



NORTH WEST LONDON PATHOLOGY (NWLP)

**ORGANISATIONAL TRANSFORMATION AND
CULTURE DEVELOPMENT JOURNEY**

SAGHAR MISSAGHIAN – CULLY *DBMS CSCI MSC FIBMS*
NWLP MANAGING DIRECTOR

CONTENT

- SETTING THE SCENE
- NWLP JOURNEY
- DIAGNOSTICS LANDSCAPE CHANGES
- CULTURE DEVELOPMENT JOURNEY
- SUMMARY



CONSOLIDATING PATHOLOGY SERVICES

In 2017, NHSEI committed to consolidating pathology services in England by proposing 29 hub and spoke networks. This ambition has widened to use these networks as a key enabler of ambitions outlined in the Long Term Plan.

“Consolidating pathology services allows for most consistent, clinically appropriate turnaround times ensuring the right test is available at the right time. It makes better use of our highly skilled workforce to deliver improved, earlier diagnostic services supporting better patient outcomes. Taking a hub and spoke approach to this consolidation can ensure an appropriate critical mass to support specialist diagnostics, so that patients have equal access to key tests and services are sustainable.”

NHSEI, Pathology networking in England: state of the nation November 2019

PATHOLOGY NETWORKS EXPECTED OUTCOMES IN IMPROVING PATIENT CARE AND DELIVER POTENTIAL EFFICIENCIES

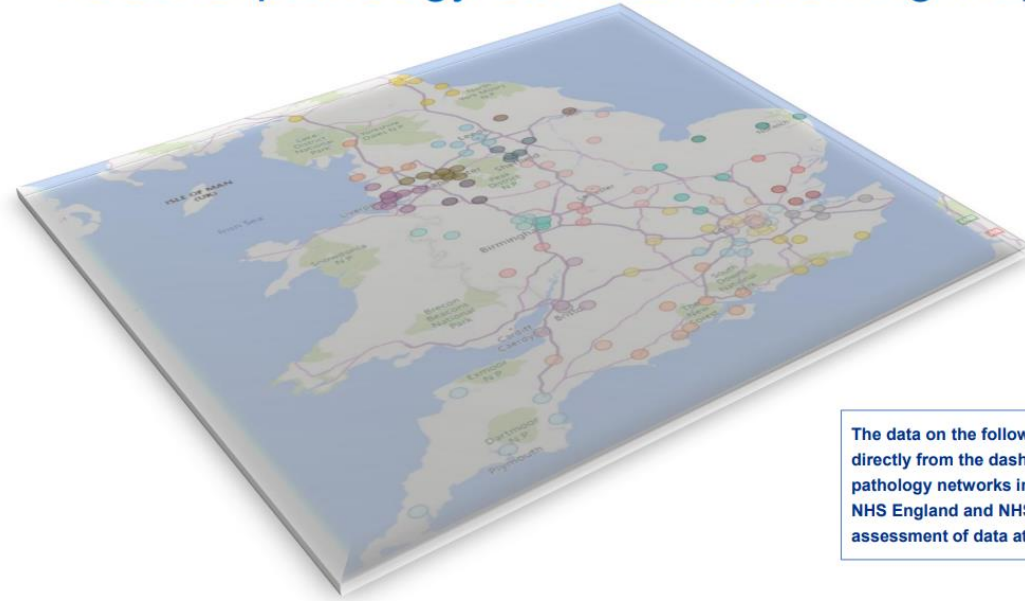
Patients:

- patients should receive quicker, more advanced and reliable screening test results.
- access to pathology services won't change — core services will still remain in hospital labs
- there will be an introduction of a new wave of genetics

Potential efficiencies:

- the 122 individual pathology units within NHS Hospitals in England will join-up and form a series of 29 networks now 22.
- the new networks will bring together clinical expertise, ultimately making these services more efficient that deliver better value, high quality care for patients
- enhance career opportunities for staff, whilst being more efficient, delivering projected savings of at least £200 million pounds by 2020-2021.

National pathology services networking map

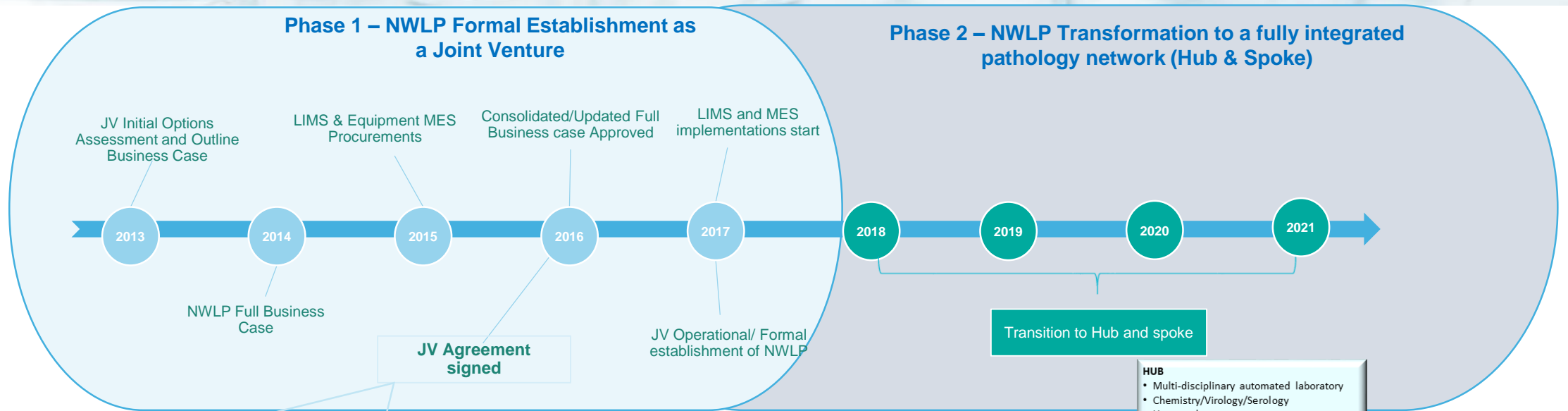


The data on the following pages is taken directly from the dashboard for the 29 pathology networks in England and reflects NHS England and NHS Improvement's assessment of data at 1 September 2019.

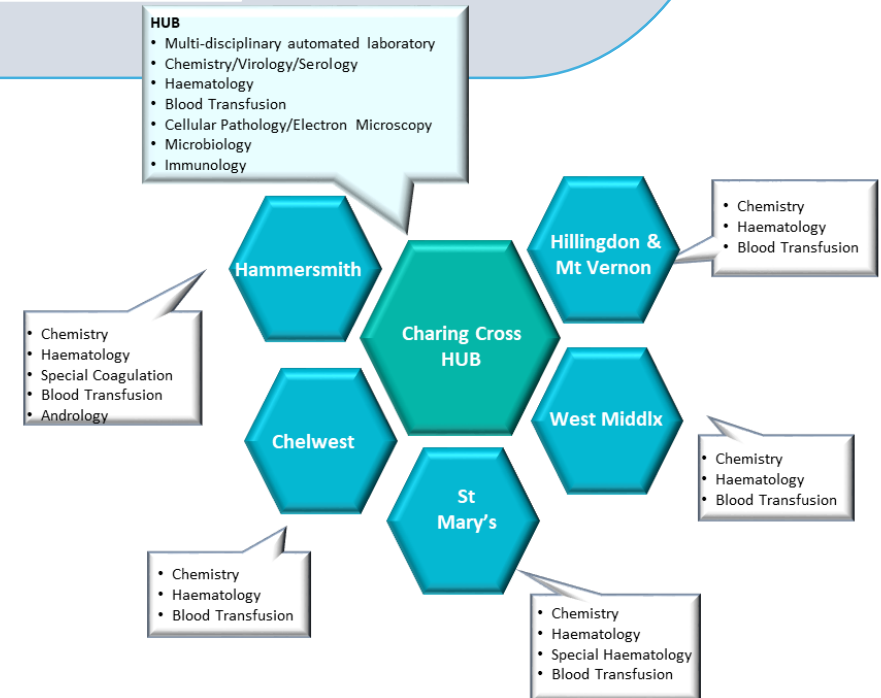
14 | National pathology services networking map

NWLP JOURNEY

NWLP JOURNEY TO DELIVERY



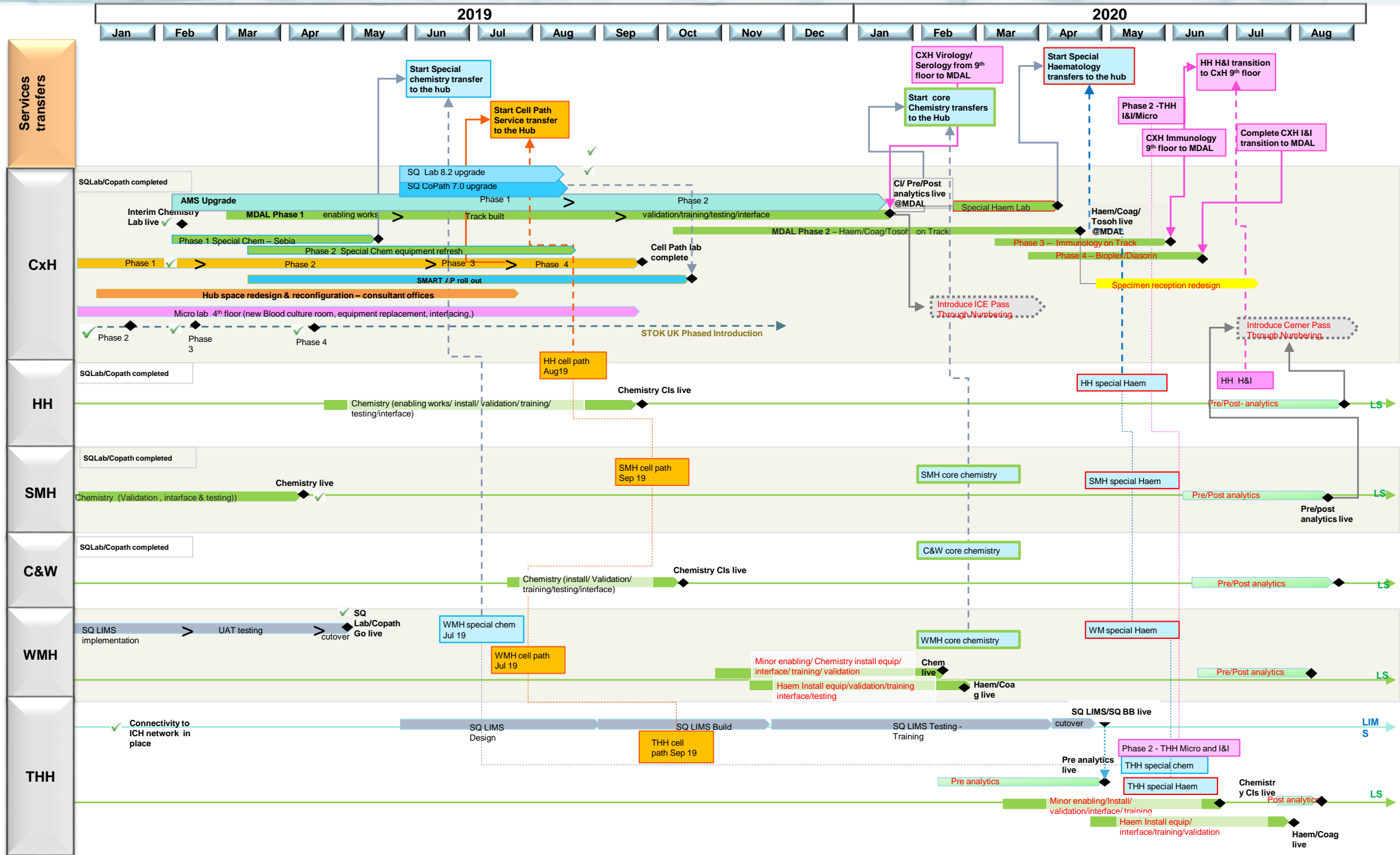
The formation of NWLP was a reflection of the national agenda, driving a transformational change in NW London to create an integrated pathology network, by bringing together the pathology services from 3 NHS Trust.



NWLP - COMPLEX TRANSFORMATION PROGRAMME

NWLP JOURNEY TO DELIVERY

6





The Journal of Quality in HealthCare provides good input to the debate on Organisational Change:

‘The Key to Quality Improvement is a process that reviews current thinking (and achievements) in the NHS in particular and healthcare in general’.

www.qualityhealthcare.com

CHANGE IS DIFFICULT!

...OR IS IT?

The need to use tools, techniques and mind set that are change focussed is essential.

Business as usual ideas need to be challenged, will they work in a change environment?

- ❑ The brutal fact is that about 70% of all change initiatives fail.

Beer, M. and Nohria, N. (2000) Cracking the code of change. Harvard Business Review 78(3): 133-141.

- ❑ Three out of four mergers and acquisitions fail to achieve their financial and strategic objectives.

Marks, M. L. and Mirvis, P. H. (2001). Making Mergers and Acquisitions Work: Strategic and Psychological Preparation. Academy of Management Executive 15(2): 80-94

- ❑ Some organisations expect that they can achieve benefits without properly investing in the process of change management or effectively guiding their employees through the journey.

Google (ud) The value of change management. Available at <https://support.google.com/a/answer/9212588>

NWLP SUCCESS TO DELIVERING TRANSFORMATION

The building blocks essential to successful transformation aren't specific steps, stages or organisational designs. They are ways of thinking about influence and change: perspectives on how to shift organisational and individual behaviour in a more productive, competitive and engaging direction.



We created a strategic identity

Articulate a single desirable future, focus all your efforts on achieving it. Making leaps in identity and purpose

We designed for trust

Trust is paramount in healthcare —to build confidence in providers and protocols.

We were not afraid of experimentation or innovation

Creating an environment to think big, start small and learn fast

We leveraged our core strengths and embraced new strategies and change

DIAGNOSTICS LANDSCAPE AFTER THE PANDEMIC

The need for radical investment and reform of diagnostic services was recognised at the time the NHS Long Term Plan was published in 2019.

In 2020, the pandemic exposed the critical role of diagnostics and further amplified the need for radical change in the provision of diagnostic services. It also provided an opportunity for change.

The review report, *Diagnostics: recovery and renewal*, published in October 2020 (*Independent Review of Diagnostic Services for NHS England 2020*), recommended significant reform and investment in diagnostic services and highlighted the areas of focus.

AREAS OF FOCUS

NEW SERVICE
DELIVERY
MODELS

EQUIPMENT AND
FACILITIES

CONSIDERATION
OF THE
WORKFORCE

DIGITISATION
AND
CONNECTIVITY

DIAGNOSTICS LANDSCAPE AFTER THE PANDEMIC

- Formation of **Integrated Care Systems and Boards** to drive outcomes in population health and health care with diagnostics being on their agenda.
- New **community diagnostic centres** across England to address the ‘blockage in access to diagnostics and deliver tests closer to home’ (Department of Health and Social Care et al 2021). Community diagnostic centres are intended to move diagnostics closer to the people who need them and to increase capacity
- A reorientation towards the delivery of **diagnostics in the community** form part of the picture of how diagnostic pathways can be transformed in the drive to meet demand.
- The pandemic brought **greater awareness to patients** and willingness to self-test, monitor and engage with healthcare using diagnostics. This signals the need for the adoption of new equipment and technology outside of the laboratories and closer to patients.

POST PANDEMIC STAFF IMPACT

- The pandemic heavily impacted on all staff; with many are experiencing:
 - Exhaustion and burnout
 - Anxiety and stress (leading to both sickness absence and 'presenteeism')
 - Psychological trauma and 'moral injury'
- At the same time, existing challenges were exacerbated:
 - High workload and lack of control over working patterns
 - Basic working conditions: rest space; hot food; parking; accommodation; changing facilities
 - Safe and sustainable staffing models
 - The need for culture of compassion, support, inclusion and learning
 - Inequalities, e.g. our ethnic and racially diverse staff disproportionately affected
- On top of being stressed and anxious, staff in many areas:
 - Feeling undervalued
 - Thinking of leaving
 - Significantly less engaged and/or more excluded

CHALLENGES

Equipment and facilities

Aging equipment and inadequate diagnostic facilities within hospital buildings.

Workforce

Years of poor workforce planning and inadequate funding across the health and care system have resulted in chronic staff shortages (The King's Fund 2022). The impact of this is being felt in diagnostics as the growth in the diagnostic workforce has not kept pace with demand and activity and now there are significant vacancies impacting all specialities.

Digital and information-sharing infrastructure

A key enabler to the delivery of diagnostic services and the success of networked working. Recently the government set out £248 million of investment in the digitisation of diagnostic services. This investment may not be sufficient given the scale of the challenge in digitising NHS diagnostics, with the digitisation of cytology and histopathology only available in a very limited number of hospitals.

WHAT DOES “GROWING STRONGER TOGETHER” MEAN?

Support for recovery needs to be wide-ranging and needs to support the core work needs of staff, e.g. the ABC model set out by the King’s Fund:



This model offers the opportunity to bring together a plan that allows for:

- new and innovative interventions to support wellbeing;
- harnessing work already ongoing in Trusts and pathology networks;
- alignment & learning across the ICS;
- alignment to the NHS People Plan.

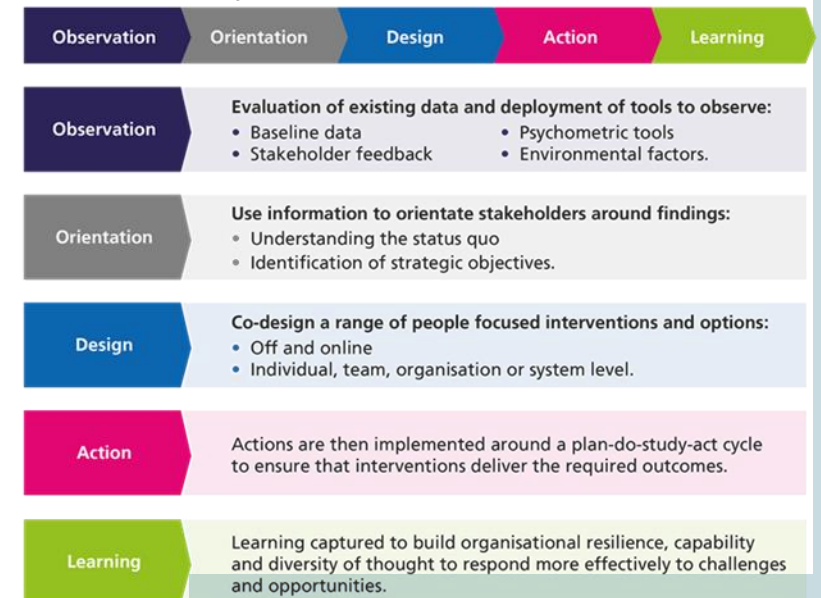
CULTURE AND VALUES

Working with our teams to build a common purpose, strengthen relationships and discover new ways of creating change through collaborative working.

- Aligning culture with strategy and purpose
- Developing responsiveness to system change
- Supporting cultural transformation
- Creating a learning organisation

Developing a positive organisational culture takes skill, time, patience, humility and passion.

- Build the legitimacy for successful outcomes
- Incorporate the perspectives of all stakeholders
- Be systematic on five key elements to ensure engagement
- Throughout the cultural transformation journey



SYSTEMS AND PROCESSES

Shape and maintain the health of the organisation by establishing effective systems and processes for improving efficiency and performance.

We established:

- Continuous improvement
- Application of Lean methodologies
- Embedding behaviours
- Team development approaches.

The organisational systems and processes play a fundamental role in the results. To improve outcomes we worked to understand the status quo, baselined performance metrics and understand the complex nature of interdependencies.

Then, re-design processes to deliver a more efficient and effective system.



STAFF ENGAGEMENT

An engaged and motivated workforce leading to higher individual, team and organisational performance.

Our staff engagement focus:

- Developing an employee voice
- Engaging managers
- Visible, empowering, compassionate leadership
- Organisational integrity
- Diversity of thinking and discovery of potential blind spots



LEADERSHIP



The NHS Leadership Academy’s Healthcare Leadership Model Dimensions can be used to develop key content and focus.

Develop the leadership capability and effective ways of working as a forming organisation, delivering through tailored frameworks based on the organisational values and desired leadership behaviours.

- Leadership development programmes
- Board and team development
- One-to-one development and mentoring
- Talent management and succession planning.

Investing in leadership development is proven to deliver significantly higher levels of performance.

Effective leadership can build capacity to improve efficiency, increase performance, drive innovation and improve services.

SKILLS DEVELOPMENT

Enable skills development that motivates the teams and grows the capabilities required to deliver the current and future organisational objectives.

- Skills gap audits
- Training needs analysis and planning
- Competency frameworks
- Talent development
- Training and development programmes
- Personal effectiveness and professional development

We need to change the conversation...

- **Patient empowerment** and the relationship a patient may have with a specialists is changing
- Creation of the engaged healthcare consumer - '**consumer activation**' = Information and tools transformed into actionable insights, address their determinants of health
- Create opportunities to improve patients' **access** to care and inform their healthcare providers
- The value of the clinical laboratory does not end at the time the test result is released; this is where the **laboratory's value continues**.
- Together, laboratories and community health groups can become active participants in the design and implementation of **future delivery models** - quantitatively demonstrate how they contribute to clinical outcomes
- **Create consumer-driven shared decision-making models** focused on improving health outcomes, reducing the overall cost of care, and decreasing prevalence of disease.

DRIVERS FOR CHANGE IN LABORATORY MEDICINE

- **Globalisation**

We live in a world of instant communication. An opportunity to share information on an international scale to more rapidly meet the requirements of patients, clinicians and other healthcare interests

- **Technological advance**

Advances in technology enable us to achieve higher quality, more rapidly and on a smaller scale.

- **Smarter working**

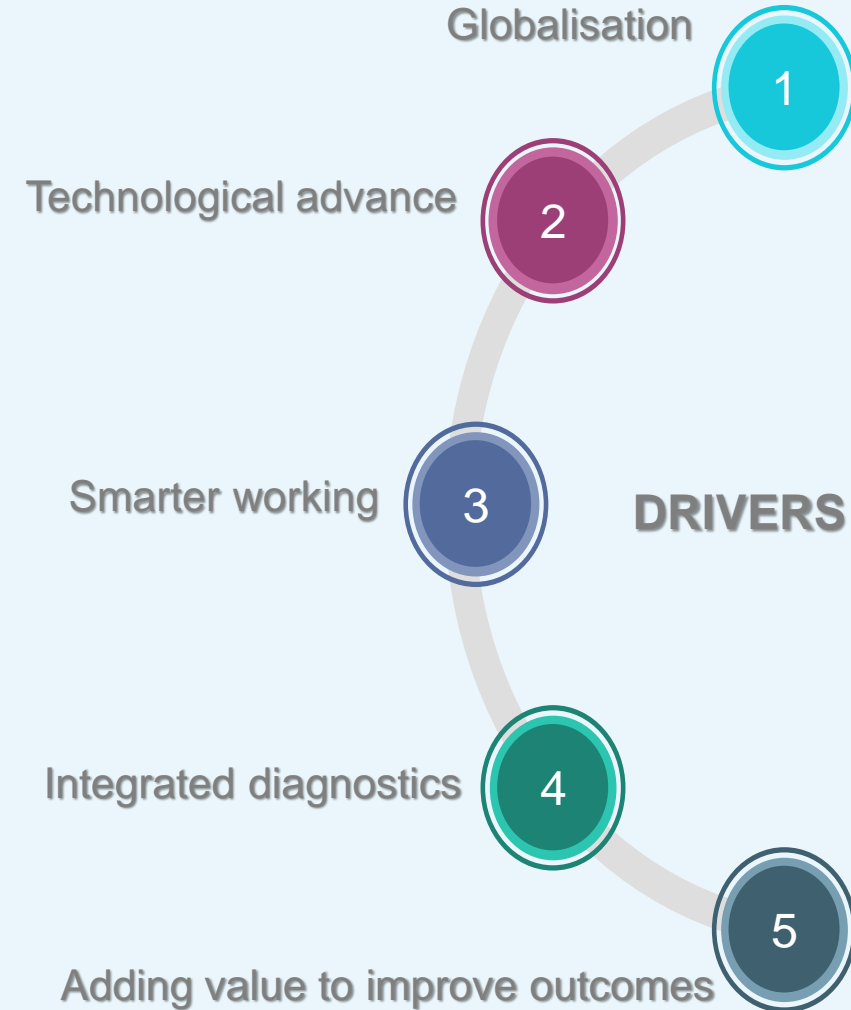
Improved efficiency, workload management and shared resources are just some examples of smarter working

- **Integrated diagnostics**

Laboratory medicine, imaging and endoscopy all contribute diagnostic patient data. Through integration and incorporation this data can be converted into knowledge which can be used to bring about faster and better clinical outcomes.

- **Adding value to improve outcomes**

Adding value to quality laboratory medicine services comprises a wide range of opportunities to go beyond a simple request-result service.



35+
million



Diagnostic Tests annually

3



NHS Trusts

7



Hospital sites

280



GP Practices

2.4
million



Population

1000+



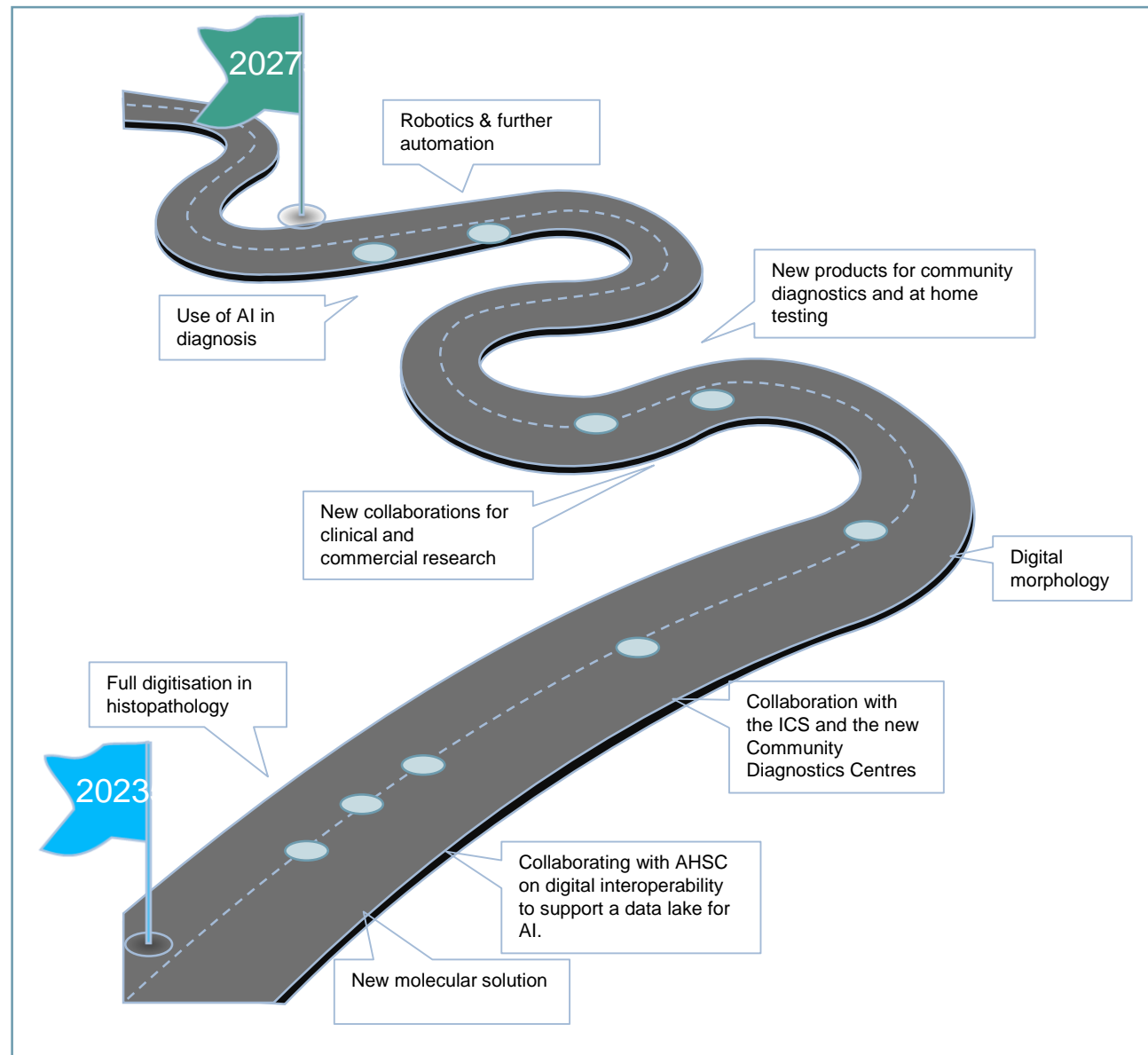
Staff

NWL Integrated Care System



Four objectives of integrated care systems

A	Improve outcomes in population health and health care
B	Prevent ill health and tackle inequalities in outcomes, experience and access
C	Enhance productivity and value for money
D	Support broader economic and social development



The **centrality** of diagnostics to the NHS's **ability** to **deliver** patient services **cannot be understated**. They are **fundamental** to clinical decision-making. There is huge potential for diagnostics to play an even **greater** role in driving improved outcomes through transformation and innovation, particularly via the **redesign** of patient pathways and the introduction of new technology.

The King's Fund , Why do diagnostics matter? Oct 2022



THANK YOU

