

Borders NHS Board**PROPOSED REGIONAL STRUCTURE FOR LABORATORIES SERVICES****Aim**

The purpose of this paper is to set out a proposal for a regional Laboratory Medicine Services model in the East Region which comprises NHS Borders, Lothian and Fife and to seek agreement and commitment from each of the Boards to support this approach. The proposal has previously been discussed and supported by the Chief Executives from the 3 East Region Boards.

Background

Laboratory medicine diagnostic services are a critical component of healthcare and it has been estimated that 70-80% of all health care decisions affecting diagnosis or treatment involve a laboratory investigation (Department of Health, 2006).

National Approach

The proposal to develop the concept of a Distributed Services Model (DSM) for laboratory services in NHS Scotland was first presented to Board Chief Executives in a position paper in November 2016. This was followed by a strategy paper in July 2017 that set out the strategic case for change and the development of the DSM. The model was developed following extensive stakeholder engagement, with agreement that there was an opportunity to use the significant resources - workforce, facilities, equipment and finance - available to Health Boards to deliver laboratory services in a way that is more efficient, effective, equitable, resilient and affordable.

The business case to support a programme of change was endorsed by Board Chief Executives in April 2018, with agreement that regions would work within the national framework of the Distributed Service Model to deliver services that deliver the right test, in the right place, at the right time with an emphasis on service sustainability and resilience.

Figure 1 below illustrates the proposed governance arrangements which will support this approach.

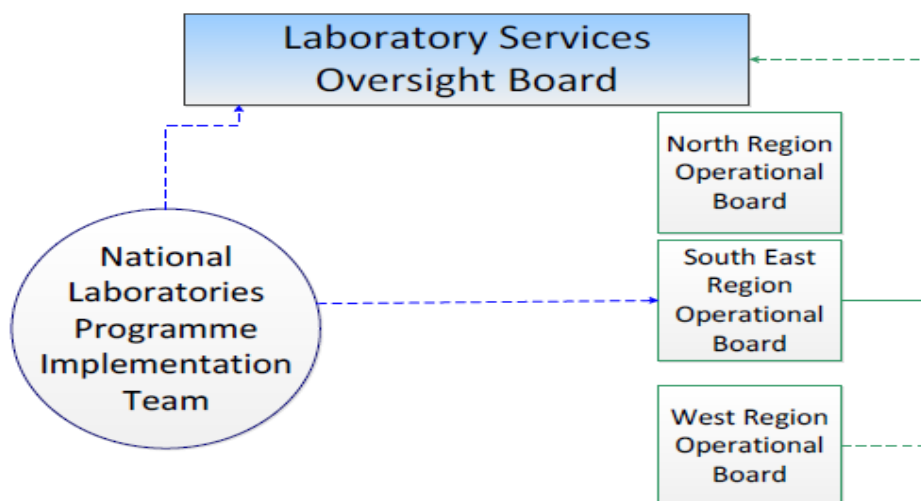


Figure 1: Proposed reporting structure

Regional Approach

Laboratory medicine services were identified as a priority specialty for inclusion in the acute services work programme in early 2017 as part of Regional Health and Social Care Delivery Plan programme of work. There was early recognition of opportunities for the 3 Boards to work collaboratively on areas such as:

- Workforce
- Efficiency
- Savings
- Standardisation
- Quality

A Laboratory Medicine Workstream has been established with leadership from clinical, managerial and planning colleagues from across the Region. The Workstream reports to the Acute Services Coordinating Group which is chaired by Paul Hawkins, Chief Executive, NHS Fife. The Acute Workstream is one of the four main programmes reporting to the East Region Programme Board.

At an early stage in the development of the regional work, there was recognition of the need to align with the national framework. Leads from the regional programme are also part of the national programme ensuring synergy and avoiding duplication. Given the significant progress that has been made regionally, the East Region approach is viewed as an early adopter of the approach to delivering the national model for laboratory medicine with other regions now looking to learn from our approach.

Summary

In February 2018, the Chief Executives from the 3 East Region Boards received a proposition from the regional laboratory leads, setting out a regional programme of work which would be delivered through novel regional arrangements.

The proposed arrangement would see the establishment of an East Region Laboratory Medicine Operational Group (ELMO) which would adopt a programme approach to the monitoring and reporting on the agreed work programme and provide a decision making

forum for workforce planning and capital and revenue investments. A high level work plan is attached at Appendix 1.

It is proposed that a shadow ELMO Board meets in June to agree a Terms of Reference and confirm governance arrangements with formal establishment of the Group thereafter. A draft Terms of Reference is attached at Appendix 2.

In order to support the work programme and ensure key deliverables are met, additional resource has been identified and agreed.

A Programme Manager will coordinate the agreed Workstreams, supported by 3 Project Managers who will be responsible for delivering across the 3 priority areas of Information Systems; Managed Service Contract and Service Review. These posts will be offered as secondments or fixed term contracts to suitable candidates through a formal agreed recruitment process.

It has been agreed that a regional Professional Lead (nominated from peers) will provide leadership to the programme for a period of 2 years in the first instance supported by the Programme Manager. The Professional Lead role will be identified through existing resources. Additional support will be provided through the agreed regional leadership arrangements for HR, Finance, Communications and eHealth.

The following benefits of this proposal have been identified:

- Increased sustainability of services
- More sustainable Workforce
- Early delivery of national model for labs in line with National Clinical Strategy and Health and Social Care Delivery Plan
- Linked, consistent data supporting reduction in unwarranted variation and driving quality improvement
- Savings through reduced waste
- Efficiency
- Right test, right place, right time

Communication and engagement with all staff groups will be essential at an early stage in this new way of working. Partnership colleagues will be invited to sit on the ELMO Board with a wider communication plan to be developed as an early element of the work programme.

Recommendation

The Board is asked to:

- Support establishment of a regional model for laboratory medicine services
- Agree to the establishment of an East Region Laboratory Medicine Operational Board
- Agree reporting through East Region Programme Board

Policy/Strategy Implications	This paper proposes a regional structure for planning laboratory services
Consultation	The content of this paper has been shared with NHS Fife and NHS Lothian

Consultation with Professional Committees	As with all Board papers, this update will be shared with the Area Clinical Forum for information
Risk Assessment	At this stage, detailed governance and reporting structures have not yet been developed or proposed, so a risk assessment has not been undertaken
Compliance with Board Policy requirements on Equality and Diversity	To be completed
Resource/Staffing Implications	There are likely to be resource and staffing implications associated with delivery of the various Workstreams.

Approved by

Name	Designation	Name	Designation
Claire Pearce	Director of Nursing, Midwifery and Acute Services		

Author(s)

Name	Designation	Name	Designation
Sam Whiting	Infection Control Manager		



East Region Laboratory Medicine Operational Board

High Level Work Plan

There are currently seven work packages which are being taken forward under the regional Laboratory Medicine services model

- Clinical Workforce
- Data
- Standardisation (Quality and Procurement)
- IT
- Blood Transfusion and Immunology
- Clinical Service Review (Histopathology and Microbiology/Virology)
- Regional Infection Service
- Regional Forensic Pathology Service

The work packages have been prioritised according to regional requirements and some have therefore made more progress than others.

Delivery of outcomes can be split into short to medium term (1-2 years) and medium to long term (3-5 years).

Priorities are:

Short to medium term	Medium to long-term
Procurement standardisation – particularly in relation to a regional managed service contract for delivery of laboratory services.	Blood Transfusion and Immunology – to ensure both regional and national equity of access to fit-for-purpose services.
Clinical workforce review – in order to support boards where single-handed cover is an issue	Regional Laboratory Information Management systems or connectivity in order to remove barriers to cross-border working and aggregation of data
Data – National Laboratory Data Mart in order to enable delivery of the data required for service review	Clinical Service Review of Histopathology and Microbiology in order to develop sustainable and efficient services for the East Region
Development of a regional Forensic Pathology Service to ensure adequate mortuary provision.	Standardisation of Quality Management across the region in order to enable optimum use of resources and deliver good business continuity
	Roll-out of a Regional Infection Service which will allow MDT discussion of complex infection cases and decrease length of hospital stay.



East Region Laboratory Medicine Operational Board

Terms of Reference (DRAFT)

Date Published	May 2018
Version	4.0
Author	Donna Galloway, Mike Gray, Roa Johnstone
Review Date	May 2019

Accountable To

Chief Executive Officers from Lothian, Borders and Fife through the East Region Health and Social Care Delivery Plan Programme Board.

Purpose of the Group

The purpose of the East Region Laboratory Medicine Operational Board (ELMO) is to lead an integrated Laboratory Medicine service for the region, delivering high quality, equitable, affordable, sustainable and accessible services for patients that cut across geographical boundaries.

ELMO will ensure best use of the workforce and maximise service sustainability and cost efficiency across the Region.

Remit of the Group

- Responsible for the delivery of the East Region laboratory medicine service including any emerging projects.
- Responsible for the regional budget for laboratory services, including investment decisions on capital and revenue.
- To ensure effective engagement in the development, design and delivery of services including communication and engagement with staff.
- To critically evaluate existing services and identify priority areas for collaboration, redesign and improvement, taking account of changing population needs and patterns of service usage.
- To deliver the East Region Laboratory Medicine Strategic Plan
- To ensure close alignment with the National Laboratory Programme.
- To work in partnership with colleagues in the North and West Regions
- To report to the East Region Health and Social Care Delivery Programme Board on agreed work streams.

4 Scope

Areas that the East Region Laboratory Medicine Services Operational Group has decision/ control over:

Strategic

- Regional approval of workforce plans
- Agreed Demand Optimisation principles
- Design of combined regional efficiency plans
- Regional business continuity planning
- Regional Quality Management and accreditation systems
- Regional approval of designated work sites

Operational

- Agreed principles for new and replacement medical, clinical scientist and Agenda for Change posts above grade 8a
- Procurement decisions where Public Contracts regulations (Scotland) 2015 apply
- Approval of large capital purchases
- Approval of service contract decisions out-with managed service contracts
- Agreement of changes to out-of-hours working
- Acquisition or removal of work from non-regional boards
- Liaison with NSD/NSS

5 Membership

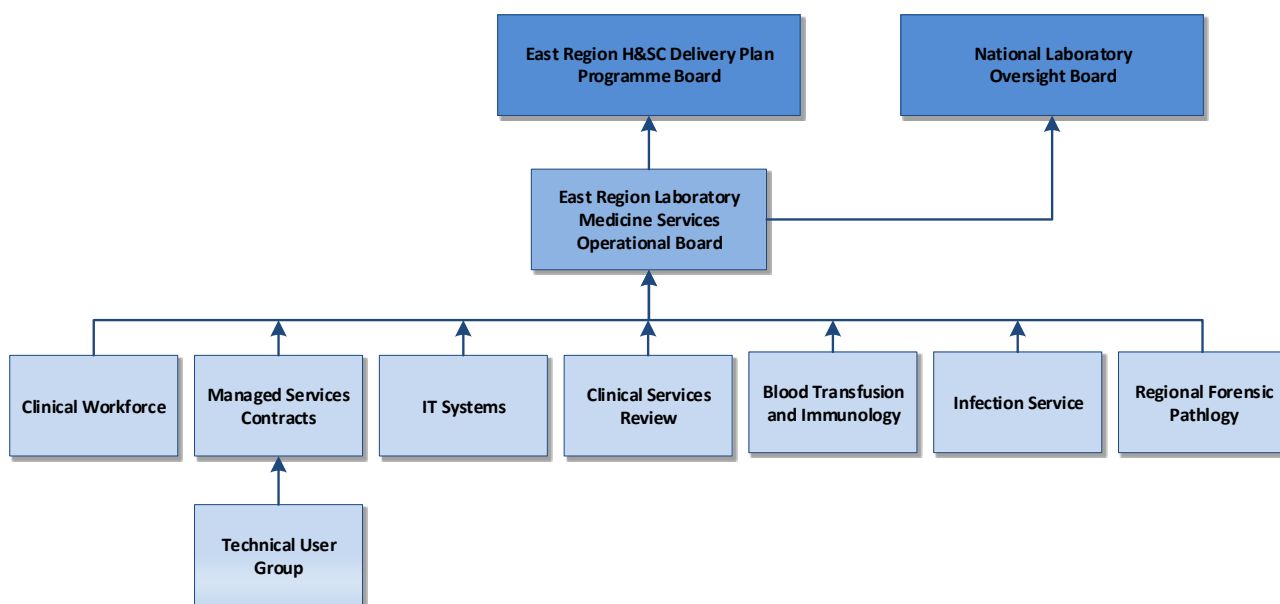
Name	Role
Paul Hawkins	Chair
Donna Galloway	Professional Lead and Vice Chair
Dr Ingolfur Johannessen	Clinical Laboratory Lead NHS Lothian
Dr John O'Donnell	Clinical Laboratory Lead NHS Borders
Dr Neil Greig	Clinical Laboratory Lead NHS Fife
Mike Gray	Service Manager Laboratory Medicine NHS Lothian
Donna Galloway	Service Manager Laboratory Medicine NHS Fife
Samuel Whiting	Service Manager Laboratory Medicine NHS Borders
	Partnership Representative
Edwina Cameron	Senior HR Representative
	Senior eHealth Representative
	Senior Finance Representative
	Medical Director
	East Region Laboratory Medicine Programme Manager
	Regional Planning
	NHS Board Planner

The vice chair will be the Professional Lead for ELMO and will represent ELMO at the National Laboratory Oversight Board. This post will be held for 2 years in the first instance then reviewed.

In attendance (as required):

Representatives from any of the three Health Boards may be invited to attend ELMO meetings in a consultative capacity to provide information, advice and support on behalf of their Health Board.

6 Governance



7 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

8 Frequency of Meetings

The East Region Laboratory Medicine Services Operational Group will meet monthly, however meetings may be more frequent if required.

The agenda and supporting papers will be sent out at least five working days before the meeting.

9 Frequency of Terms of Reference Review

These terms of reference will be reviewed every year

10 Date Terms of Reference Agreed

May 2018

DOCUMENT CONTROL SHEET:**Key Information:**

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0.1	12/04/2018	Draft	
0.2	23/04/2018	Update with comments from steering group	Roa Johnstone
0.3	07/05/2018	Update following meeting with PH	Donna Galloway Mike Gray
0.4	15/05/2018	Update following Regional Leads meeting	Donna Galloway