

**South Yorkshire and Bassetlaw Integrated Care Pathology
 Transformation Programme**

K

Governing Body Meeting

4 July 2019

Author(s)	Ian Atkinson, Deputy Chief Officer, NHS Rotherham CCG
Sponsor Director	Brian Hughes, Director of Commissioning and Performance, NHS Sheffield CCG
Purpose of Paper	
This paper will update and support the progress of the business case for pathology, which will be developed over the coming months and will have close oversight by commissioners in the process.	
Key Issues	
The aim of this NHSI programme is to reduce unwarranted variation and ensure creation of clinically safe and sustainable pathology services for the future, providing more responsive, high quality and efficient services.	
Is your report for Approval / Consideration / Noting	
This report is for consideration	
Recommendations / Action Required by Governing Body	
<p>The Governing Body is asked to:</p> <ol style="list-style-type: none"> 1. Support the progress the transformation programme to Outline Business Case (OBC) as described in this paper. 2. Agreement that the implementation of a single organisational form for SYB Pathology Services should be subject to the completion of an outline and full business case. 3. Support the resolution of the identified key enablers. 	
What assurance does this report provide to the Governing Body in relation to Governing Body Assurance Framework (GBAF) objectives?	
<p>Which of the CCG's Objectives does this paper support? To ensure there is a sustainable, affordable healthcare system in Sheffield.</p> <p>Description of Assurances for Governing Body This report provides assurances for GBAF principal risk 4.5: Insufficient progress on Joint Commissioning and transformation of services across the South Yorkshire and Bassetlaw Integrated Care System to address efficiency, workforce and quality gaps which could adversely impact on local services.</p>	

Existing controls include establishment of ICS working arrangements including governance structure with PMO and various CEO/Director-led work streams. Plans to be assessed by NHSE & NHSI jointly.

Mitigating actions include:

- Complete the strategic commissioning review and determine the increased remit of the joint committee.
- Complete the governance review for 19/20 arrangements.
- Agreed areas for joint commissioning agreed across all CCGs in SYB.

Assurances include NHSE/I review of an ICS level operational plan for 2019/20. Reports to board and various committees of ICS and all partner organisation board.

Are there any Resource Implications (including Financial, Staffing etc)?

Will be explored further at Outline Business Case stage.

Have you carried out an Equality Impact Assessment and is it attached?

N/A at this stage but will be undertaken when required.

Have you involved patients, carers and the public in the preparation of the report?

Will be considered at OBC stage.

BACKGROUND AND CONTEXT

Similar to other regions in the UK, the laboratory (pathology) services in South Yorkshire and Bassetlaw (SYB) have evolved independently over the years as units within individual acute Trusts and have been providing support for the clinical services of the Trusts and their associated local primary care services, each CCG in South Yorkshire holds pathology activity as part of their main acute contracts.

As a consequence of the findings of the Lord Carter Review and the Model Hospital Programme, NHS Improvement (NHSI) launched a programme for the consolidation of laboratory services in England in September 2017 into twenty-nine pathology networks (South Yorkshire and Bassetlaw being 1/29).

The aim of this NHSI programme is to reduce unwarranted variation and ensure creation of clinically safe and sustainable pathology services for the future, providing more responsive, high quality and efficient services. The recently published NHS Long Term Plan states that 'By 2021, all pathology services across England will be part of a pathology network' and '.... pathology networks will mean quicker test turnaround times, improved access to more complex tests and better career opportunities for healthcare scientists at less overall cost'. NHSI estimated that up to £200m could be saved nationally by implementation of their proposed Hub and Spoke (central service laboratory - CSL, and essential service laboratory – ESL) model for service delivery. However, NHSI have tasked each network with defining the most appropriate service delivery model for their population.

This document sets out the progress made to March 2019 by the SYB Pathology Transformation Programme, via its Board and associated Workgroups, to transform Pathology Services across SYB and seeks approval from Trust Boards to proceed to develop an Outline Business Case that will assess a defined set of options for future service delivery. In January 2019, CCG representation has been enhanced on the Pathology Board from January 2019.

The aim of the SYB Pathology Transformation is to develop innovative, clinically, operationally and financially effective and commercially attractive laboratory medicine solutions that are responsive to the needs of the clinician, the patient and their families. SYB Pathology will operate across organisational boundaries and boundaries of care, anticipating current and future service needs, proactively developing the service using R&D in conjunction with academia and industry while working as an integral component of SYB ICS.

The Strategic Outline Case for pathology transformation was made by NHSI in 2017. The SYB Pathology Transformation Programme is working to produce an Outline Business Case (OBC), which will appraise a set of agreed options for change in detail and provide a recommended option to Trust Boards with endorsement from CCG's. The final step of the process, subject to approval of OBC, will be the Full Business Case (FBC) which will focus upon implementation considerations associated with the recommended.

PROGRESS

The Programme Transformation Board is chaired by a Chief Executive (DBH) and supported by a Medical Director (STHFT) sponsor. A Programme Clinical Director and

Programme Manager have been appointed. A series of expert workgroups, together with the Programme Board, have:

- Agreed a SYB Pathology Services Memorandum of Understanding (MoU), which has been signed off by all participating Trusts.
- Agreed Guiding Principles for Pathology Transformation across SYB.
- Worked to understand the methodology used by NHSI to calculate estimated savings across SYB. Based on 15/16 data the calculated 'consolidation saving' for SYB, using the NHSI methodology, was £5.2million.
- Agreed the key areas requiring investment to deliver the transformation programme.
- Set out meaningful options for change to be evaluated against the Guiding Principles.
- Recommended the essential set of tests that need to remain on site in each ESL to be responsive to all acute requirements.
- Started to identify the interdependencies between the various pathology sub specialties, clinical services, academia etc. to inform the future location of services across SYB.
- Issued a Prior Information Notice (PIN) to inform the market of our intention to procure a SYB pan-Pathology Managed Service Contract (MSC) and issued a list of initial questions to suppliers in a market engagement questionnaire.
- Collated 17/18 workload data for all disciplines and sites and are making progress to standardise the data collection between providers.
- Appointed a fixed term Workforce Lead. Agreed AfC job profiles for staff and begun the process of functional mapping of the required tasks across all services to inform the workforce model required for each option being evaluated.
- Drafted financial principles to guide decision making on changes to current service models to ensure a systems approach.
- Mapped out current IT and Logistics services.
- Gained clarification from NHSI that Sheffield Children's Hospital FT is included in the transformation programme although the specialist paediatric pathology services may be subject to a wider national transformation programme.
- Established a Project Plan to oversee time lines, risks and issues. The project plan aims to complete the OBC by July 2019 and the FBC by February 2020.

It must be noted that most members of the Board and expert workgroups are existing pathology professionals from constituent SYB organisations, and they are finding it difficult to sustain the level of input required to progress the Programme alongside existing service delivery and their core responsibilities.

OPTIONS FOR CHANGE

The options for service delivery currently being evaluated are:

1. The NHSI model of one CSL with ESLs on other acute hospital sites
2. Modified NHSI models:
 - i. More than one CSL for one or more discipline
 - ii. An expanded ESL test range and/or volume
3. Collaborative working with no change to organisational form or operating models

4. Do Nothing

The expert workgroups are currently evaluating each of the options with a view to identifying, for each option:

- Equipment requirements
- Floor space requirements
- Inter-dependencies between individual groups of tests, specialties, subspecialties, clinical services, academia etc.
- Staffing model over the 24/7 period
- Financial implications

In order to progress this work a number of key enablers have been identified. At this stage, the workgroups have assumed that they will be in place for Options 1, 2 and 3. As requested by NHS I, the network has informed them of the capital investment needed, and will be seeking opportunities to bid for funding.

KEY ENABLERS

1. Robust governance and management arrangements for the transformation programme and future SYB Pathology Service.
2. A capital investment of around £17.8m to support:
 - implementation of a unified Laboratory Information System (LIMS) across the whole SYB pathology service
 - implementation of digital reporting for Histopathology
 - estates reconfiguration / development to ensure services can be located appropriately
3. Integrated logistics (specimen transport) across the SYB region.
4. A single SYB pan-Pathology MSC.
5. Resource to release staff time within organisations to devote to delivering the Programme to agreed timescales.

RECOMMENDATIONS FOR CCG GOVERNING BODIES

1. Support to progress the transformation programme to OBC as described in this paper.
2. Agreement that the implementation of a single organisational form for SYB Pathology Services should be subject to the completion of an outline and full business case.
3. Support the resolution of the identified key enablers.

Paper prepared by: Ian Atkinson, Deputy Chief Officer, NHS Rotherham Clinical Commissioning Group
March 2019