microbiology	650k requests

(15 million tests)

# What We Have Done

- Single management
- Single employer
- Centralised support
- Reconfigured services
- Networked IT
- Standardised processes

# Central Pathology Functions

- Finance
- Personnel
- Planning
- Supplies
- Information
- GP Liaison
- IT Support
- Activity Monitoring
- Health and Safety
- Accreditation
- Clinical Governance
- Training and Education
- Benchmarking

# Challenges

Terms and conditions

Working practices - consultants

- technical

Culture

- professional

- management

- "siteism"

Corporate identity

Changing job roles

Ownership / territory

Takeover mentality

Disaffected staff

# What's Needed

Management Support

Resources

Team Building

Organisational / Personal Development

Vision / Plan

Leadership

Resolve

Time

Stability

Communication