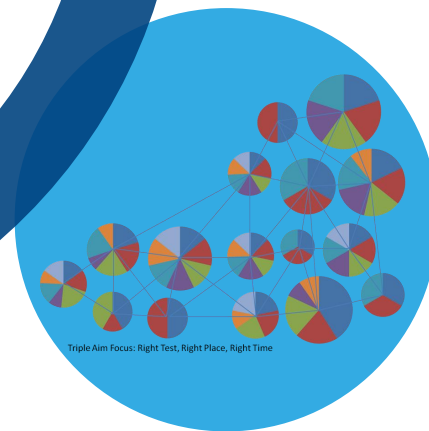


Laboratory Shared Services and Regional Working - In it together, National and regional focus

Dr Bill Bartlett
Mr Mike Gray

28st June 2018

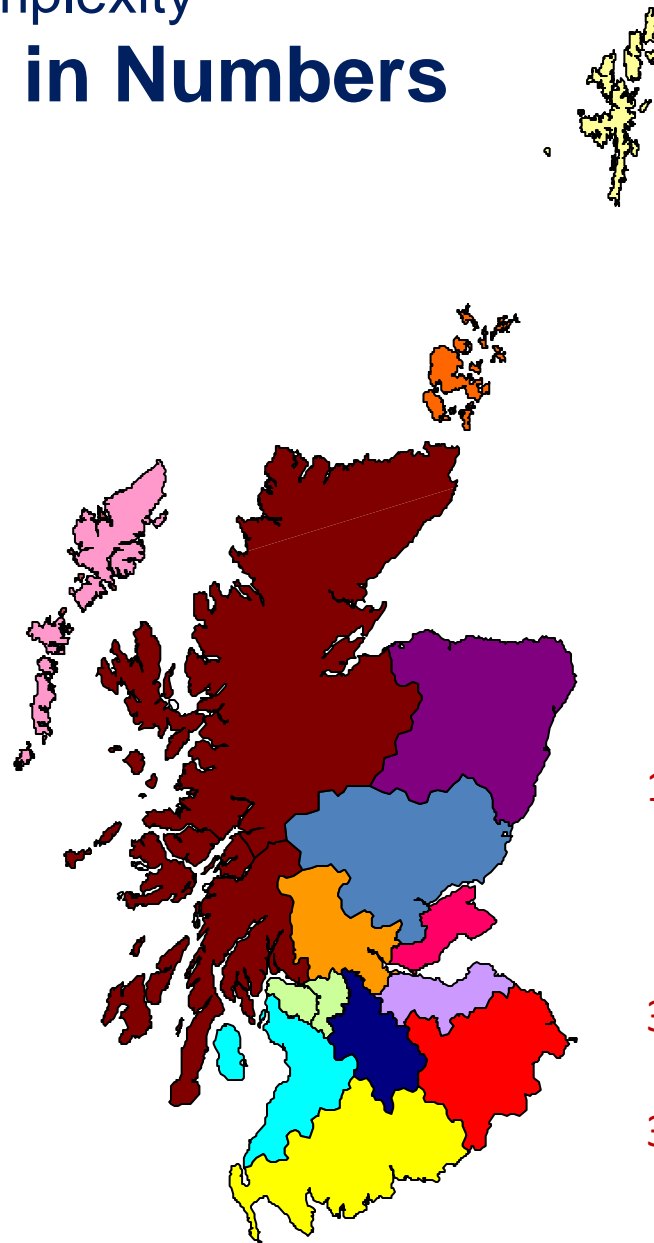


Organisational Complexity

NHS Scotland in Numbers

1 Nation

5.3 million People



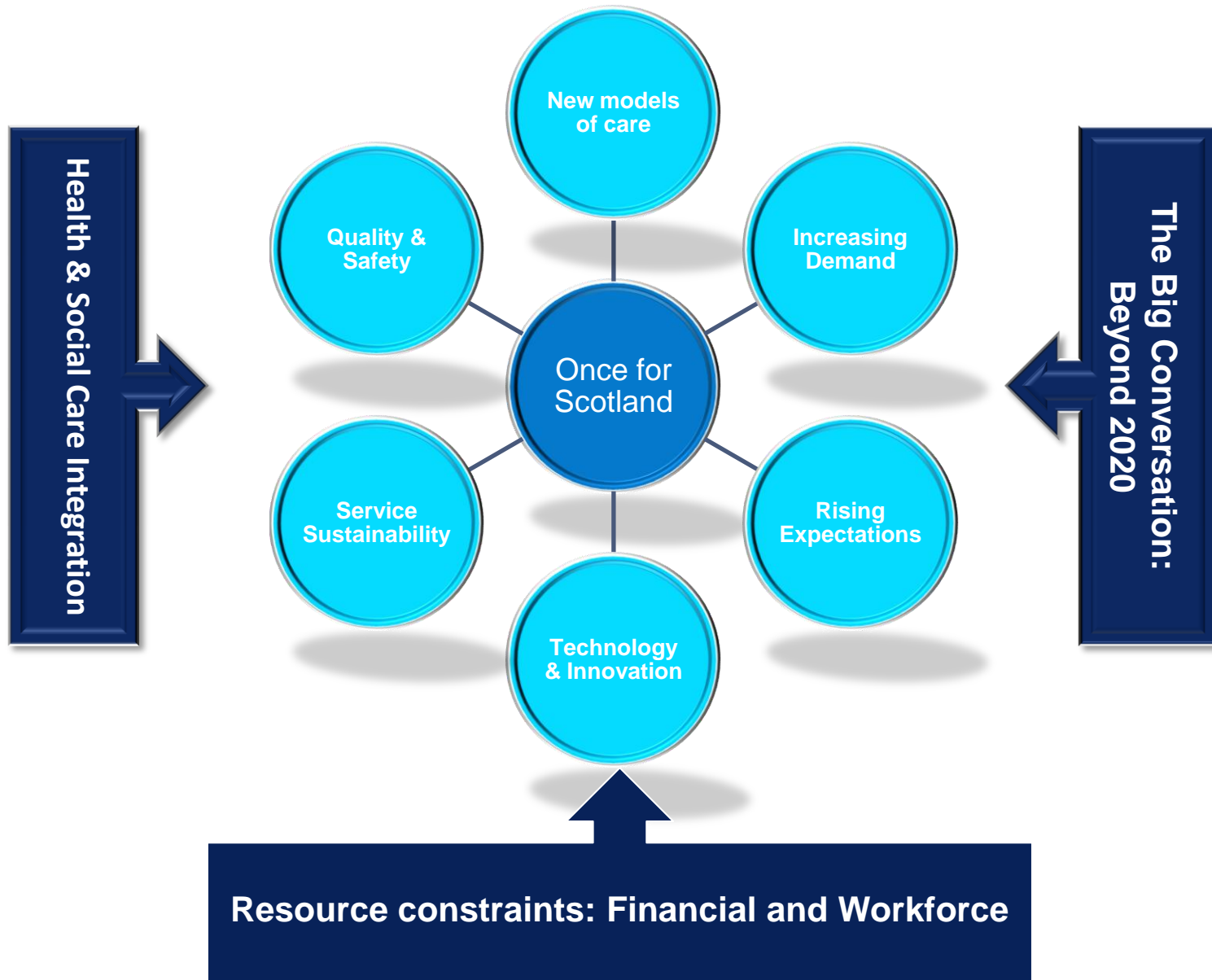
14 Territorial Boards

2 Special Boards

32 Local Authorities

31 Integration Joint Boards

Drivers of change applying to NHS services

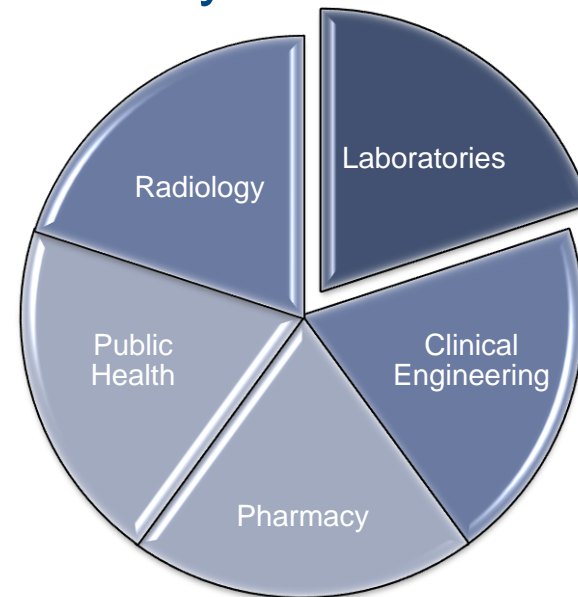
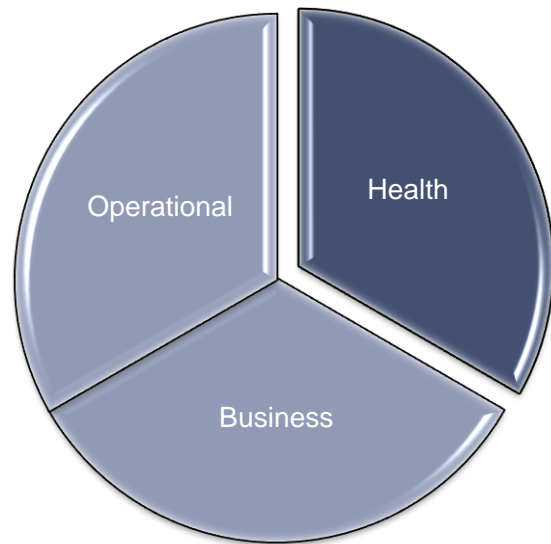


Shared Services Strategy & Policy Context



2014: NHSScotland Shared Services

By working differently, Shared Services will deliver new ways of working which are flexible and responsive to the changing needs of NHSScotland for 2020 and beyond



**Transformation service to meet needs.
Once for Scotland**

www.sharedservices.scot.nhs.uk

Labs in Scotland PHI Map

Health Services Cost Book
2014 to 2015 R130: -

22 locations 13 boards: -

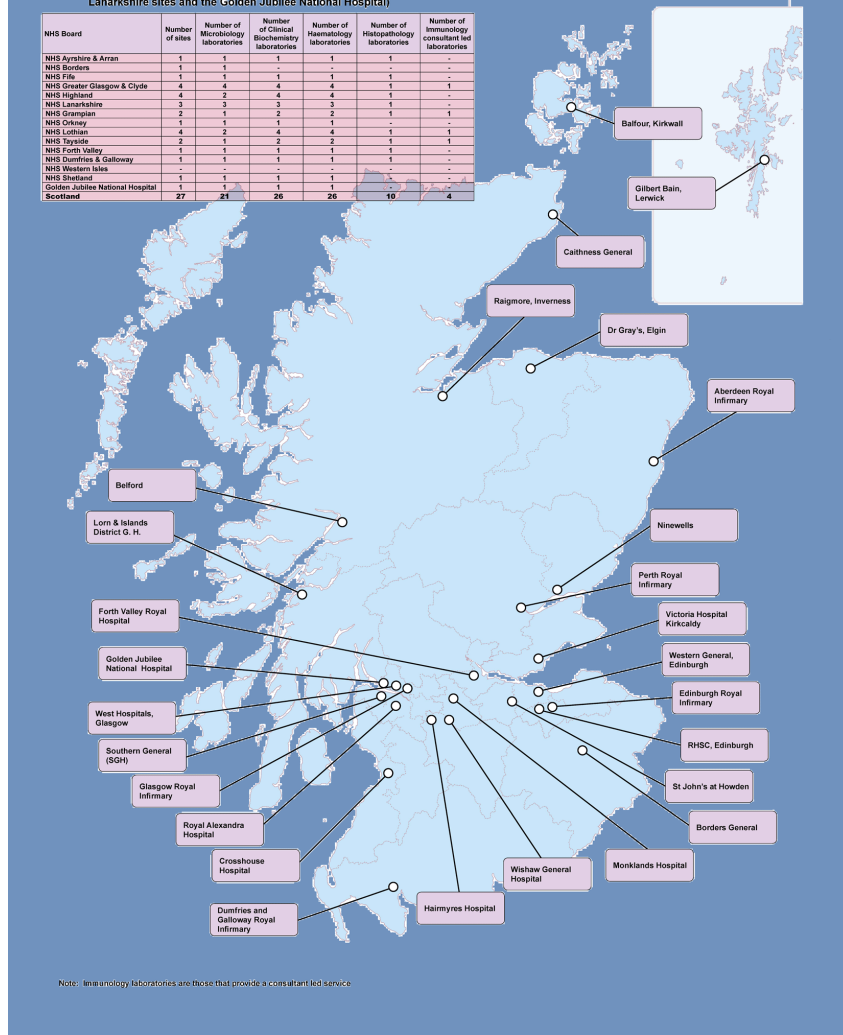
Speciality	Specimens
Microbiology	5 Million
Histopathology	2 Million
Haematology	11 Million
	Tests
Biochemistry	82 Million



Locations providing laboratory services, Scotland, 2015

Sources: Scottish Health Service Costs, year ended 31st March 2015; Shared Services (Immunology laboratories: additional Grampian, Tayside, Lanarkshire sites and the Golden Jubilee National Hospital)

NHS Board	Number of sites	Number of Microbiology laboratories	Number of Clinical Biochemistry laboratories	Number of Haematology laboratories	Number of Histopathology laboratories	Number of Immunology consultant led laboratories
NHS Argyshire & Arran	1	1	1	1	1	-
NHS Borders	1	1	-	-	-	-
NHS Forth Valley	1	1	1	1	1	-
NHS Greater Glasgow & Clyde	4	4	4	4	1	1
NHS Highland	4	2	4	4	1	-
NHS Lanarkshire	3	3	3	3	1	-
NHS Grampian	2	1	2	2	1	1
NHS Orkney	1	1	1	1	-	-
NHS Shetland	4	2	4	4	1	1
NHS Tayside	2	1	2	2	1	1
NHS Forth Valley	1	1	1	1	1	-
NHS Dumfries & Galloway	1	1	1	1	1	-
NHS Western Isles	-	-	-	-	-	-
NHS Scotland	1	1	1	1	1	-
Golden Jubilee National Hospital	1	1	1	1	1	4
Scotland	27	24	26	26	19	4



Note: Immunology laboratories are those that provide a consultant led service

What is the Vision?

- Right test
- Right place
- Right time



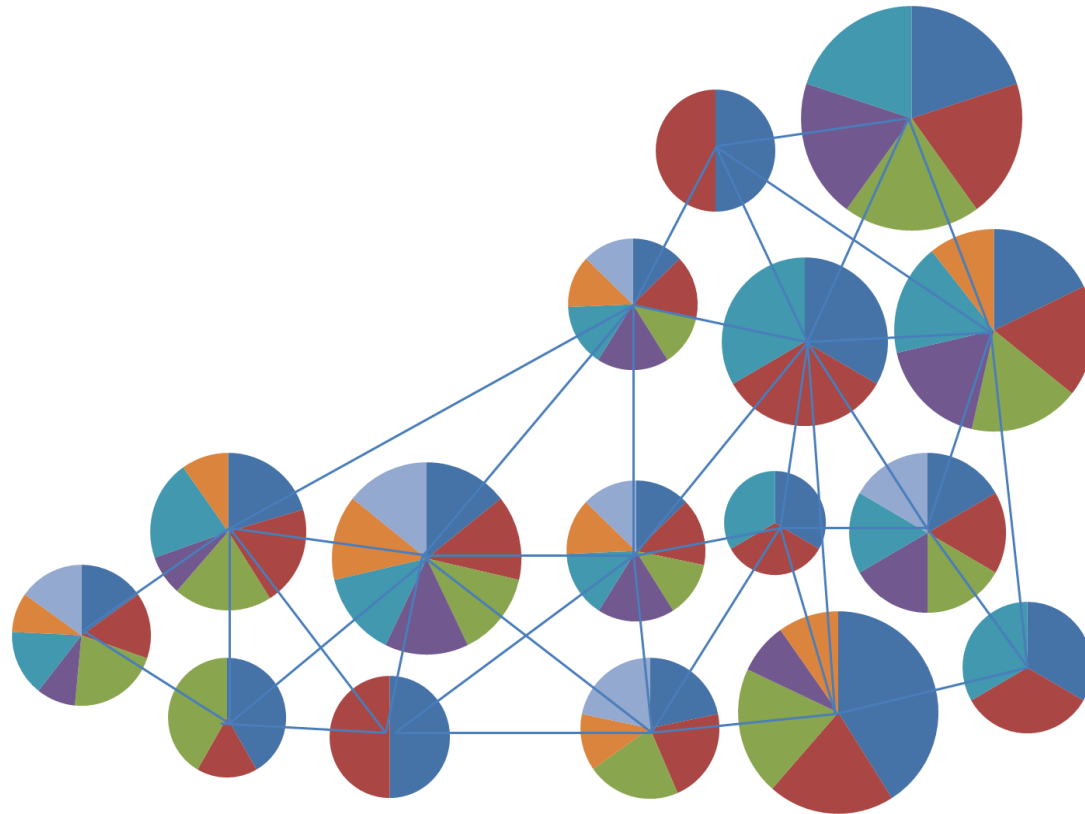
Patient centric,
outcome focussed,
whole system wise



Scotland wide access to
state of the art services
through a distributed service

Delivery through a Distributed Service Model

Future State: Distributed Services Model



MDN Paper to DSG Nov 2015

Shared Services Lab Team 2016

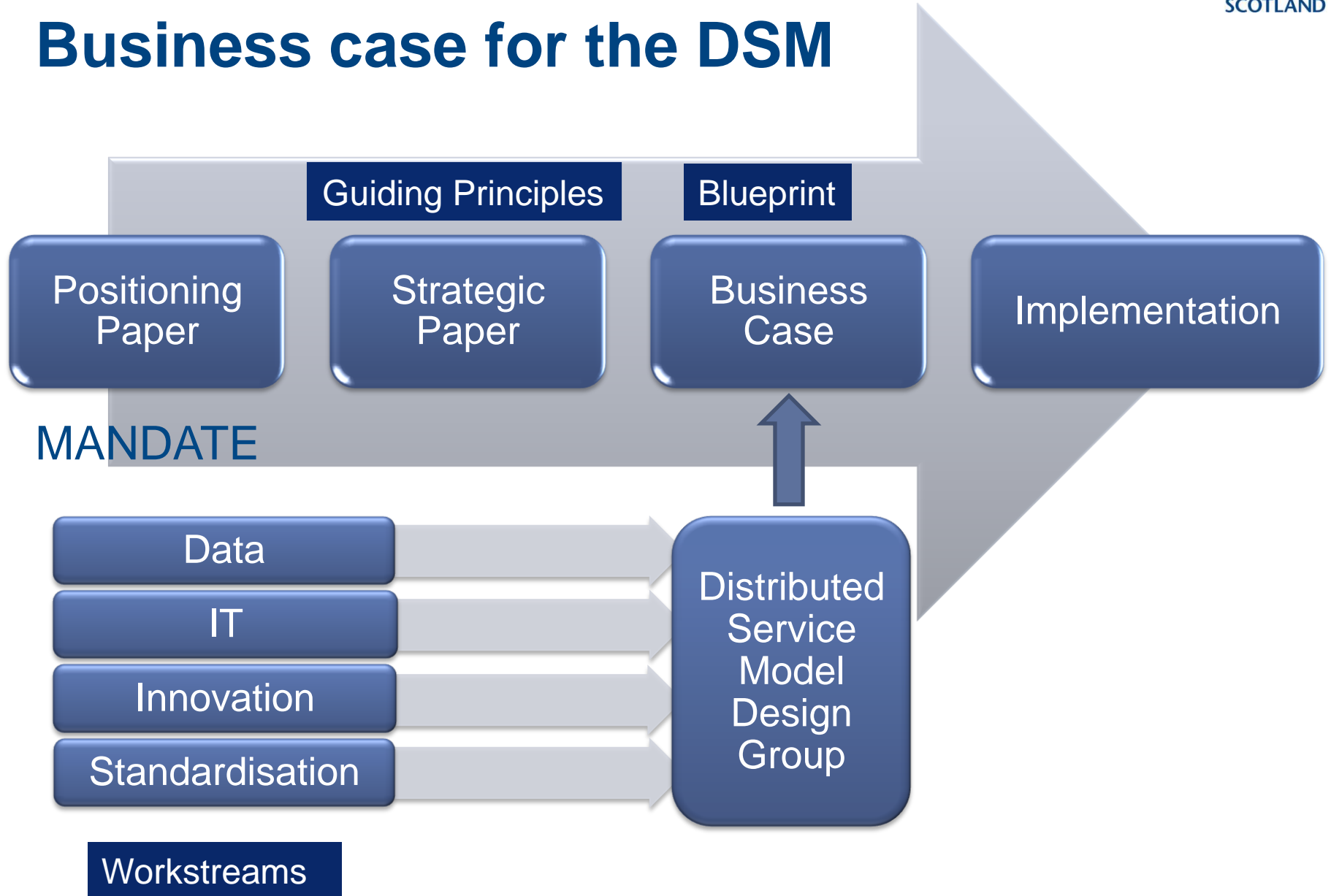
Workshops

Position Paper to CEs Sept 2016:
Distributed **S**ervice **M**odel

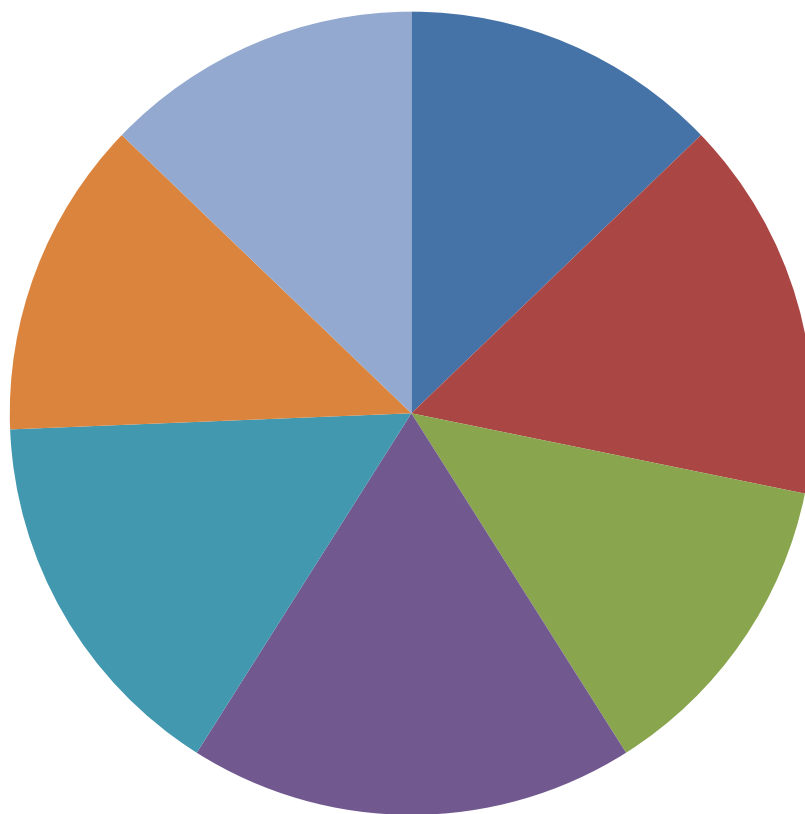
Strategic case for DSM CEs August
2017: Guiding Principles

Shared Services

Business case for the DSM



Shared Services National Laboratories Pie



- Blod Sciences
- Blood Transfusion
- Bacteriology
- Virology
- Histopathology
- Immunology

Triple Aim Focus: Better Care, Better Experience of Care, Cost per Capita

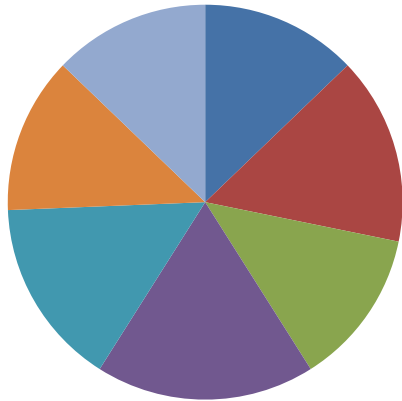
A Distributed Service

Functional distribution NOT centralisation

“Functional distribution of laboratory resource that enables equitable delivery of high quality health care independent of location.”

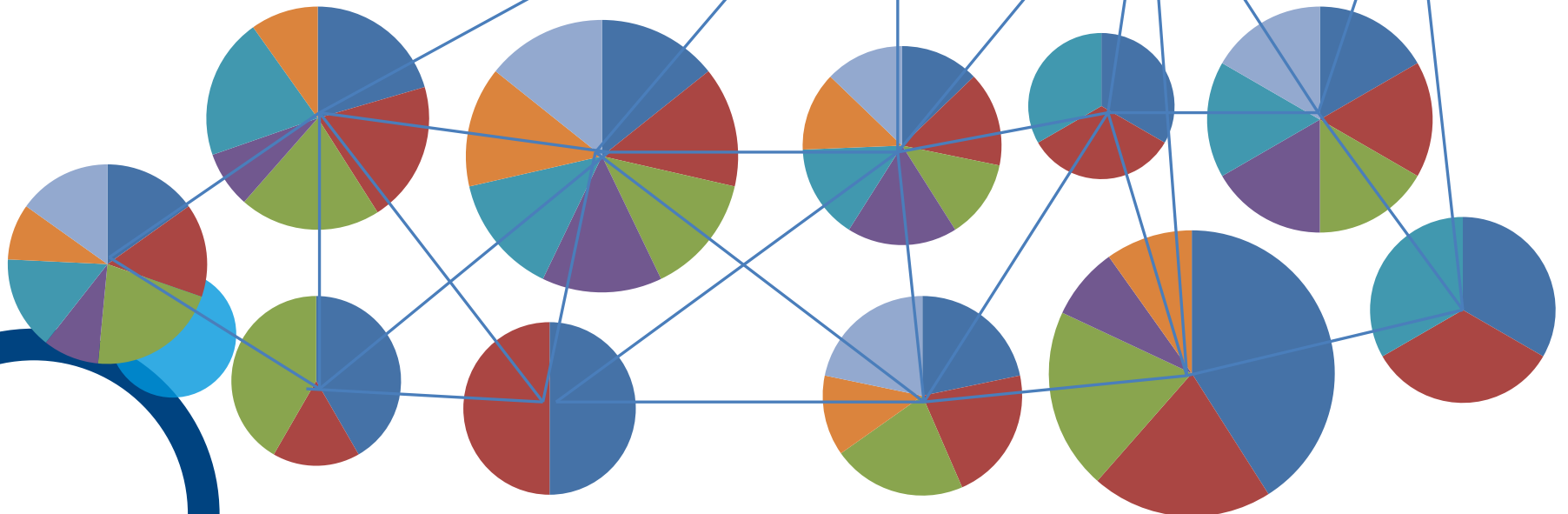


National Pie



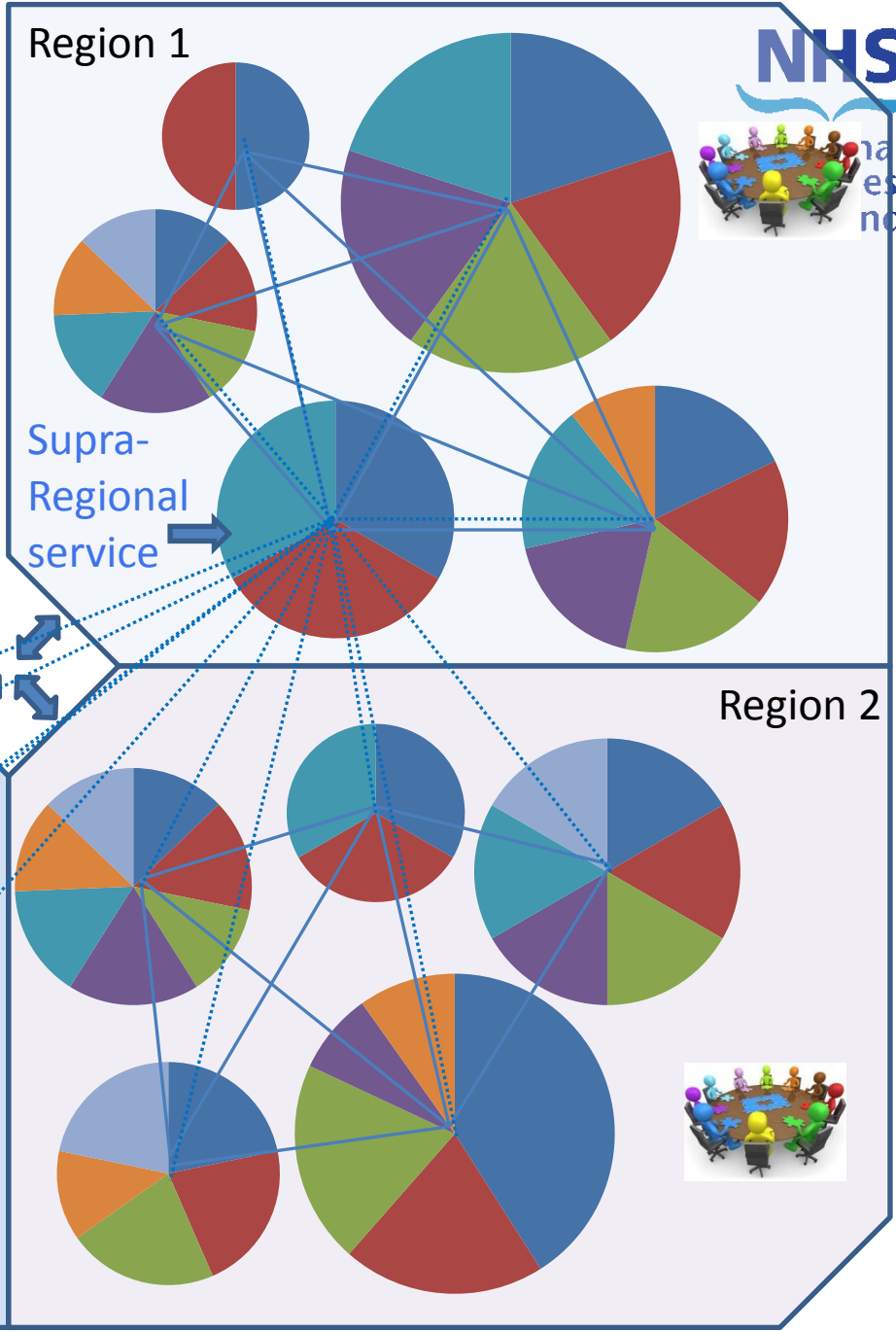
- Blod Sciences
- Blood Transfusion
- Bacteriology
- Virology
- Histopathology
- Immunology
- Genetics

Functional distribution
of service to Boards



Triple Aim Focus: Better Care, Better Experience of Care, Cost per Capita

Governance: National Laboratory Oversight Board



Region 3

Region 1

Region 2

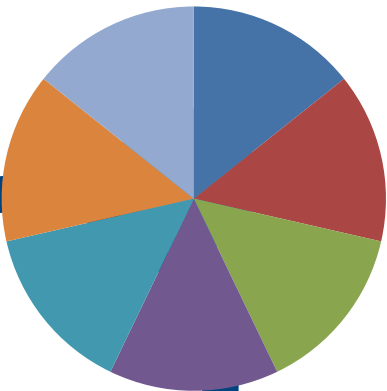
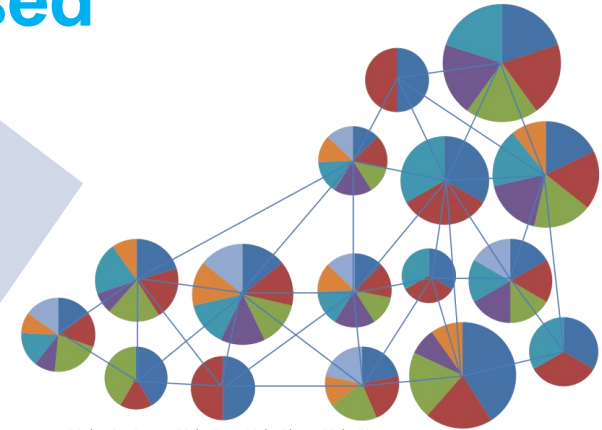
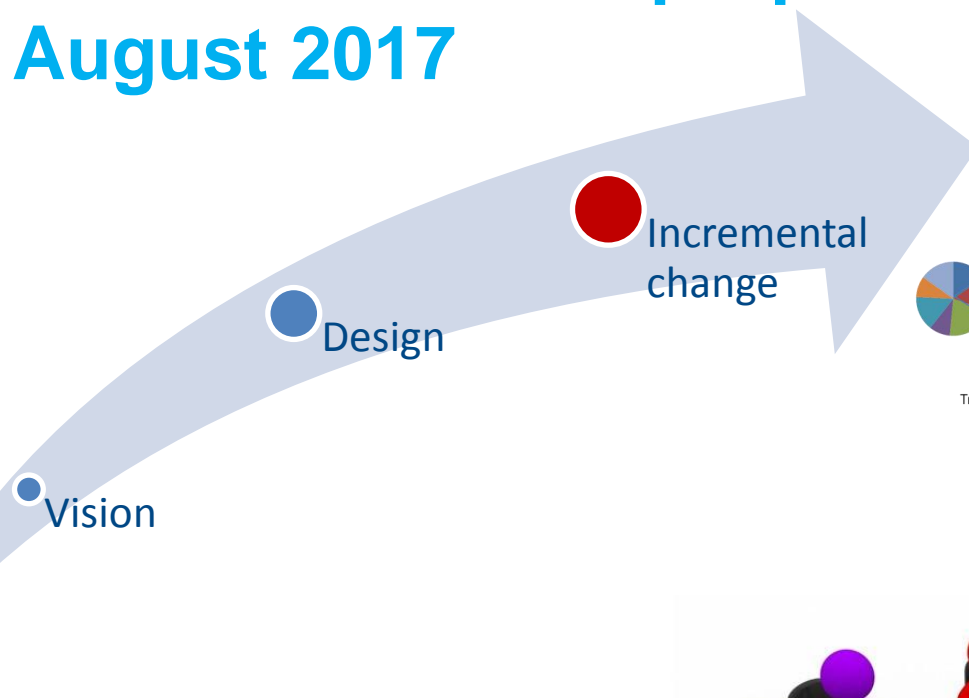
Supra-Regional service

Regional service



Incremental Approach to Change

Distributed Service Model proposed to CEs - August 2017



- Blood Sciences
- Blood Transfusion
- Bacteriology
- Virology
- Histopathology
- Immunology
- Genetics



Essential Infrastructure

Solving the IT/Data problems



IT Connectivity solution

- National funding for the procurement and implementation of NPEX across Scotland

National Laboratories Data Mart (NLDM) solution

- National funding for the development and implementation of a National Data Mart for laboratories

Business Case

DSM Design Group



Data Group



IT Group



Laboratories DSM
Blueprint

Proposed Governance
Framework

Data solution: National
Labs Data Mart

IT Connectivity Solution:
NPEX

High Level Specification
for LIMS

**Business
Case**
£6.6M

Guiding Principles, Blueprint & Governance Structure

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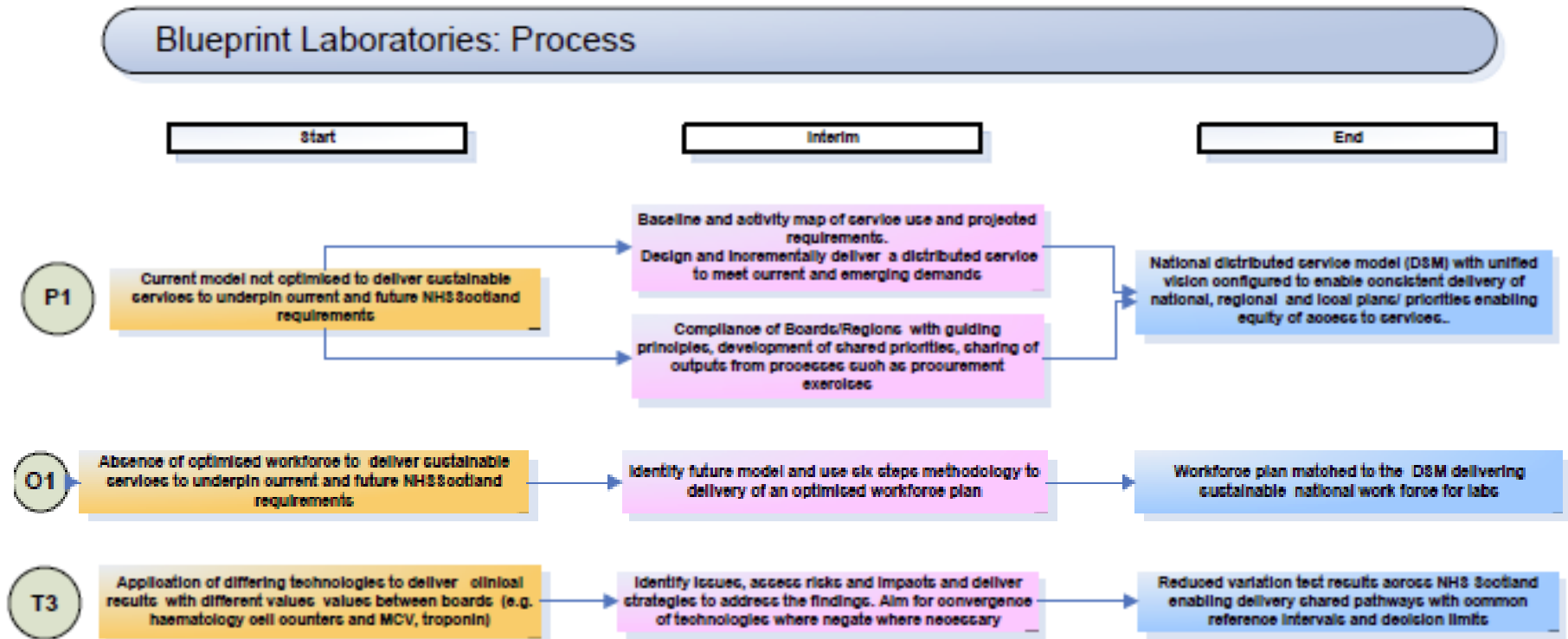
DSM Guiding Principles

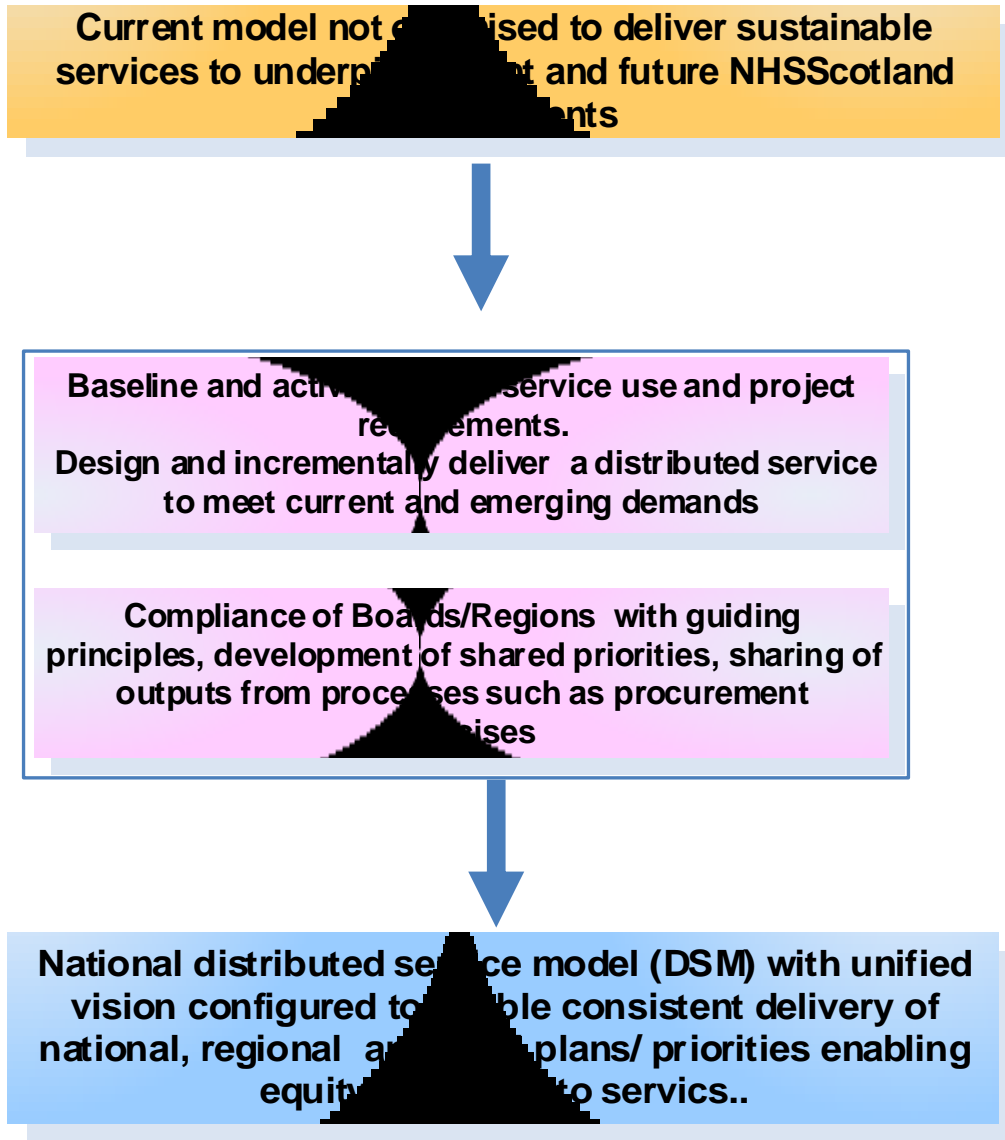


- 1. Enables national planning of services while enabling a focus on local needs (right testing, right place, and right time).**
- 2. Is aligned with the National Clinical Strategy, supporting health care improvement with a Triple Aim focus.**
- 3. Employs a Once for Scotland approach through an appropriate governance structure.**
- 4. Enables national workforce planning.**
- 5. Allows the free flow of materials, information, data, knowledge and skills across organisations.**
- 6. Enables optimised demand on services locally and nationally via appropriate interfaces with users and planners.**

The Blueprint & Guiding Principle

<http://www.shareservices.scot.nhs.uk/media/1482/2018-02-06-laboratories-blueprint-final-version>





Interim

What are the Benefits?

Laboratories DSM Blueprint

- Vision

Proposed Governance Framework

- Delivery of the vision
- Enables and supports regionalisation

Data Sharing: National Labs Mart Data

- Delivery & adds value
- Drives standardisation

Lab to Lab Connectivity: NPEx

- Enables the evolution
- Connection of new and old systems

High Level Specification for LIMS

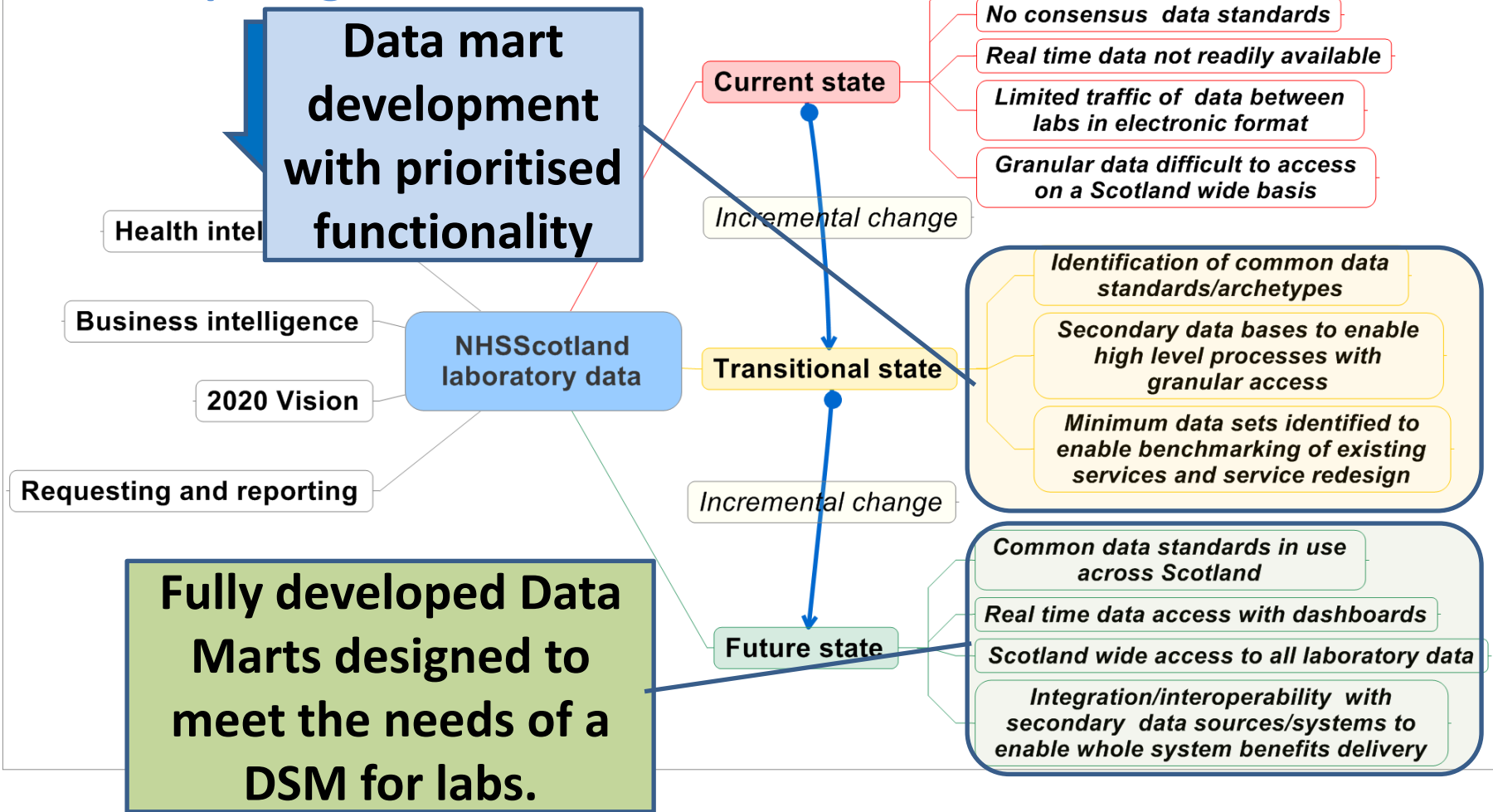
- Assures consistency

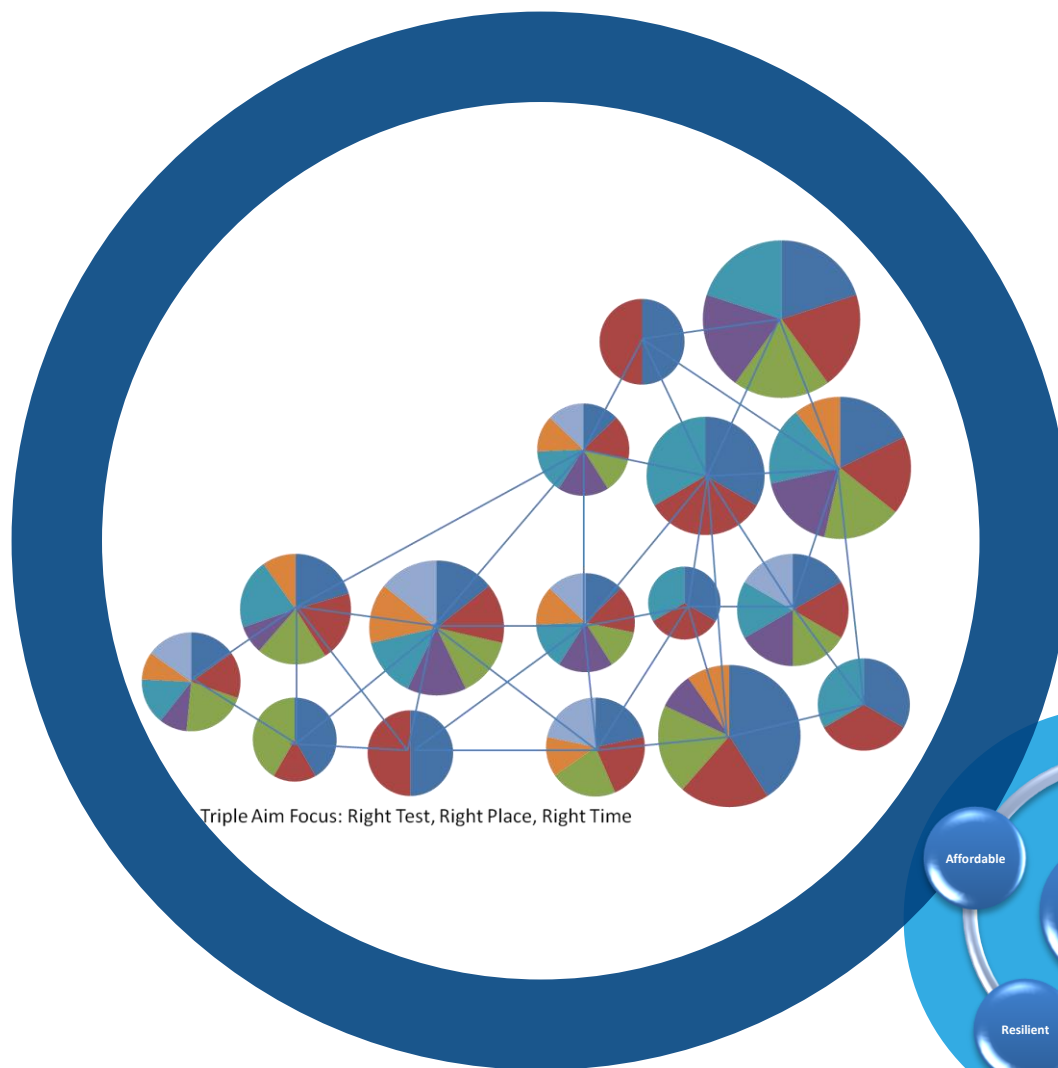
New Governance Framework

Laboratory Services Oversight Board



Data Requiring Domains

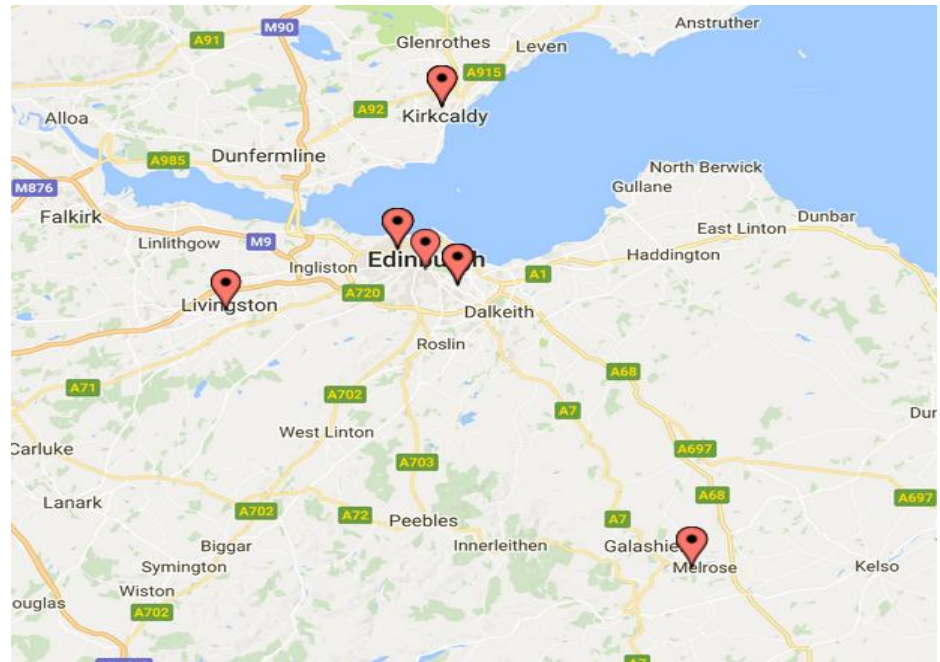
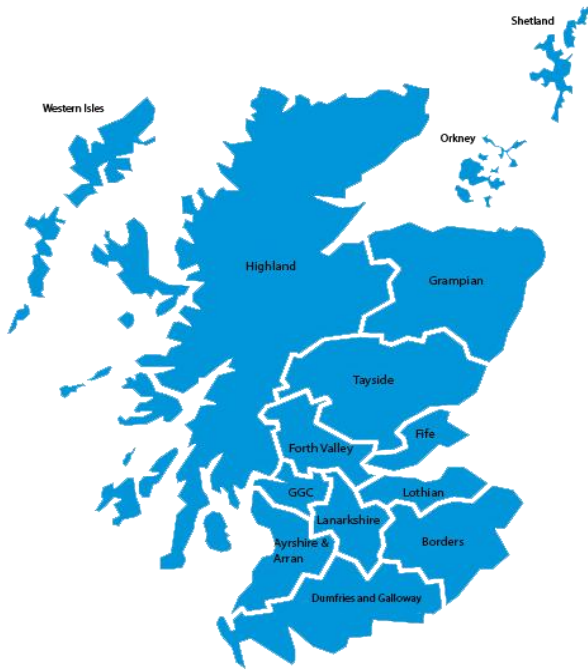




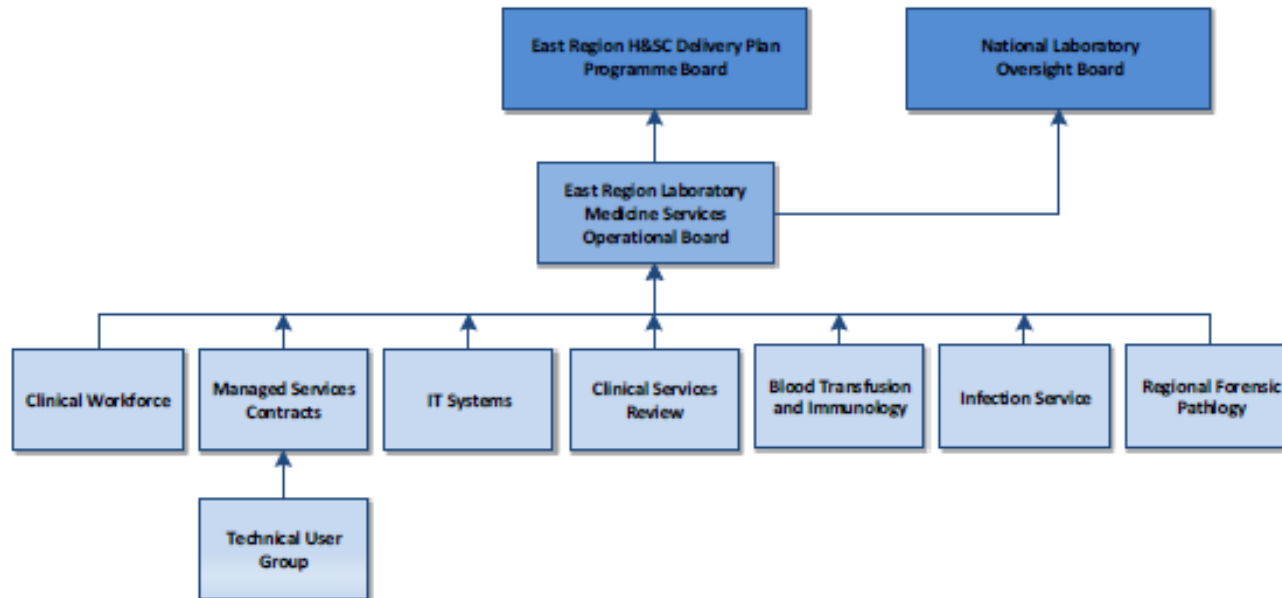
Triple Aim Focus: Right Test, Right Place, Right Time



East Region Laboratory Medicine Operational Board (ELMO)



7 Governance

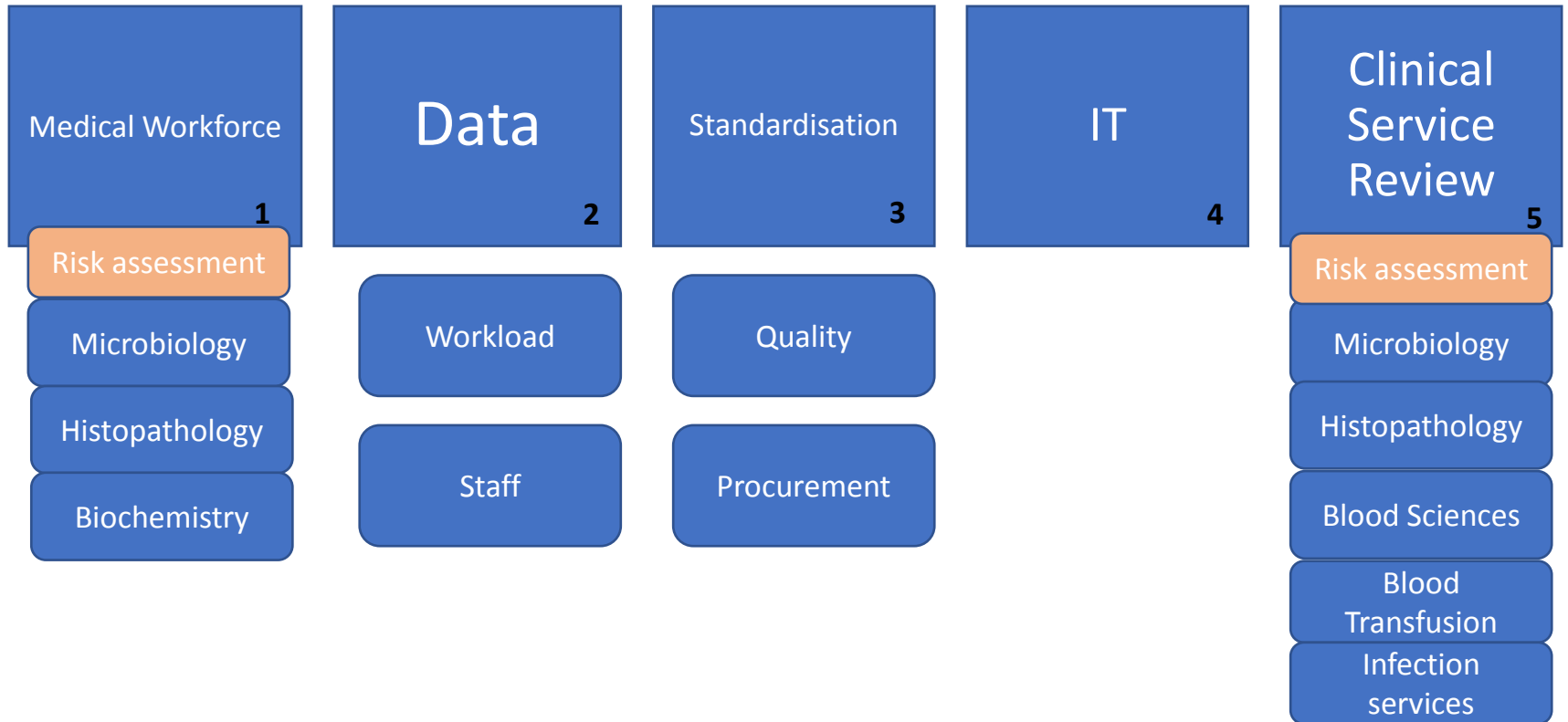


8 9 Decision Making

The quorum of this board is:

- Chair or Vice Chair(s)
- At least one clinical or service management representative from each of the three Health Boards
- One Partnership representative

Work Packages



Medical Workforce

- Can we have regional “rota’s”?
- Can we have regional workforce planning?
- Can we support training regionally?

Data

- Support for the national data mart
- Move away from local and regional data collection
- Developing a defined “Cost” base

Standardisation



NHS East Region

East Region Laboratory Managed Services

First pre-tender TUG

Tuesday 5th June 2018 10:00
University of Edinburgh Chancellors Building, Seminar Room 6 - Royal Infirmary of Edinburgh campus

Commercial in Confidence

7. Timetable



Board	Term
NHS Lothian	Initial term to 31st November 2017, renewal executed to 31st November 2019
NHS Fife	Initial term to 28th February 2022
NHS Borders	Initial term to 31st December 2022

Contract Term						1	2	3	4	5	6	7	8	9	10
Year	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Lothian	Initial term + renewal														
Fife	Existing contract to 28/2/2022														
Borders	Existing contract to 31/12/2022														

IT

- If you work in a lab – what do you complain about most?

Clinical Services Review

- What is a sustainable model?
- What is the answer for (enter discipline name here)?

Progress

- Papers currently going through three board governance. - June to July
- Which includes Establishment of ELMO, agree TOR etc.
- Receiving support from the regional planning team SEAT
- Shadow board meeting dates being set up - first meeting was 26th June
- Wider stakeholder workshop June 21st
- First Regional managed service contract Technical User Group meets on the 5th June
- Project manager combined managed service contract was interviewed 27th June.
- Two other project managers - IT and service review and programme manager being arranged by regional planning team
- Combined IT paper in draft form. Single Instance East Region