



Department of
**Health, Social Services
and Public Safety**

An Roinn
**Sláinte, Seirbhísí Sóisialta
agus Sábháilteachta Poiblí**

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Review of Clinical Pathology / Laboratory Services

Executive Summary Report of a Workshop

Held on Wednesday, 11 February 2004

Dunadry Hotel, Templepatrick, Co. Antrim



Thus summary provides an overview of the work undertaken at the Workshop held on 11 February 2004. The workshop was a significant event in the programme of the Review. Its aim was to bring together representative

stakeholders from across a wide spectrum of interest with a view to identifying key issues that should be addressed within the Review.

The key objectives of the day were to:

- Raise awareness of the context of the Review and the process established.
- Promote discussion with a view to establishing a number of key themes / issues to be addressed within the Review.
- To identify strategic goals for the future.
- To inform the agenda for pathology modernisation across the province.

Some 150 invitations were issued and 117 delegates registered for the event. The workshop exceeded the aspirations of the organisers in a number of ways:

- The level of interest in the subject and the active participation of the attendees
- The numbers of attendees who were in attendance (109 delegates)
- The consensus of opinion gleaned and the motivation of the participants throughout the day.

The report summarises input to the workshop from the keynote speakers, the workshop and individual attendees.

A FULLREPORT ON THE WORKSHOP CAN BE OBTAINED FROM THE WEB-PAGE.

Web address: (www.dhsspsni.gov.uk/hss/clinical_pathology/documents)

PRESENTATIONS

The notes below provide a brief overview of proceedings.

Dame Professor Ingrid Allen, Chair of the Regional Review, chaired the event and opened it by welcoming those present. She outlined the strategic context for the Review and the need for laboratory medicine to undergo fundamental change. She referred to the essential role of laboratory medicine in the whole health care system and stressed the timeliness of the review.

Mr Dean Sullivan, Director of Secondary Care, DHSSPS gave an up date on the acute hospitals strategic plan – “Developing Better Services”. He outlined the background and the process for implementation for the plan. In particular, he highlighted the key issues for the pathology review drawing particular attention to the proposed configuration of hospitals. He then asked the delegates to consider the following questions:

- What is the nature of the clinical pathology services required by the new configuration of hospital services?

- How can these needs be met as economically, efficiently and effectively as possible?

Dr Derek Allen, Consultant Tissue Pathologist and Convenor of the Clinical Laboratory Medicine Director's Forum spoke on the "Providers Perspective". He addressed the participants by outlining the need for change and modernisation of laboratory medicine. He outlined the extensive agenda of work led by the Clinical Laboratory Medicine Directors and encouraged participants to use the day creatively in considering the next steps in the development of clinical pathology throughout the province.

Dr Caroline Humphrey, Medical Director, Craigavon Area Hospital Group Trust reflected on the secondary care / district general hospital perspective. She highlighted the district general hospital's dual role as both provider and user. She raised a number of issues with regards to the need to balance responsiveness, quality, governance and value for money in any new configuration.

Dr Ian Barnes was the keynote speaker. Dr Barnes is Head of Pathology for the Leeds Teaching Hospitals and is also engaged as a Modernisation Advisor to Department of Health, London. Dr Barnes gave a very detailed and thoughtful presentation which considered:

- NHS Reform
- Pathology Modernisation
- The Cross Cutting Focus of Clinical Pathology
- The variety of change agendas with impact on pathology services
- The Leeds / Bradford network experience.

With regards to NHS reform he outlined a number of key considerations with impact on pathology including:

- The 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.

He then provided an update on the Pathology Modernisation programme in the UK and gave an indication of the likely direction of the guidelines that were about to be published.

Reflecting on the Leeds/Bradford experience Dr Barnes outlined the journey from 1991 to date. The main achievements to date being:

- Single management structure
- Single employer

- Centralised support
- Reconfigured services
- Networked IT
- Standardised processes.

Dr Barnes summarised the main challenges as being:

- Terms and conditions
- Working practices
- Culture
- Corporate identity
- Changing job roles
- Ownership / territory
- Takeover mentality
- Disaffected staff.

From this experience he suggested that the key factors required to make any process of pathology modernisation successful included:

- Management support
- Resources
- Team Building
- Organisational / Personal Development
- Leadership
- Vision / Plan
- Resolve
- Time
- Stability
- Communication.

WORKSHOP EXERCISES

In the afternoon, the participants broke into ten discussion groups to reflect on the learning of the morning and they were asked to do so by considering specific topics. These exercises provided a significant amount of detail for the review team and a number of key priorities emerged. These are summarised in the table below:

ISSUES	A	B	C	D	E	F	G	H	I	J
Need for Strong Leadership	*									
Need for Expert Facilitation (HR Issues)	*									
Need for clearly defined & costed implementation plan	*				*					
Recognition that change is a continuous process	*									
Single Management Structure		*	*		*	*			*	
Regional IT Solution including electronic ordering and transmission of results	*	*	*	*	*	*	*	*	*	
Standardisation (Methodology & Procedures)		*	*	*		*		*	*	
Regional approach to HR (ToC, Training, 24hr, Workforce Planning)		*	*	*		*	*	*	*	*
Resource Management		*	*			*				
RSS Model		*								
Regional Procurement			*						*	
Regional Service (Need for clarification of location & boundaries)				*	*					
Infrastructure development for movement of samples / specimens					*					
Improved focus on patient						*		*		
Equality of Access						*		*		
Appropriate use of service / Rationalisation						*			*	

FEEDBACK FROM INDIVIDUAL ATTENDEES

As well as obtaining feedback from group discussions the Project Team sought to elicit the views of individual attendees. To do this a questionnaire was issued. About one third of attendees completed the questionnaire. The feed back from these questionnaires is summarised below:

Workshop Assessment Form Results

Subject	Response No. of Responses					
	6 (most positive)	5	4	3	2	1 (Least positive)
Workshop Aims	20	11	2	0	1	0
Content	12	11	6	3	1	0
Relevance	15	13	1	2	2	0
Length	15	13	3	1	0	1
Overall Assessment	16	10	4	1	0	0

SUMMARY

The findings of the workshop as summarised in this report have provided a valuable insight into the opinion a wide spectrum of key stakeholders in the review process.

The key priorities, which emerged from the day, included:

- The very fundamental requirement for a regional ICT solution which should include both pre and post analytical services as well as the provision of a clinical information management system and good epidemiology.
- The need for any regional strategy to be built upon a sound HR strategy, which should include manpower planning, training, and education. The strategy must also include expert facilitation/support in terms of organisational development and change management.
- The expressed desire for greater harmonisation of methodology, procedures and procurement.
- A willingness to work towards more integrated management arrangements. This should lead to better resource utilisation and would require strong leadership and a clearly defined and costed implementation plan.
- The need to ensure a more patient centred service with equality of access for the population as a whole.

Despite issuing a significant number of invitations the workshop failed to attract sufficient interest from the primary care sector. The Project Board and Team will now consider alternative ways of addressing the need for input from primary care practitioners.