

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST**EXECUTIVE SUMMARY****REPORT TO THE BOARD OF DIRECTORS****BOARD OF DIRECTORS – 21 FEBRUARY 2018**

Subject	South Yorkshire and Bassetlaw Pathology Network MoU
Supporting Member	Sir Andrew Cash, Chief Executive
Author	Janette Watkins Programme Director – Working Together
Status¹	For approval

PURPOSE OF THE REPORT

Approval of the Memorandum of Understanding for the South Yorkshire and Bassetlaw Pathology Network.

KEY POINTS

NHS Improvement in its letter to Acute Trusts, 7th September 2017, outlined plans to create 29 pathology networks across England. The networks were proposed to provide high quality, rapid and comprehensive diagnostic services for patients, which are delivered in the most efficient manner; and which will facilitate the introduction of, and widest access to, new investigations and diagnostic systems, and improve future training and career development for scientific and technical staff.

The networks will run as a hub and spoke model and the proposal for South Yorkshire and Bassetlaw (SY&B) is centred on Sheffield Teaching Hospitals NHS Foundation Trust (STHFT) as the hub for the surrounding Trusts in Barnsley, Doncaster and Bassetlaw.

In accordance with the given NHSI milestones, each Partner Trust confirmed their support to the proposed composition of the local pathology network in September 2017, and details of the proposed governance structure was submitted by the pathology network in October 2017. In December 2017, NHSI wrote to all Specialist Trusts, including Sheffield Children's Hospital (SCHFT), to invite them to work with their locally identified pathology network. SCHFT are also in discussion with specialist paediatric Trusts nationally to establish which specialist tests might best be delivered through a specialist paediatric alliance.

There is already a strong partnership across South Yorkshire and Bassetlaw Trusts, and a Pathology Steering Group, which is attended by Clinical Directors and Service Managers, has been in place for some time. The Group is Chaired by Richard Parker (CEO - Doncaster and Bassetlaw Teaching Hospitals FT) with Medical Director Sponsorship from David Throssell (Medical Director – Sheffield Teaching Hospitals FT). The Steering Group has now taken on the role of the Programme Board for the development of the pathology network within an agreed overarching governance structure for assurance and decision making across the Trusts. Clinical Reference Groups have been established for blood sciences, microbiology and virology and histopathology,

For the third milestone, at the end of January 2018, a progress report on behalf of all partners and a draft memorandum of understanding (MoU), supported in principle by Trust Chief Executives, was submitted, with the MoU to be formally considered by Trust Boards during February/March 2018. The MoU confirms a commitment to work together as a network and to exploit opportunities to ensure high quality, sustainable and efficient pathology services over the coming years. It sets out key principles, governance arrangements and an outline programme plan to ensure appropriate consideration of options, informed by validation of the NHSI assumptions underpinning the estimated savings, feedback from key stakeholders / clinical reference groups, and learnings from other partnerships across the NHS. The preferred approach is to work together as a formal NHS partnership across South Yorkshire and Bassetlaw, with due consideration of organisational form during 2018/19.

A strategic outline business case will be completed by end of March 2018, which will include an assessment of the implications of the NHSI target operating model and an evaluation of all options for delivery of pathology services across a network. Following this it is anticipated that, by March 2019, an

implementation of short term network opportunities and a detailed business case for longer term delivery of pathology services across the network will be in place, along with an agreement of organisational form for services. A full communications and engagement strategy is in development for end March 2018, and initial staff briefings have been shared with pathology staff across Trusts.

IMPLICATIONS²

AIM OF CORPORATE STRATEGY		TICK AS APPROPRIATE
1	Deliver the Best Clinical Outcomes	Y
2	Provide Patient Centred Services	
3	Employ Caring and Cared for Staff	Y
4	Spend Public Money Wisely	Y
5	Deliver Excellent Research, Education & Innovation	

RECOMMENDATIONS

The Board of Directors are requested to approve the Memorandum of Understanding

APPROVAL PROCESS

Meeting	Date	Approved Y/N
TEG	14/2/18	
Board	21/2/18	

¹ Status: A = Approval
A* = Approval & Requiring Board Approval
D = Debate
N = Note

Draft Memorandum of Understanding 31. 01. 18
Pathology Services Partnership

1. Overview:

1.1 This Memorandum of Understanding (MoU) covers all pathology services provided by the following Trusts:

- Barnsley Hospital NHS Foundation Trust (BHNFT): Barnsley and Rotherham Integrated Laboratory Service (BRILS)
- Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust (DBTHFT)
- The Rotherham NHS Foundation Trust (TRFT): Barnsley and Rotherham Integrated Laboratory Service (BRILS)
- Sheffield Children’s Hospital NHS Foundation Trust (SCHFT)
- Sheffield Teaching Hospitals NHS Foundation Trust (STHFT)

A histopathology service transfer from Chesterfield Royal Hospital NHS Foundation Trust (CRHFT) to STHFT is being planned and CRHFT will have an interest in the network arrangements.

1.2 By signing this document, Trusts agree to implement a common strategy to network pathology services with the aim of improving sustainability, ensuring services are as cost-effective as possible whilst maintaining high quality patient care.

1.3 In line with national requirements published by NHS Improvement (NHSI) in September 2017, the above Trusts will appropriately review implementation of a target operating model based upon a hub and spoke approach. The NHSI proposal assumes the hub laboratories are those operated by Sheffield Teaching Hospitals NHS FT. Options around hub and spoke models will be considered as part of the Business Case.

1.4 This review will take account of the NHSI proposed target operating model assumptions which propose centralisation of the following laboratory services within the hub:

- All Microbiology and Virology
- All Cellular / Anatomical Pathology
- All Primary Care Blood Sciences activity
- 40% Acute Blood Sciences (20% for SCHFT as a Specialist Hospital). NHSI have provided a list of Blood Science tests to remain at the spoke laboratories. The 40% (20% for SCHFT as a Specialist Hospital) of acute Blood Science activity to be centralised includes outpatients, screening programmes, all specialist investigations and all tests required outside a 2 - 4 hour time window.

1.5 In September 2017, acute Trusts confirmed support to NHSI in relation to the delivery of hub and spoke strategy, but clarified any shift in activity will be subject to a business case / validation of the NHSI assumptions reflected at a South Yorkshire and Bassetlaw level. Barnsley Hospital FT and The Rotherham FT also highlighted their integrated laboratory service arrangements and proposed that BRILS operate as an “augmented spoke”, although the definition of an augmented spoke requires clarification. Sheffield Children’s FT, as a specialist provider, received guidance in December 2017 and is in discussion with other specialist paediatric providers, in outline at this stage, which may provide additional options that will be explored.

1.6 This MoU sets out key principles, governance arrangements and an outline programme plan from 2018/19.

2. Key Principles:

2.1 The following principles have been set out to support Trusts in understanding collaborative responsibilities from January 2018:

- 2.1.1 Trusts will work together to identify and deliver best practice opportunities to improve service sustainability, including quality, safety and efficiency of services.
- 2.1.2 Trusts will develop a network approach to tendering and investment, overseen by the Pathology Programme Board. No tenders, investments or service developments relating to pathology services will be pursued by trusts independently of this process. Barnsley and Rotherham Integrated Laboratory Service have initiated a pan pathology managed service procurement exercise. This has been placed on hold whilst we work together to agree the best way forward, balancing clinical and financial risks.
- 2.1.3 Trusts will support development of a network approach to the management of vacant posts.
- 2.1.4 Trusts will support delivery of a common performance and risk management dashboard, from April 2018, ensuring as a minimum the maintenance of current quality and productivity metrics and ongoing accreditation.
- 2.1.5 Where unwarranted variation can be demonstrated, Trusts will support streamlining and standardisation of local pathology requirements, systems, processes and policies. This will include local change management; for example across clinical protocols and pathways, extended role working and improved service flexibility.
- 2.1.6 Trusts will support programme management arrangements at both regional (South Yorkshire and Bassetlaw) and organisational level, including efficient approval processes. Governance arrangements are set out in section three.
- 2.1.7 Pathology services will work to common system level objectives for 2018/19 which incorporate effective engagement in network arrangements.
- 2.1.8 Trusts will share service information transparently with the project team, where relevant, to support the assessment of the target operating model and options including financial, contractual and activity information.
- 2.1.9 Trusts will support effective and consistent communications and engagement in relation to this memorandum of understanding and associated workstreams. This will include the development of a joint communications strategy for pathology staff and key service users. A local engagement plan will also be developed for patients and the wider public.
- 2.1.10 Realistic and achievable timescales for implementation will be agreed which mitigate service risks and transitional costs, taking contractual obligations into account as appropriate, and be supported by robust Service Level Agreements between partners.
- 2.1.11 Arrangements will be agreed to mitigate or share, if appropriate, the impact on individual Trusts of a reduction in income or increase in expenditure associated with implementation of the target operating model to include the cost of staff reduction or re-deployment between 2018/19 and 2022/23. A baseline will be agreed from which this can be monitored and reported.
- 2.1.12 For 2018/19, Pathology services will operate as an NHS partnership and network within the South Yorkshire and Bassetlaw health and care system. A longer term, organisational form will be agreed by the end of March 2019. This will include consideration of all potential forms to best enable delivery of strategy.

- 2.1.13 Trusts will retain direct responsibility for compliance with legal and regulatory requirements including UKAS / ISO requirements.
- 2.1.14 Trusts acknowledge the spirit of this agreement and relevant officers will act accordingly to support successful delivery of the programme including implementation of any agreed target operating model.

3. Governance Arrangements:

3.1 The following governance arrangements were confirmed by Trusts in October 2017 and will continue:

- 3.1.1 A Pathology Steering Group was already in place and addressing a number of previously agreed priorities which will feed into the development of the pathology network plan. This has a Chief Executive and Medical Director sponsor, PMO support and clinical and service management representation from each of the relevant Trusts.
- 3.1.2 The Pathology Steering Group has confirmed a proposal for the Steering Group to form the Programme Board for the pathology network which ensures consistency and service level engagement, augmented by any Executive or other colleagues as appropriate.
- 3.1.3 The Programme Board will report through the Provider Efficiency Group which is accountable to the Acute Federation Committee in Common and also reports into the South Yorkshire and Bassetlaw Collaborative Partnership Board.
- 3.1.4 Existing projects and the development of the network are being managed under three key workstreams: blood sciences, microbiology and cellular pathology with reference groups to be continued. Enabling IT and workforce groups will be initiated to support as needed. The formation of a subgroup of the Blood Sciences Reference Group, focused upon 'Specialist Services' will be considered.
- 3.1.5 A project delivery team is in place in order to make rapid progress on an outline business case, anticipated savings and timescale. Work will be overseen by Programme Board / Project Sponsors within the agreed Governance arrangements (Appendix 1)
- 3.1.6 The Pathology Programme Board will work to ensure the successful delivery of a communications and engagement strategy across Trusts.

3.2 In terms of resourcing, the process to the end of March 2018 is being supported by funding from the Working Together Partnership Vanguard. However, it is recognised that the detailed and complex nature of the workstreams will require appointment of a full time programme manager with experience of successfully delivering pathology networks, with appropriate project support and is included in the South Yorkshire and Bassetlaw health and care system's financial schedule for 2018/19.

3.3 Trusts will support management and clinicians at Trust level to engage effectively in the collaborative workstreams.

4. Outline Programme Plan:

4.1 The following section sets out deliverables by the end of January, February, March and July 2018, and March 2019.

By end of January 18:

- Submission of all Trust 2016/17 Data.
- Agreement in principle by Chief Executives to draft MoU and progress report to NHSI.

By end of February 18:

- Agreement of MoU across partner Trusts Boards.

- Validation of SCHFT network data.

By end of March 18:

- Completed outline review of hub and spoke target operating model based upon NHSI assumptions applied to South Yorkshire and Bassetlaw. To include: relevant dependencies and indicative investment requirements, associated risks and issues.
- Appointment of full time Programme Manager and appropriate project support.
- Agreement of Communications and Engagement plan.
- Agreement of “short term” network opportunities (that can be implemented in 2018/19).
- Agreement of plan for Laboratory Information Management System (LIMS) procurement.
- Agreement of business cycle for review of policies and protocols.
- Agreement of collaborative HR process for management of vacant posts.

By July 2018:

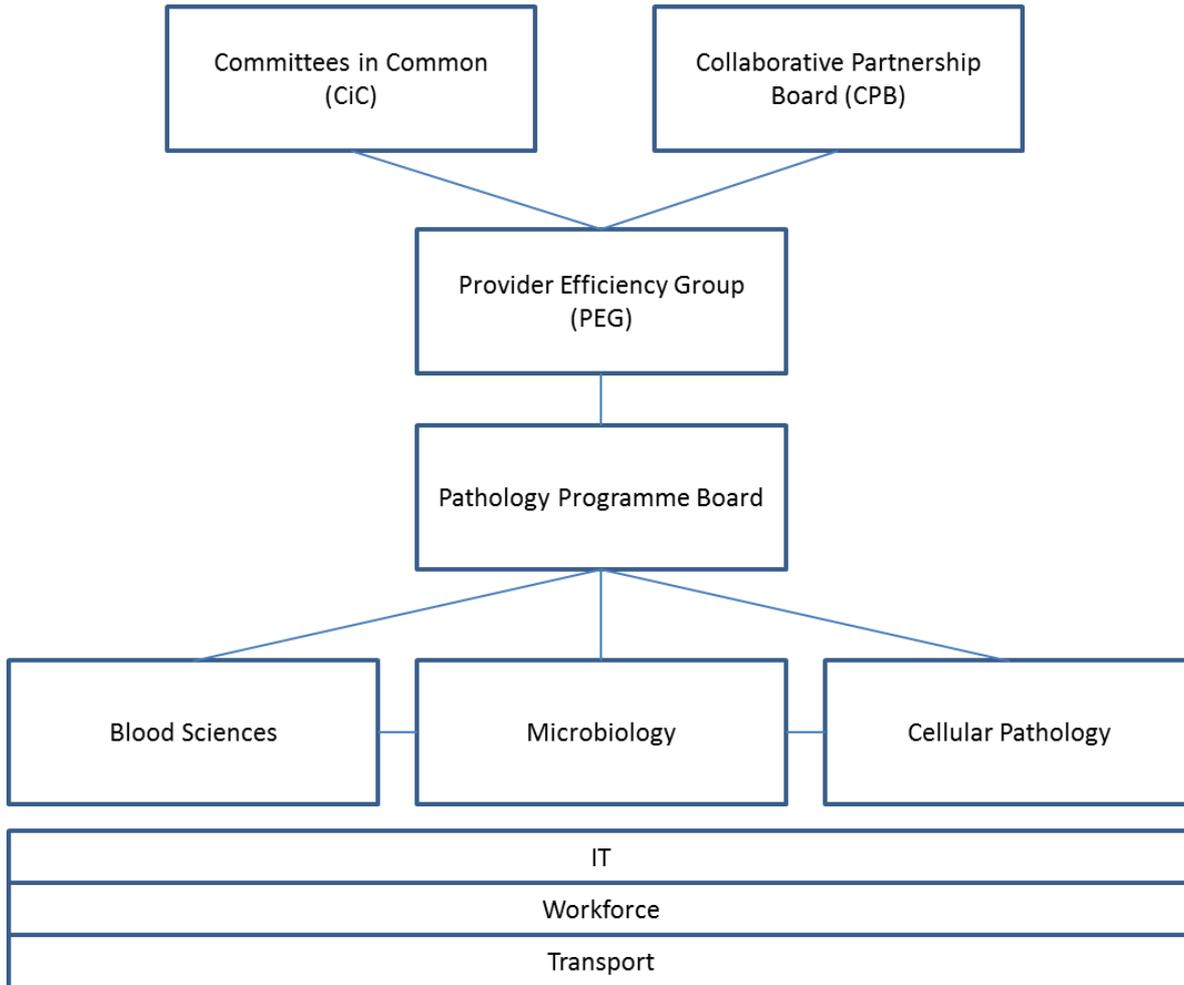
- Agreement of financial / contractual arrangements across the network.
- Agreement of plan for logistics procurement.
- Agreement of common objectives for pathology service management teams.
- Agreement of short term procurement priorities.

Determination of the role of Sheffield Children’s Hospital NHS FT in the Pathology Services Partnership in light of national discussions relating to the role and organisation of specialist paediatric providers as potential augmented spokes delivering paediatric laboratory services on behalf of the network.

By end of March 19:

- Implementation of short term network opportunities.
- Detailed business case for longer term delivery of pathology services across the network.
- Agreement of organisational form for services.

Appendix One: Governance Structure



Current Programme Board Representation	
Chief Executive Sponsor:	Richard Parker
Medical Director Sponsor	David Throssell
BHNFT / TRFT (BRILS):	
Clinical Lead	Dom Chan-Lam
Management Lead	Annette Davis-Green
DBTHFT:	
Clinical Lead	Ken Agwuh
Management Lead	Paul Gravil
SCHFT:	
Clinical Lead	Jim Bonham
Management Lead	Sara Elliott
STHFT:	
Clinical Lead	Branko Perunovic
Clinical Lead	Helena Parsons (Microbiology)
Management Lead	Emma Colgan
Working Together PMO:	
Project Director	Janette Watkins
Project Manager	Ben Chico

Project Manager	Jean Wardell
Finance Lead	Wayne Lugton
Medical Director	Des Breen