

All the latest pathology improvement  
news and views . . . **FIRST**



## pathology improvement

NHS Improvement

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## Pathology

### Issue 6: December 2011

**Welcome...** to the latest edition of the NHS Improvement - Diagnostics Pathology e-bulletin

#### **Our vision:**

To support clinical excellence through process excellence

#### **Our mission:**

The NHS Improvement - Diagnostics team works to deliver evidence based sustainable, effective improvements, aligned to national priorities with measurable outcomes by:

- testing and supporting practical implementation of service redesign methods
- demonstrating a 'how to' approach to achieve sustainable effective patient pathways and systems to improve the efficiency and quality of NHS services
- sharing the learning, demonstrating increased impact and value for money.

#### **The role of the NHS Improvement – Diagnostics team is to:**

- provide service improvement and redesign expertise, including Lean and Six Sigma methodology
- provide clinical and managerial expertise in radiology and pathology
- support the delivery of timely access, high quality and effective patient centered diagnostic services
- support the delivery of NHS guidelines and Department of Health (DH) policy
- work in partnership with the DH Imaging and Pathology teams

## Pathology News

### **Cytology 98.6% of women receive results in two weeks**

The Department of Health announced in November 2011 that 98.6% of women countrywide now receive the results of their cervical screening test in two weeks.

Two documents produced by NHS Improvement, [Cytology improvement guide - achieving a 14 day turnaround time in Cytology](#) and [Continuous Improvement in Cytology: Sustaining and accelerating improvement](#), have demonstrated how to

make improvements in the end to end process to deliver results in a more timely manner and improve safety and quality whilst reducing cost. Dr Simon Knowles, National Clinical Lead for Cytology Improvement comments: *"The progress this year has been fantastic and puts labs in a very strong position to start rolling out reflex testing for high risk HPV across England while still maintaining a timely service for women."*

### **Improving Outcomes: A Strategy for Cancer First Annual Report 2011**

The [Improving Outcomes: A Strategy for Cancer First Annual Report 2011](#) was launched at the Britain Against Cancer conference on Tuesday 13 December.

There are a number of references to the important role NHS Improvement - Diagnostics has to play in improving outcomes for cancer patients and saving 5,000 lives. The report highlights the expansion of endoscopy services and recognises the importance of histopathology. It states *"Shorter waiting times can help to ease patient anxiety and, at best, can lead to earlier diagnosis, quicker treatment, a lower risk of complications, an enhanced patient experience"*.

### **Training specialist registrars in histopathology in Lean improvement methodology**

The Royal College of Pathologists curriculum recognises the need for improvement training. As part of a national pilot to support this, 24 specialist trainees in histopathology took part in a two day training programme in Lean methodology on 07 and 08 November.

Trainees are now undertaking small improvement projects and the results of these will be demonstrated to the Royal College of Pathologists on Monday 30 January 2012.

### **Recognition for University Hospital of North Tees histopathology improvement**

University Hospital of North Tees was a Phase one histopathology improvement site.

Congratulations to the histopathology department who won their trust Local Innovation award in May 2011 for 'Towards a 7 day turnaround time in Histology'. This was part of a wider Celebrating Excellence day.

At the same time, Project Lead Sharron Williams, HBMS, became a Certified Lean Leader within the organisation, which enables her to lead on lean projects within the trust.

They were also short listed for a Shining Star in the 'Working in partnership with other agencies' category. Although they didn't win, the team was very pleased that others in the organisation recognised the improvements made and took the time to nominate them.

### **Sustainability in histopathology**

The first phase of histopathology improvement work began in September 2009. The nine sites involved have continued to report their three day and seven day turnaround times on a monthly basis and are evidencing continuous improvement and sustainability.

All have faced, and continue to face, challenges. The project and clinical leads were invited to a second sustainability meeting on 03 November 2011 to discuss their ongoing improvement activities and contribute to a new publication designed to accelerate change in histopathology.

Examples of ongoing improvement efforts included:

- visual dashboards for consultant reporting times
- a requirement for Lean capability in consultant job descriptions
- development of in house IT to support the ordering of extra slides in flow
- protected typing time for office team

### **East Midlands Pathology Improvement Programme – blood sciences**

Peter Gray, National Improvement Lead, and Dave Hamer, National Clinical Lead for Pathology, have started work with both Chesterfield and Derby blood sciences laboratories as part of the improvement work in pathology services.

At Chesterfield the focus is on improving specimen reception so that samples arriving are processed in flow. This will reduce turnaround time (TAT) and reduce lab staff stress, along with improving quality and safety.

At Derby the delivery of an accurate, timely result for blood samples from the emergency department (ED) is being improved. The work commenced with lab staff visiting the ED and ED staff looking around the labs.

At both sites, core teams have mapped the current process and designed a future state which with our support will be implemented over the coming weeks.

### **7 day working**

Friday 20 January 2012 will see the launch of a number of case studies demonstrating the impact of seven day working, including one from the microbiology team at Royal Free Hospital.

We are looking to expand the number of case studies in pathology. Do you have a story to share? Have you implemented seven day working? If you would like to share a case study, please contact [Anabela De Gouveia](#) at NHS Improvement.

### **Future publications and events**

In the spring NHS Improvement will be producing three new publications which will document learning from work to apply Lean methodology in microbiology and blood sciences, as well as sustainability and further testing improvements in histopathology services.

### **Towards innovation of shift work for nurses at acute hospitals in Japan**

With the rapid growth of population of elderly citizens, combined with decline of birth rate, Japan is now the world's most aging country. The society of Japan will need more health care professionals to support and provide care to the elderly.

In 2009, the retention rate of nurses in Japan was 11.2% (Japan Nursing Society survey). One of the major reasons Japanese nurses leave their job is fatigue, and it is often caused by shift patterns. Many routinely work split shifts and double shifts. With the realisation that the establishment of a new framework of shift patterns

suitable for Japanese nurses is required, a study is underway to understand shift scheduling and working time arrangements in other countries.

Carole Smeed, National Improvement Lead, hosted the Japanese research team from St. Luke's College of Nursing in Tokyo who have visited Imperial College Hospital London (Charing Cross), Royal Liverpool and Broad Green University Hospital and Royal Bolton NHS Foundation Trust. They will also be visiting hospitals in France and Germany.

## Events

### **FiLM 2012**

***Tuesday 31 January to Wednesday 01 February 2012, Birmingham***

Senior pathology consultants and managers will be able to see the best of pathology service management and redesign, both nationally and internationally, at the Frontiers in Laboratory Medicine (FiLM) conference at Austin Court, Birmingham from Tuesday 31 January to Wednesday 01 February 2012.

The [programme](#) (which has been sent to every pathology department in England) includes:

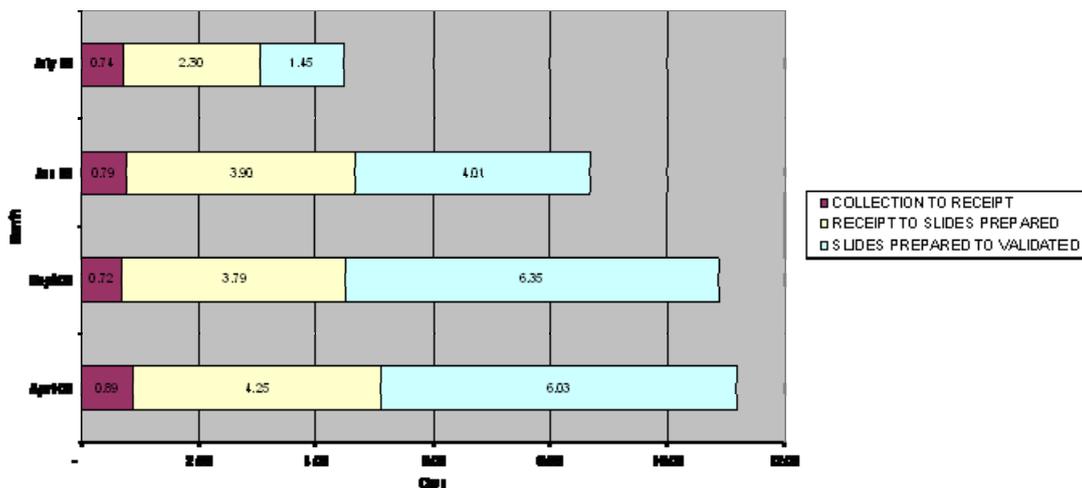
- 7 day working in microbiology
- Primary Care Commissioning
- Workforce reform
- Presentations from pathology services in USA
- Lean improvement in blood transfusion
- Sustainability of improvement 6 years on
- Transformational change

For further information and to register your interest, visit the [FiLM 2012 website](#).

## Focus on

### **Patient Pathway Analyser**

This tool, available on the [NHS Improvement System](#), can be used to support decisions around where to focus improvement activity. It can be used to look at multiple patient or sample pathways on the same page showing variability, as well as where the most time is being consumed. It can also be used at a higher level (as demonstrated below) to show whether progress is being made over time.



### NHS Improvement System – free improvement tools

The [NHS Improvement System](#) is a comprehensive, online tool to support sharing of quality service improvement resources in NHS services. There are a number of free tools to help you with your improvement work.

The system is free of charge and can be used by all staff working for NHS organisations in England. If you are not registered yet, you can do that [here](#).

Please contact [support@improvement.nhs.uk](mailto:support@improvement.nhs.uk) for a one to one online demonstration of the tools.

### Have you got an improvement story you want to share?

We are looking to promote best practice improvement case studies. Download the [case study template](#) and send to [suzanne.horobin@improvement.nhs.uk](mailto:suzanne.horobin@improvement.nhs.uk).

### Twitter!

NHS Improvement is now on Twitter. Please click [here](#) to follow us for the latest news, events and updates from NHS Improvement.

### Radiology Bulletin

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Who are we?

NHS Improvement – Diagnostics works closely with NHS and social care staff, the Department of Health and the voluntary sector. NHS Improvement - Diagnostics is part of NHS Improvement, a national programme that works with clinical networks and NHS Organisations to transform deliver and sustain improvements across the entire pathway of care in cancer, heart, diagnostics, lung and stroke services.