



North West
London Pathology

ANNUAL REPORT

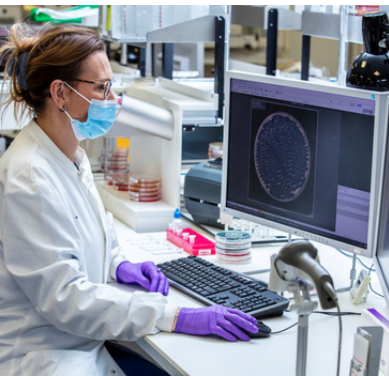




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Managing Director's statement



Saghar Missaghian-Cully
Managing Director

Investing in innovation.

Completion of our transformation programme

I am pleased to introduce the annual report for 2021 – 2022.

This year we have gone from strength to strength. Despite the continual challenges of the Covid-19 pandemic to our services and our staff, we have, with great success, completed our complex and cross-cutting transformation achieving one of our key strategic priorities. Our pathology network has now a fully harmonised service across all laboratories with the same state-of-the-art instruments, IT systems and processes.

Our transformation programme was a multi-million pound investment, with outcomes linking to significant financial benefits that started being realised this year by generating a £3.5m surplus.

The achievement of our vision puts us at the forefront of pathology services not only in London but across the UK.

Investing in innovation

In addition to managing the ongoing impact of the Covid-19 pandemic, we have continued to look forward and set out our new multi-year strategic priorities.

As an organisation, one of our strengths is our long term vision and horizon scanning and, with this in mind, we have focused on investing in our cellular pathology service, one of the busiest and largest in the UK. The rise in cancer in the general population and the subsequent need to diagnose and treat people much more quickly means developing new ways of working and to continue to be innovative in our approach. To address the ever growing demand we have invested to increase our cellular pathology workforce and introduced an extended day service and 6 day working.

In November 2021 we were awarded funds to implement Digital Pathology. The digital solution will be one of the biggest and key enablers of providing a more streamlined and efficient service and will have a significant effect on our cellular pathology service over the next 5-10 years.

We are at the beginning of an exciting journey and we are all very much looking forward to planning, developing and implementing this new service that will bring an array of benefits to the service users and the patients.

Finally, I would like to thank all our staff for their hard work and the commitment and dedication they have shown over the past year that contributed to making this year a success.

An overview



North West London Pathology

We are an NHS partnership between Imperial College Healthcare NHS Trust, Chelsea & Westminster Hospital NHS Foundation Trust and The Hillingdon Hospitals NHS Foundation Trust. The organisation is hosted by Imperial College Healthcare NHS Trust but is jointly owned by the three Trusts. We are now one of the largest pathology providers in the UK.

Our structure is based on a hub and spoke model providing pathology services at seven hospital sites across London. We process nearly 31 million tests annually, providing a wide range of diagnostic and clinical support services in North West London, serving around 280 GP practices, across six CCGs/Integrated Care System, and a population of over two million people.

In addition we serve Wormwood Scrubs prison, Hyde Park Barracks, Harmondsworth Immigration Removal Centre, RAF Northolt

and Babylon GP at Hand who follow a digital-first model of care.

The majority of routine, specialist and non-urgent activity is completed at our state of the art hub laboratory based at Charing Cross Hospital. Urgent tests required for immediate patient management and treatment are performed at our spoke site laboratories which operate 24/7.

Substantial investment in new equipment and information systems has taken place over the past six years specifically digital imaging, and artificial intelligence which is anticipated to play a major role in the future of pathology services. Changes to the estates have also taken place as part of a transformation programme alongside the installation of new instrumentation.

Our Hospital Sites

Imperial College Healthcare NHS Trust sites:

Charing Cross (Hub Site)

- Blood Sciences - Chemistry (including Specialist Services), Haematology, Blood Transfusion
- Infection and Immunity - Microbiology, Immunology, Virology, Serology
- Cellular Pathology
- Multi-disciplinary automated laboratory

St Mary's

Chemistry, Haematology, Special Haematology, Blood Transfusion

Hammersmith

Chemistry, Haematology, Special Haematology, Blood Transfusion, Andrology, Histocompatibility and Immunogenetics, Specialist Integrated Haematology Malignancy Diagnostic Service (SIHMDS)



Chelsea & Westminster NHS Foundation Trust sites:

Chelsea & Westminster and West Middlesex

Chemistry, Haematology, Blood Transfusion



The Hillingdon Hospitals NHS Foundation Trust sites:

Hillingdon and Mount Vernon

Chemistry, Haematology, Blood Transfusion



Our Services

NWLP offers a comprehensive testing repertoire which includes internationally recognised specialist services affiliated with clinical expertise within our partner Trusts. There is ongoing collaboration and opportunities for innovation with colleagues at Imperial College London.

Clinical Biochemistry

Clinical Biochemistry measures a wide range of substances in bodily fluids, predominantly blood (serum or plasma), urine and cerebrospinal fluid. A 24 hour, 7 day acute core clinical biochemistry service is provided on all Imperial College, Chelsea and Westminster and the Hillingdon Hospitals trust sites with dedicated urgent pathways.

Cellular Pathology

Cellular pathology services, made up of Histopathology, Cytopathology and electron microscopy are available at our hub site at Charing Cross hospital. Specialist Integrated Haematological Malignancy Diagnostics (SIHMDS) including Molecular Pathology are currently situated at Hammersmith Hospital with plans to centralise services at the hub. The Department offers a comprehensive and expert service including diagnostic testing, reporting and interpretation of results as well as clinical advice on further investigation and treatment of patients.

Molecular Pathology

The Specialist Integrated Haematological Malignancy Diagnostic Service (SIHMDS), is a diagnostic service that includes immunophenotyping (flow cytometry), cytogenetics, and molecular genetics. The molecular genetics laboratory offers a variety of tests to study a range of haematological malignancies which are essential for the diagnosis, prognosis and monitoring of disease. The tests provided are either for molecular diagnostics or minimal residual disease monitoring.

Haematology and Blood Transfusion

Haematology performs full blood counts and secondary testing to assist in the diagnosis and treatment of various disorders. Our Haematology laboratories also offer additional tests to identify specific conditions, e.g. malaria screening, infectious mononucleosis, and reviewing blood film morphology. Blood Transfusion services are optimised to suit the specific requirements of the hospital services it is on the site of, for example, A&E, maternity, Trauma and transplantation. All laboratories comply with MHRA requirements.

Infection and Immunity Sciences

Infection and Immunity Sciences (I&I) is comprised of Microbiology, Immunology, Virology and Histocompatibility and Immunogenetics (H&I). All I&I services, apart from H&I which is based at Hammersmith, are located at the hub site at Charing Cross. I&I services are integrated with state of the art technology managed across shared platforms, which include total laboratory automation in Microbiology and comprehensive services for serological and molecular diagnostics.

Point of Care Testing

The Blood Sciences department is also responsible for the Point Of Care Testing governance within NWLP to facilitate safe use of near patient testing devices.

Clinically Led Services

Consultant Leads are supported by Consultants teams, Clinical Scientists and Specialist Registrars covering all disciplines. This team provides 24/7 support to the routine and specialist services including diagnostic testing, reporting and interpretation of results as well as clinical advice on further investigation and treatment of patients. The service is dedicated to ensuring that the pathology service delivers in supporting better clinical decisions, leading to better outcomes for patients.

Dr Corrina Wright, Clinical Director



The pathology clinical service is led by Dr Corrina Wright as Clinical Director with Consultant Leads in each pathology service. Corrina is a Professional Clinical Advisor to the Health Security Agency, London, for the cervical screening programme, and has led cervical cytology services for Imperial NHS Trust.

Professor Tricia Tan, Clinical Lead for Clinical Biochemistry



The Clinical Biochemistry service is led by Professor Tricia Tan. Tricia is a Consultant in Diabetes, Endocrinology and Metabolic Medicine at Imperial College London and NHS Trust.

Dr Sasha Marks and Dr Andrew Godfrey, share the role for Clinical Lead for Haematology and Blood Transfusion



Haematology and Blood Transfusion is led by Dr Sasha Marks. She has been involved with NWLP's Specialist Integrated Haematological Malignancy Diagnostic Service since its inception in 2016. Her main clinical focus is with lymphoproliferative diseases.



Haematology and Blood Transfusion is led by Dr Andrew Godfrey. His specialist interest is thrombosis and thrombosis disorders. Andrew coordinates the Fellow of the Royal College of Pathologists teaching for registrars completing training.

Professor Peter Kelleher, Clinical Lead for Infection and Immunity



The Infection & Immunity service is led by Professor Peter Kelleher. He holds honorary consultant positions with the HIV & Sexual Directorate at the Chelsea & Westminster Trust, the Department of Respiratory Medicine and the Royal Brompton & Harefield Trust.

Professor Mike Osborn, Clinical Lead for Cellular Pathology



The Cellular Pathology service is led by Professor Mike Osborn who currently works as a consultant histopathologist for at Imperial College Healthcare NHS Trust, London. Mike is also currently the President of the Royal College of Pathologists.



A year of successful delivery

Transformation Programme and Project Portfolio Office

During 2021 the transformation programme delivered significant and extensive activities some of which were paused due to the COVID pandemic. In November 2021 the Project Portfolio Office was established to manage the ongoing delivery, oversight and control of projects as well continuous service improvement initiatives.

April 2021

- Sunquest Laboratory Information Management System (LIMS) goes live at the Hillingdon and Mount Vernon sites marking a key milestone for NWLP operating with a single harmonised LIMS across the network. Hillingdon is also the first site laboratory where the deployment included the new Sunquest Blood Transfusion LIMS.
- New haematology equipment (Alinity HQs) goes live at Hillingdon and Mount Vernon sites.
- A number of services are centralised from Hillingdon at the Charing Cross Hub such as GP activity, all remaining Cellular Pathology and Infection and Immunity activity, as well as Special Chemistry. In addition, special haematology transfers to St Mary's and special coagulation transfers Hammersmith laboratories.
- In the multi-disciplinary automated laboratory a new additional Alinity I goes live and a redesign of the central reception is completed.

May

- Two chemistry analysers (Alinity CI) are installed at Hillingdon.

July

- Go-live of coagulation equipment (Stago) and Alifax ESR equipment at West Middlesex.
- Delivery of the coagulation equipment (Stago) at the Hillingdon site.
- Go-live of the 3rd and final coagulation instrument (Stago) at Hammersmith.
- Centralisation of special coagulation services to the Hammersmith site – Phase 1.

August

- Chemistry (Alinity C) and haematology instruments (Stago) are installed at Mount Vernon.

September

- Centralisation of special coagulation services at the Hammersmith site is completed.
- The coagulation instruments (Stago) at Hillingdon and Mount Vernon sites go live.
- Infection and Immunity reception services move to the multi-disciplinary automated laboratory central specimen reception.

October

- Chemistry analysers (Alinity CI) go live at the Hammersmith site.



A year of successful delivery

November

- New haematology instrumentation (Alinity HSQ) goes live at the West Middx site.

December

- New chemistry (Alinity CI) instruments go live at Chelsea and Westminster.
- An additional chemistry instrument (Alinity CI) successfully goes live at the multi-disciplinary automated laboratory (MDAL).

January 2022

- New chemistry analysers (Alinity CI) go live.
- This marks the completion of all the chemistry, haematology and coagulation equipment replacements across NWLP. The harmonisation of both LIMS and analytical platforms across the network is achieved.

February

- COVID serology work is successfully moved from the department of Infection and Immunity to the multi-disciplinary automated laboratory at Charing Cross.

March

- Centralisation of the HBA1C service to the multi-disciplinary automated laboratory at Charing Cross is completed.
- The refurbishment of space to create the new central referrals laboratory at Charing Cross is completed.

Clinical Diagnostic Support – Data Repository Expansion

NWLP successfully bid and was awarded capital funding by NHS England in December 2021 to implement a solution enabling the consolidation of lookup and access to historic data that was spread over multiple systems into a single lookup function.

The expected end result of this project will be an upgraded and expanded Data Repository with a single point of access via a SSRS Web Interface. This will effectively consolidate and reconcile the historic pathology data which is currently stored across 19 legacy LIMS systems and allow clinical end users a more efficient and streamlined process for accessing historical pathology data which can be used to better support clinical decision making.

A new project was established in April 2022 to deliver the implementation of the solution.

Our year at a glance

April 2021

- Multi-disciplinary team attendance within cellular pathology transitions to virtual discussions making attendance for off-site meeting much more achievable.
- Infection & Immunity's (Cindy) Pinglawathee Madona is shortlisted for the Biomedical Scientist of the Year Award in the Advancing Healthcare Awards 2021.

May

- Digital slide scanning for the frozen section service goes live at Hammersmith and Chelsea sites. The first remote biomedical scientist led frozen section for lung is successfully completed.
- Junior doctors completing FRCPPath examinations at NWLP obtain results that are 10% above the national average

July

- Dr Rathi Ramakrishnan appointed to the role of Science Training Programme chair. The Scientist Training Programme is a three-year programme of work-based learning, supported by a University accredited master's degree.

August

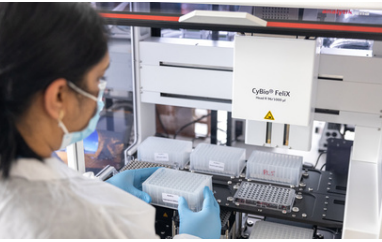
- NWLP's Education and Research board announce the next round of grant opportunities. These grants were offered to NWLP staff seeking funding for their research projects.
- Imperial Private Healthcare, supported by North West London Pathology, prepare to launch the Fit to Fly PCR test service. Imperial staff and family members can access paid for PCR Covid-19 test and a COVID Fit to Fly certificate at a discounted rate. The service provided a certificate within 36 hours of the swab being taken.

September

- Jo Churchill, Parliamentary Under Secretary of State for Prevention, Public Health, and Primary Care visits our hub labs at Charing Cross and is given a tour of Cell Path, the Covid lab, microbiology lab and the multi-disciplinary automated lab.
- Covid-19 PCR test requests – we reach just over 1 million PCR test requests since the service started in March 2020.
- In light of the COVID-19 pandemic the rapid respiratory panel is changed to a 4 in 1 assay that incorporates SARS CoV-2 testing.
- Dr Patrizia Viola appointed as Medical Site Lead for the Vaccination programme at Imperial College Healthcare NHS Trust.
- Dr Mike Osborn, Clinical Lead for Cellular Pathology made Professor of Practice.
- New Immunocytochemistry lead joins. The role is key to improving turnaround times to diagnosis and supporting categorisation and scoring of cancers to deliver a much more robust service.
- NWLP is supporting Public Health England (PHE) with respiratory outbreaks management. We agree to support PHE London to provide testing for investigation of community respiratory virus outbreaks this winter.

October

- Jane Fryer, NHS England/Improvement London Region Medical Director for Systems Improvement and Professional Standards, visits to meet staff and tour the hub labs.



Our year at a glance

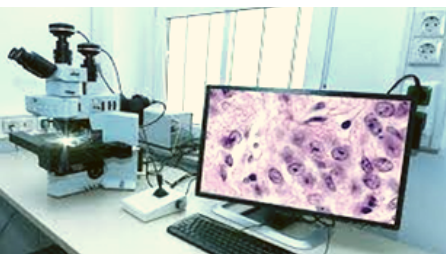
October - continued

- The Haematology service at St Mary's hosts a visit from Divisional Vice President for Abbott Haematology. The team were able to feedback their experiences of the current service.
- Cellular pathology successfully awarded funding for a research project to deliver an ultra-sound guided post mortem biopsy service. This will potentially transform the way post mortems are undertaken making post mortems acceptable to more minority groups. If successful this will have national / international impact.



November

- Successful award of £6m to implement digital slide scanning for Cellular Pathology. This will have a major benefit for Histopathology and will be a game changer allowing us to be able to respond faster and more flexibly to support the challenges in clinical patient management and care.
- St Mary's blood sciences laboratory host a visit by a young patient as part of Harvey's Gang. He visited to find out how his samples were processed in the laboratory.
- NWLP celebrate National Pathology Week with multiple activities taking place within the laboratories and on social media. This is an annual celebration of pathology to highlight the important contribution pathology and pathologists make to healthcare.
- Following capital funding being secured, the procurement process begins for digital slide scanning for cellular pathology.
- Awarded British Research Council funding to support digital pathology research to help implement digitised images being available for research in Imperial College.



January 2022

- NWLP successfully bid and is awarded funds for Clinical Decision Support (CDS). This includes an upgrade to the existing pathology data repository; combined with consolidating the historical pathology data from multiple legacy LIMS systems into the new data repository. The outcome will be implementing a single lookup function, streamlining pathologist access to historic data to support clinical decision making.

February

- The Cellular Pathology business case to move the service to a six day operating model is approved. This will enable the service to improve turnaround times for cancer pathways.
- Successful Biochemistry and Haematology UKAS assessments takes place. Across the whole Biochemistry service there are only two findings and one recommendation. An excellent outcome which reflects the hard work of everyone involved.
- Digital tender is awarded to Phillips, the implementation is expected to take up to a year to complete.

Investing in Innovation

Digital Pathology

Digital Pathology will increase our capability to provide both faster and higher quality services, ultimately leading to better patient outcomes.

NWLP was awarded capital funding by NHS England in December 2021 for the implementation of digitisation of Cellular Pathology glass slides.

NWLP completed a successful tendering exercise between December 2021 and March 2022 to procure a digital pathology solution including whole slide imaging (WSI) scanners, software, data storage and associated hardware, artificial intelligence software and associated peripherals in order to establish a digital pathology service.

Once implemented this will be the first and largest roll out within London.

Molecular Laboratory

Molecular diagnostics has major advantages over serology. It is a more sensitive method allowing detection of lower amounts of infectious agents and therefore giving the ability to detect infections earlier than was previously possible.

In 2022 NWLP awarded Roche the contract to update instruments, products and widen the test repertoire for molecular testing.

Our new state-of-the-art molecular laboratory will improve turnaround times and be a more cost effective solution. The roll out will continue into 2023.

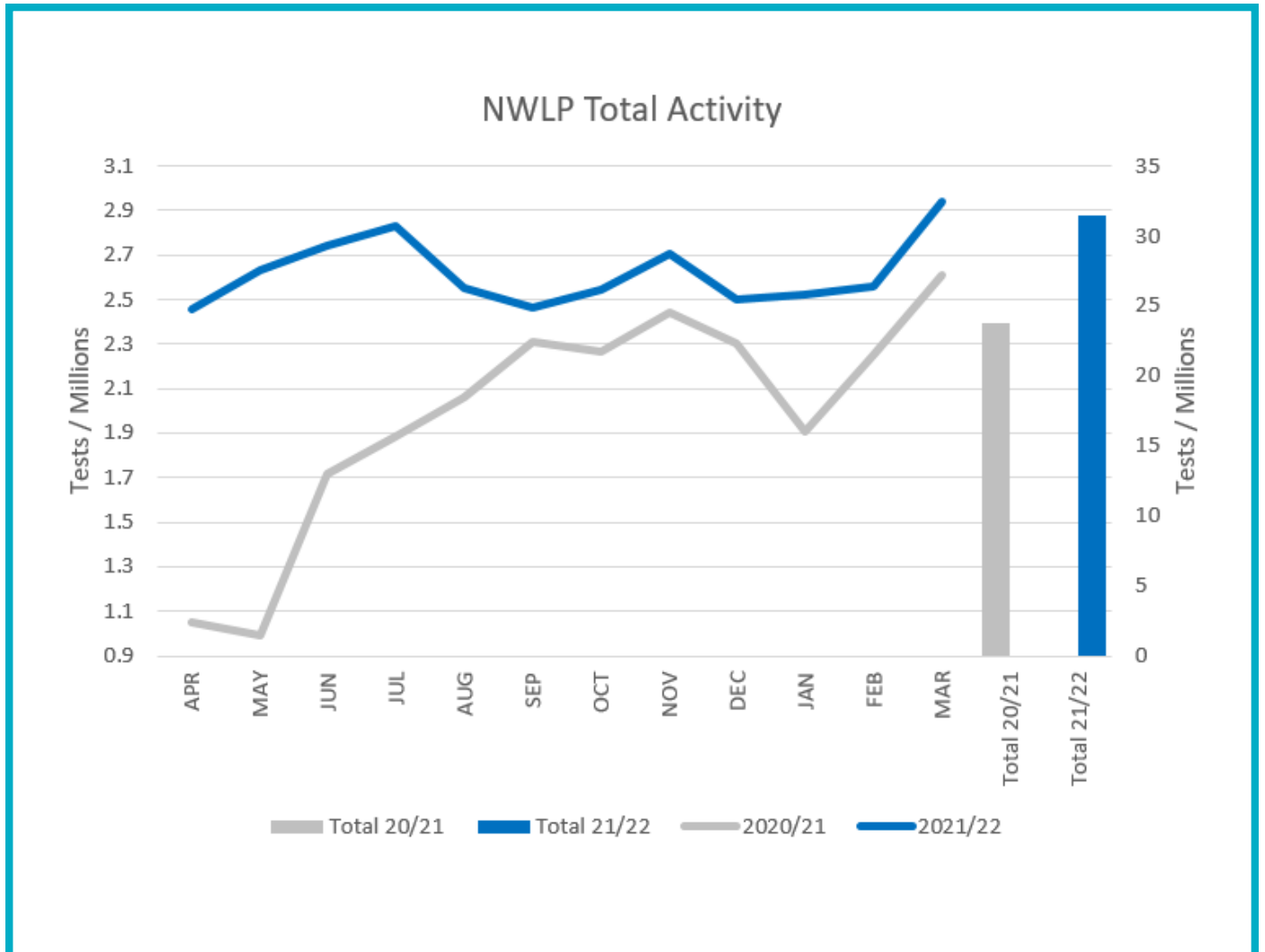
Total Activity

April 2021 – March 2022

31 million tests performed

The service experienced an increase in activity during the year. The number of tests performed reached 31 million in comparison to 23 million the previous year.

March 2022 recorded the highest activity in the last 3 years with 2.9 million tests performed.



Key Performance Indicators

Key Performance Indicator 1

- Percentage of core investigations, i.e. renal function, liver function tests and full blood counts from Emergency Dept completed within 1 hour of receipt, including out of hours.
- There was, on average, a 30% increase in Emergency activity across all Trusts in 2021-2022 compared to 2020-2021 following changes to testing profiles during the pandemic.
- In spite of this the overall KPI average performance for the year was **89.6%** against a target of 90%.

Emergency dept blood sciences
turnaround-times - target 90%

KPI average was 89%



Key Performance Indicator 2

- Percentage of diagnostic biopsies reported, confirmed, and authorised within 7 calendar days of biopsy being taken.
- This KPI is not restricted to cancer pathway cases.
- Over the past 12 months the average performance was **58.4%** for KPI2

Histopathology diagnostic biopsy
turnaround times - target 80%

KPI average was 58%



Key Performance Indicator 3

- Percentage of all histopathology and diagnostic cytology final reports available within 10 calendar days of procedure. Reflex molecular tests are excluded from this Key Performance Indicator but should have documented and agreed pathways with specified and monitored turnaround times.
- Over the past 12 months the average performance was **80.3%** for KPI3.

Core Histopathology reporting
turnaround times - target 90%

KPI average was 80%



Key Performance Indicator 4

- Percentage of routine antenatal screening tests for Hepatitis B, HIV and Syphilis susceptibility reported, confirmed, authorised and electronically available to requestor within 8 calendar days from sample being taken. Target 90%.
- Over the past 12 months an average performance of **100%** well above target.

Routine antenatal screening tests
- target 90%

KPI average was 100%



Risks

In April 2022 the top 5 risks on the NWLP risk register with the associated resolutions were:

1. Consultant Pathologist vacancies

Cancer Services Manager in post to ensure increased oversight and management of cases. Vacancies are being advertised with locum cover in place for all vacancies. Plans underway for substantive appointments.

2. Lack of 100% traceability for Blood Transfusion

There is a risk to the Blood Transfusion service relating to the implications of not implementing 100% traceability as required by EU Directive and MHRA (Blood and Blood Components transfused to a patient and not having documented evidence that they have received the transfusion).

The fate of blood products is monitored and missing tags are followed up by the Transfusion team. Traceability is reported to the MHRA in the annual self-compliance report submitted in April 2022. Education by Transfusion Practitioners of all clinical staff involved in Transfusion.

Employment of a medical laboratory assistant to follow up non-returned traceability tags. Regular traceability reports to Divisional directors of nursing.

3. Delays in processing and reporting of Histopathology specimens

The case for extended working day was approved for the service. An extensive improvement programme underway to improve overall performance.

4. Risk to service continuity due to high frequency of equipment downtime

New Abbott equipment installed in laboratories across Charing Cross, St Mary's, Hammersmith, Chelsea & Westminster, West Middlesex, Hillingdon and Mount Vernon sites has suffered a high frequency of downtime which led to delayed turnaround times - impacting Haematology, Chemistry and Immunoassay.

Additional analysers were installed by Abbott on some sites to assure up-time of at least one analyser. A robust senior management oversight is in place with the supplier to manage improvement.

5. Risk to pathology operations due to estates infrastructure on the Imperial sites

There have been a number of significant service delivery issues as a result of failing building infrastructure on all three Imperial sites. Issues which have either halted service delivery or led to business continuity plans being put in place include severe flooding, extreme temperature/lack of air conditioning and faulty fire alarms.

Bi-weekly meetings take place with the host Trust Estates management team.

Incidents and Feedback

Serious Incidents

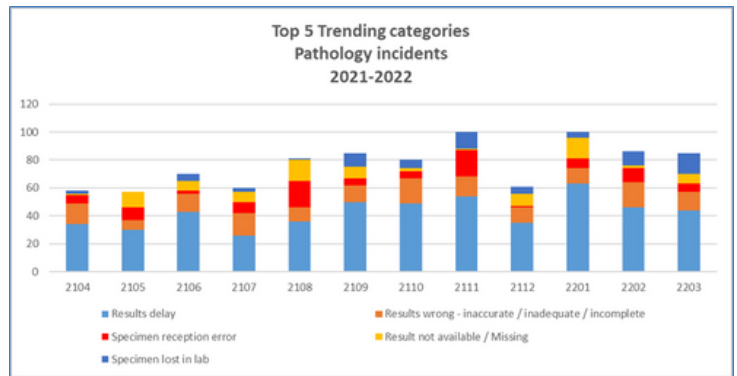
- 8 externally reportable incidents
- 9 internal incidents reported

Incidents

- NWLP performed 31,442,308 tests from April 2021 to March 2022.
- The highest reported incident category was delay to results.
- 1407 incidents reported for pathology to investigate.
- 1312 were reported as causing no harm to patients.
- 185 incidents were reported as causing low harm to patients.
- 17 incidents were reported as causing moderate harm to patients.

Main Reasons

- Delayed processing/reporting in the laboratories
- Incorrect histopathology reports
- Incorrect blood products being issued
- Delays in blood products
- Results not being reported/specimens being lost.



The Pathology User Satisfaction Survey

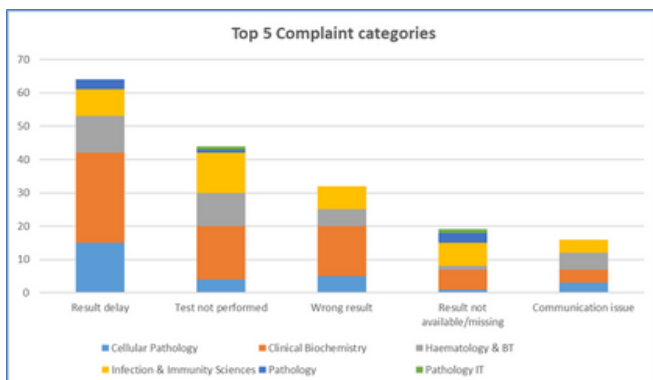
- 21 responses were received from Trust users
- 85 responses were received from GP users
- This compares to 36 Trust responses and 80 GP responses in 2020
- Both Trust and GP users of pathology indicated that they were largely happy with the clinical reports and interpretations received (78% GP and 80% Trust).

Where users provided contact details specific comments and suggestions for improvement have been recorded, investigated and responses made.

Feedback from the survey will be used to agree pathology objectives and implement quality improvements pathology.

Themes in comments received from GPs included raised MCV and potassium results; criticism of urine microscopy and culture being reported separately; reports received advising samples have been discarded and duplicate results being received.

The low response rate to the Trust user survey is reflective of the ongoing pressures within the acute Trusts managing the Covid-19 pandemic response. NWLP will consider better mechanisms to seek feedback from our Trust users.



Compliments and complaints

There were 80 compliments and 233 complaints received between April 2021 and March 2022.

In addition we received 176 complaints from GPs following a serious incident in April 2021 which resulted in delays and IT issues.

Accreditation

Haematology and Blood Transfusion (Imperial and Chelsea and Westminster hospital sites)

Full reassessment took place in May 2021 with an additional assessment in November 2021. This was a successful with only 3 findings raised, confirming the improvements made to the quality management system.

In May 2021 the Antenatal and New Born Screening QA scheme assessment took place for Sickle Cell and Thalassaemia screening which has now been added to the schedule of accreditation for the department.

The MHRA undertook an inspection at Chelsea and Westminster in November 2021. During the inspection six failures to comply with regulations were observed. The Blood Transfusion department's action plan to address deficiencies was accepted by the MHRA.

Infection and Immunity Sciences

Annual UKAS surveillance assessment took place in March and April 2022 and was recommended ongoing grant of accreditation.

The assessors were very complimentary and concluded that the department was a very high standard, high quality laboratory with very good staff and accreditation was maintained.

Overall the findings raised during the assessment were related to the next stage of improvement rather than non-conformity.

An extension to scope assessment for the additional DHSC requirements to allow fit to fly testing to be carried out for staff was carried out in August by UKAS. This was a successful assessment with minimal findings raised.

Andrology

A HFEA inspection took place in August 2021 to maintain licence for the storage of gametes at the Hammersmith Hospital. A surveillance assessment took place in September.

Clinical Biochemistry and Haematology & Blood transfusion

Clinical Biochemistry - surveillance assessments took place in February 2022. Assessors were very complimentary of the service and staff.

The technical assessor fed back that the validation and verification work had been carried out exceptionally and she was very impressed with the training and competencies records.

Haematology and Blood transfusion - the assessors congratulated the lab teams for maintaining excellent records within the quality management system despite the challenges of the pandemic.

Cellular Pathology

A full service UKAS re-assessment took place in April 2022. Assessors commented on the excellent, highly professional services provided by the scientific staff and that the service was very efficient and very effective with good communication between the clinical and lab teams. It was commented that the lab are managing well and prioritising work where possible.

Cytogenetics

Cytogenetics was assessed remotely without any findings being raised. It was noted that the outcome reflected the hard work of all of the lab staff in maintaining the service. This is of particular achievement given the fact that cytogenetics previously was unaccredited.

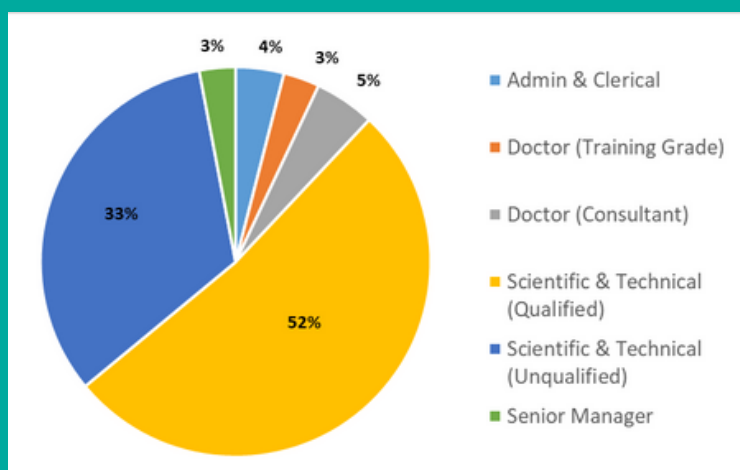
Workforce

This section provides an overview of our activities on workforce planning and engagement with staff in NWLP over the last financial year.

We are very proud of our teams, recognising the important role they play in our service. The year 2021/22 has continued to be a challenging period post pandemic.

Workforce composition

Staff in post by workgroup



Staff in post:

At the end of the financial year

- 855.36 whole time equivalent (WTE) staff were in post
- We used on average approximately 135.00 WTE bank and agency staff per month to fill our vacant posts.
- This chart shows a breakdown of staff in post by staff groups (excluding bank and agency).

Vacancy rate: We carried a high vacancy rate during the year. This was due to holding posts vacant whilst we finalised the changes agreed of our Blood Sciences Division. As a result of this there were no redundancies which was a consequence of the changes made across all 7 sites.

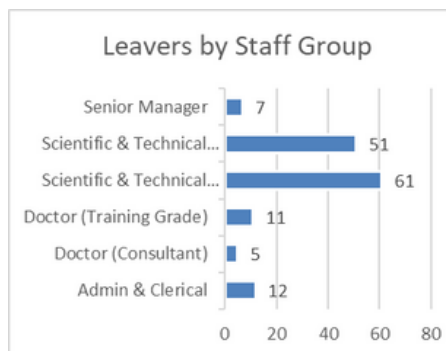
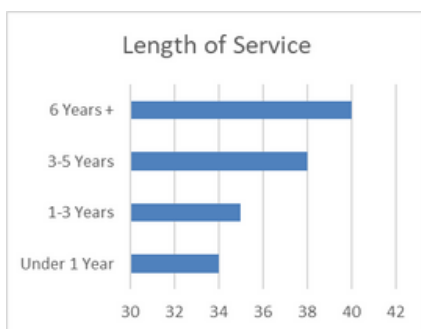
Leavers: Turnover through 2021/22 remained at similar levels to the previous years between 13.5% and 15.3%. We had a total of 147 leavers during the year.

Reasons for leaving: The biggest reason for leaving was related to promotional prospects elsewhere, followed by staff relocating and end of fixed term contracts.

With a more stable workforce we are now able to plan strategies for retaining our well trained staff taking into account the competition from private pathology providers who are able to offer much higher salaries and bonuses.

Nearly half of the staff who left with under one year's service included doctors in training and staff employed on fixed term contracts in our Covid labs.

We also celebrated with two members of staff both leaving after 40 years of service.



Top 5 reasons for leaving

- Voluntary resignation - promotion.
- Voluntary resignation - other/not known
- Voluntary resignation - relocation
- Voluntary resignation - work/life balance
- End of fixed term contract

Change Management

Consultations

The consultation for the Blood Sciences Division ended in March 2021, without any redundancies as a consequence. All staff were able to secure either their first or second preference roles, with a large number promoted into higher grades.

During the course of the year over 100 staff have been promoted to roles across all our disciplines.

Covid-19

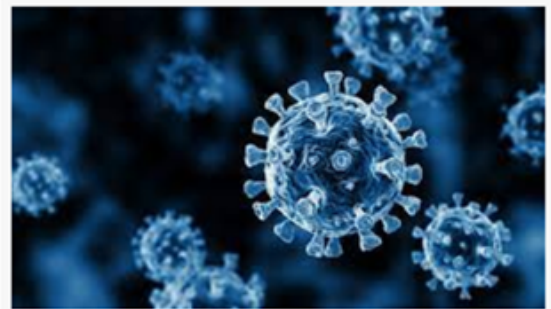
Vaccination as a condition of employment: Over 80% of our staff were vaccinated with one or two doses in January 2021.

Health and Safety Executive Inspection: The Health and Safety Executive (HSE) visited two locations at the Charing Cross hub following a RIDDOR where a number of staff were reported as Covid positive. A contravention notice was received and an action plan was compiled to address and evidence the requirements.

The findings were mainly focused on the use of common areas.

The main issues relating to staff were:

- Ensuring that everyone is continually reminded of their responsibility to maintain safe distance, and managers to ensure that there is adequate monitoring to ensure staff are complying with the rules.
- Appropriate use of masks in team rooms, locker rooms.
- Ensuring that wipes, hand gel and masks are replenished at all times in all areas.
- Providing evidence that areas are being cleaned.
- Risk assess all rooms, include anti-rooms, and ensuring that signs clearly state the maximum number of people who are able to enter a room at any one time and effective monitoring of cleaning of areas. (Previous assessments have taken place in all laboratories and rooms).



Staff were reminded on a regular basis to ensure that they were maintaining appropriate social distancing and wearing masks at work through a number of media including all staff emails, NWLP newsletters, and NWLP all staff briefings, however, it would appear that more localised monitoring was required to ensure that these measures were being adhered.

Additionally a review of ventilation requirements is being undertaken, opening of windows in offices and common areas and evidence of air changes through the system.

Sickness levels rose as high as 7.6% in April 2020, however, on average remained at around the 3.4% for the remainder of the year, which includes Covid-19 related sickness.

Organisational Development

Workforce Committee

Our Workforce Committee meets on a monthly basis to monitor our workforce strategy implementation and to ensure that we meet our obligations in relation to the NHS People Plan and forthcoming workforce challenges. The committee provides a space for open discussion, constructive challenge and creative thinking to tackle our challenges together. Our trade union colleagues are also invited to the meetings. Training has been of particular focus during this year with training commitments and progress being monitored by this group.

NWLP has been invited to have senior representation on the London Pathology Workforce Group at NHS England. Our involvement is essential in shaping training and development strategies for pathology.



Recruitment and Retention

We have had some challenges in recruiting to a number of more specialist roles as well as night workers on some of our spoke sites. Where there is a lack of candidates in the market place we have appointed staff in double-banded roles who on completion of training take on the more senior roles. A number of these are within Cellular Pathology:

- **Advanced dissection and reporting Biomedical Scientist**
Long term training post to attain the level of a consultant biomedical scientist – due to be completed Sept/October 2022
- **Biomedical Scientist**
Long term training to attain senior biomedical scientist to address severe recruitment challenge in a niche speciality
- **Trainee Clinical Scientist**
Following training will move into clinical scientist role

Consultant Recruitment

Consultant recruitment in Histopathology has also been challenging and is a challenge nationally. We have filled vacant roles with a mixture of fixed term contracts, agency workers and increased additional programme activities for existing consultants.

Night Workers

We have introduced a recruitment and retention premium for night workers on one of our spoke sites. This has proven to be successful in recruiting staff. We are reviewing whether this needs to be introduced on other spoke sites who are having similar difficulties in recruiting night workers.

Staff Engagement

We have continued with our monthly online all staff briefings which enabled many staff to join and engage with these sessions. We look forward to moving back to our face to face roadshows once Covid related restrictions are lifted.

Our bi-monthly staff engagement group meets via Teams and representatives for each site are able to share views and raise questions that they are unable to resolve locally.

This Christmas we were once again able to run an online Christmas quiz via Zoom. This event proves to be very popular with healthy competition created amongst the teams.



Training and Development

NWLP Wide Training Policy

We were able to concentrate on training this year and as such develop a high level training policy which sets out our commitment, the role of the NWLP Workforce Committee and explains what is on offer and what should be expected from staff.



Customer Care Training

Five workshops in customer care were delivered in partnership with NHS Elect. The course takes staff on an emotional journey of reflection, feelings and seeing patient / customer experience from a different perspective. The aim is to inspire them to do better, share experiences, create empathetic teams and re-engage on the reasons why they choose to work at NWLP.

Feedback from those who have attended has been extremely positive, with all participants indicating they will be making changes to their area of work. A number of staff have attended as trainers. Delivery of these workshops will continue and will be provided to all new starters as well as all existing NWLP staff via a catch-up program.

Biomedical Scientist Top-Up modules

Thirty one candidates were accepted for these grants across NWLP which is a record for the region. This was as a result of NWLP manager's making swift decisions to support those eligible. A total of £124,000 has been awarded for this purpose via Health Education England's education contract.

Specialist portfolio pilot in London extended as a national project

In February, NWLP supported a pilot to fast-track the Institute of Biomedical Scientist (IBMS) specialist portfolio in Clinical Biochemistry through collaborative online training within the London region. The success of the original pilot has now been extended to cover the IBMS registration portfolio and specialist portfolios in Virology, Haematology and Blood transfusion, Cellular Pathology and Immunology. This has supported NWLP trainees doing the specialist or registration portfolio. The strategic decision to support this initiative will ease the burden of training across the network.

Training Centre

NWLP Corporate Induction are being offered to all new starters. Building on that, over the next year, NWLP will streamline new starter inductions and on boarding to reduce duplication and further ease the pressures on new starter training. A pilot is due to begin with September 2022 student intake with the view to offering this to all new starters.



Laboratory Transformation Programme

We were pleased to offer 15 individuals the opportunity to undertake Laboratory Transformation and Improvement training. The course is designed to train staff in transformation and improvement techniques, providing them with the tools they need to implement improvement projects in their specific area or discipline.

The course was aimed at staff at band 3-7 and candidates required no specific prerequisite knowledge or training to undertake the course.

The programme consists of two components – the first was an academic component delivered online and the second was a laboratory related workplace project to embed what has been learned into the workplace.

Training and Development

Training Development

We successfully awarded funding to recruit an interim Pathology Practice Educator at the beginning of January 2022, this was a 0.50 WTE post funded by NHS England.

NHS England Skills Gap Analysis

In 2022 we completed a one-off data capture to assist workforce planning and to identify training needs.

The data highlighted strengths - notably the high number of individuals in training at NWLP. It has also highlighted gaps in our ability to support training more sustainably with the burden on trainers identified as high.

To address this there has been more effort to work together across NWLP but also with other networks to deliver joined up training to remove some of the burden – such as the NWLP portfolio school initiative and supporting the Practice Educators with the national IBMS portfolio project.

The data also highlighted gaps in training across routes such as apprenticeships and Health Education England funded Scientist Training Programme and Higher Specialist Scientist Training.

This has led to a review of all training routes available within NWLP and has given us the opportunity to align these by providing consistent training offers across NWLP.



Training offers by division

Infection and Immunity	
Full Time Equivalent	No. of staff
CS Higher Specialist Scientist Training	3
CS Scientist Training Programme	2
Scientist Training Programme Equivalence	2
Specialist Portfolio	13
Top-Ups Modules	4
Registration Portfolio	19
Apprenticeships	4
University Student	4
Total	52

Blood Sciences	
Full Time Equivalent	No. of staff
Specialist Portfolio	9
Higher Specialist	1
Top-Ups Modules	13
Registration Portfolio	10
Advanced/Enhanced Practitioners	1
Apprenticeships	1
University Student	5
Other	8
Total	48

Cellular Pathology	
Full Time Equivalent	No. of staff
Scientist Training Programme Equivalence	3
Specialist Portfolio	8
Top-Ups Modules	0
Registration Portfolio	3
Advanced/Enhanced Practitioners	4
Apprenticeships	1
Total	22

NHS Staff Survey

The 2021 National Staff Survey results were published in March 2022. The survey was redeveloped in line with the People Promise, which sets out what NHS staff can expect from their leaders and from each other. Previous questions have been mapped to the elements of the People Promise and new questions added. It is not possible to make direct comparison with the previous years as the questions were different with only two remaining the same as last year's survey.

Response Rate

The response rates were slightly lower than the previous year, however, as this was run during the pandemic, national response rates were also lower than the previous year.

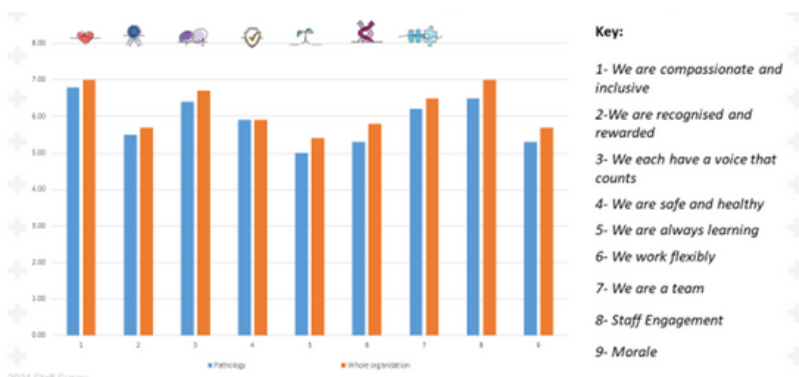
Year	Type of Survey	% Response	No. of Responses
2018	Sample of staff	29%	8
2019	All staff	53%	469
2020	All staff	49.5%	410
2021	All staff	47.25%	378

The results were shared with our staff, at staff briefings, staff engagement group, partnership committee and discussed at the workforce committee. We have a team of staff from all sites and disciplines working with our Director of People to review the results and to work with their managers and colleagues to agree appropriate actions plans.

We have areas to celebrate and areas for improvement:

- I have adequate materials, supplies and equipment to do my job
- I am involved in deciding on changes introduced that affect my work area/team/department
- I have unrealistic time pressures
- There are enough staff at this organisation for me to do my job properly.
- Relationships at work are strained
- In the last three months have you ever come to work despite not feeling well enough to perform your duties
- How often, if at all, do you feel worn out at the end of your working day/shift

Comparison with our host Trust and three pathology providers



NWLP overall scores against Imperial College Healthcare NHS Trust's averages.

People Promises / Themes	NWLP	Trust 1	Trust 2	Trust 3
1. We are compassionate and inclusive	6.8	6.7	6.8	7.0
2. We are recognised and rewarded	5.5	5.2	5.3	5.6
3. We each have a voice that counts	6.4	6.3	6.4	6.4
4. We are safe and healthy	5.9	5.8	6.1	6.2
5. We are always learning	5.0	4.4	4.5	3.8
6. We work flexibly	5.3	5.5	5.4	5.5
7. We are a team	6.2	6.0	6.0	6.2
8. Staff engagement	6.5	6.4	6.6	6.5
9. Morale	5.3	5.2	5.7	5.4

We also undertook a comparison to three other pathology providers and as can be seen the scores were very similar. This was against a period of uncertainty for staff due to the pending staff consultations which were carried out some months later.

Equality, Diversity and Inclusion

Equality & Diversity

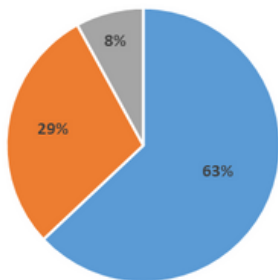
Staff have been encouraged to update their data held on the Electronic Staff Record and the data held now is more accurate.

- **66%** of our staff are female
- **63%** of our staff identify as Black, Asian or minority ethnic
- **3%** of our staff have recorded that they have disability
- **74%** of our staff are aged between 21 – 50 years old

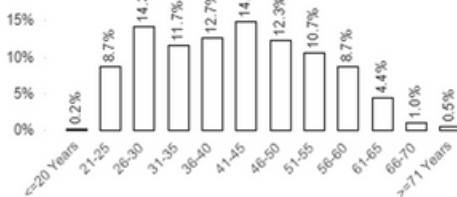
A large proportion of our staff are from a Black, Asian and minority ethnic (BAME) background and are representative within staff groups in the majority of grades with the exception of bands 8B and above. We ensure that all our recruitment panels are inclusive in line with Imperial College Healthcare NHS Trust's recruitment guidance.

Workforce profile by ethnic group

■ BAME ■ White ■ Not stated



Workforce profile by age group

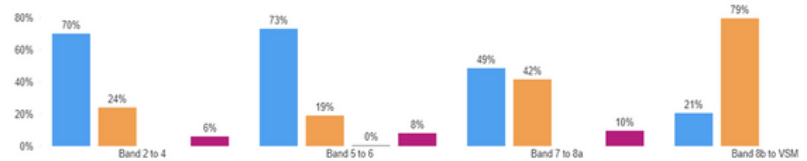


Ethnicity profile by staff group

Staff group	BAME	White	Not stated	Unspecified
Admin & Clerical	52.6%	43.5%	3.8%	0.0%
Doctor (Consultant)	46.0%	43.5%	10.3%	0.2%
Doctor (Training Grade)	62.3%	18.4%	15.2%	4.2%
Nursing (Qualified)	0.0%	100.0%	0.0%	0.0%
Scientific & Technical (Qualified)	62.3%	29.3%	8.3%	0.0%
Scientific & Technical (Unqualified)	70.7%	22.7%	6.6%	0.0%
Senior Manager	46.4%	46.7%	6.8%	0.0%

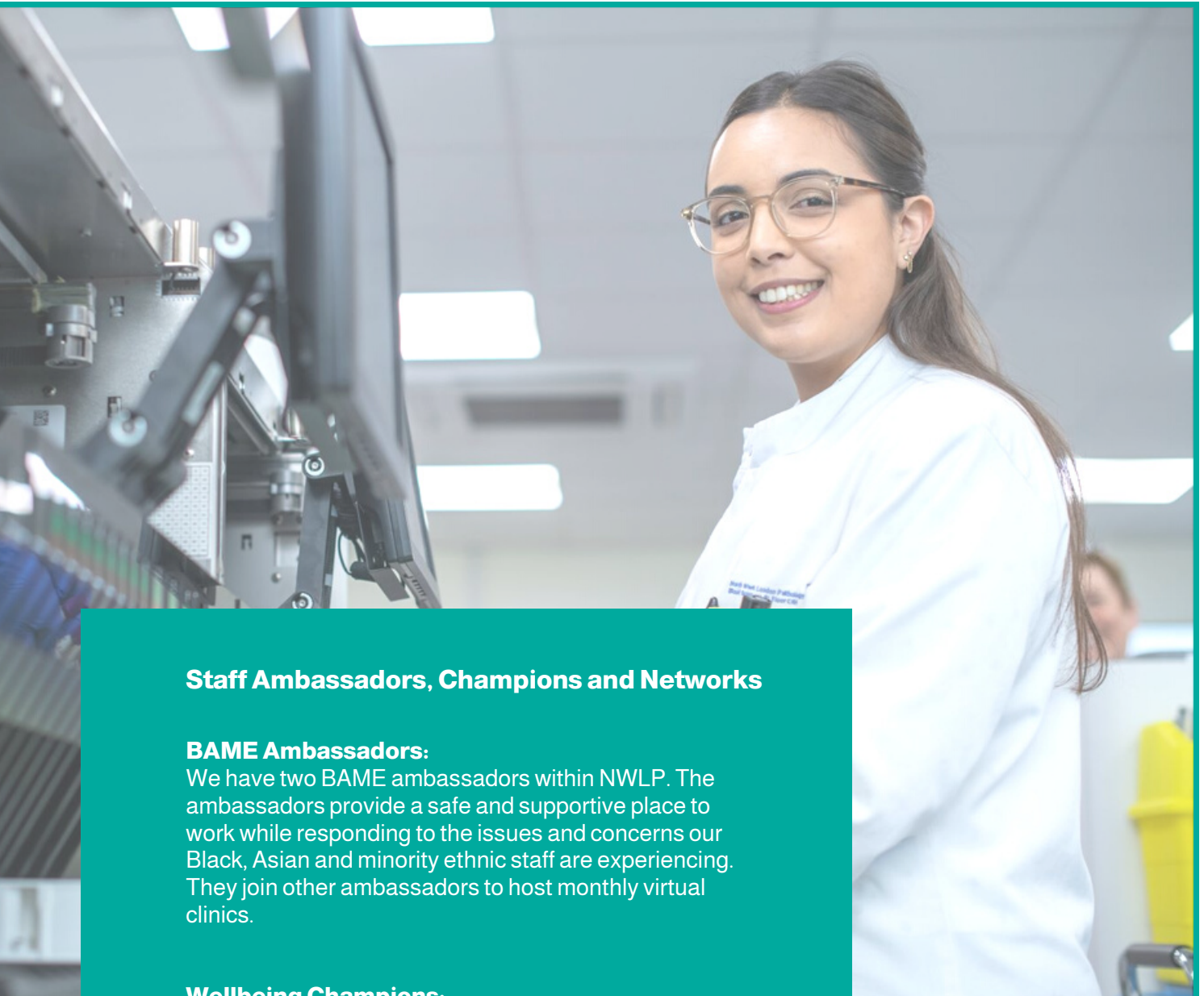
Workforce profile by band group

■ BAME ■ White ■ Unspecified ■ Not Stated



We are committed to supporting those in lower grades to be ready to apply for more senior roles as and when they become available. The services do not have a high turnover in band 8B plus roles, however, when they are available it is important we ensure there are suitable internal candidates who can compete for these roles. We encourage our staff to take advantage of leadership development programmes offered across Imperial as well as through the Institute of Biomedical Scientists.

Equality, Diversity and Inclusion



Staff Ambassadors, Champions and Networks

BAME Ambassadors:

We have two BAME ambassadors within NWLP. The ambassadors provide a safe and supportive place to work while responding to the issues and concerns our Black, Asian and minority ethnic staff are experiencing. They join other ambassadors to host monthly virtual clinics.

Wellbeing Champions:

The wellbeing of our staff is very important to us. We have a number of Wellbeing Champions within NWLP. Their role is to help to promote, identify, and signpost ways to support the wellbeing of their colleagues.

Staff Networks:

Our staff are encouraged to join various staff networks available within Imperial College Healthcare NHS Trust such as: Race Equality, Disability, Women's, LGBT+, Carers.

All the ambassadors, champions and networks are regularly promoted within NWLP.



Research and Innovation

NWLP have been successful at exploiting new ideas and raising the necessary research funding. We have an excellent publication record, for example identifying unusual infections or demonstrating novel scientific pathways. NWLP prides itself on high academic standards and having an impact in the real world.

NWLP research has a number of goals:

- establishing new diagnostics
- using pathology data to establish new pathological mechanisms
- exploring new drugs and assessing their clinical impact
- detecting and quantifying side effects from new drugs
- integrating novel measurement techniques and new scientific concepts into everyday pathology for patient benefit

As well as conducting our own research we are also heavily involved in supporting Imperial College research.

NWLP Education and Research Board

Our Education and Research Board aims to maximise our effectiveness by both identifying new approaches and monitoring and improving existing practice.

Professor Steve Bloom, chair of NWLP's Education and Research, has introduced many opportunities to further pathology led research within NWLP and Imperial. Over half a million pounds has been funded to NWLP staff from April 2021 to March 2022, to conduct their own research.

These opportunities include:

- 5x NWLP 10K research grants, August 2021
- 4x NWLP 10K research grants, February 2022
- 5x NWLP 50K research grants, February 2022
- 4x NWLP 100K fellowship grants, March 2022

NWLP as a study service support department at Imperial College Healthcare NHS Trust

NWLP are an important part of research within Imperial College Healthcare NHS Trust. As a service support department, NWLP provided pathology services to 110 Imperial studies from April 2021 to March 2022.

Health and Safety

Health and safety at NWLP is managed with key involvement of the senior management team. Meeting attendance involves these managers and issues of concern are quickly brought to their attention. We have designated health and safety leads for each service, with mechanisms in place to safeguard as far as is reasonably practicable, the health, safety and welfare of our staff, and visitors.

Health and Safety Incidents – April 2021 to March 2022

Number of health and safety incidents

- **74** health and safety incidents were reported on Datix
- **72** of these have been closed.
- **2** remain open

The largest number of health and safety incidents related to:

- Sharps related (12)
- Exposure to biological hazard (10)
- Exposure to chemical hazard (8)

Periodic reminders are sent to staff via health and safety news items for the senior management team meeting and raised as an agenda item at the monthly NWLP health and safety meeting.

A number of Estate issues were reported – leaks, temperature issues, lift levelling issues, slips, trips and falls. Improvement has been noticed with regards Estates communication with NWLP and action on outstanding issues. There is monthly escalation of outstanding issues to host Trust and NWLP host committees. NWLP continues to work closely with Estates to prioritise and resolve issues.

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDORS)

All RIDDORS are overseen by our host Trust - Imperial College Healthcare NHS Trust health and safety managers. They are discussed extensively at the monthly NWLP health and safety meeting with particular emphasis on the lessons learnt which is shared across all departments.

There were 9 RIDDORS reported from April 2021 to March 2022. There were no long term ill effects reported and all staff have returned to work.



Trust workplace inspection performance across NWLP

The trust target for the completion of workplace inspection performance is 40%. However NWLP has set their own target of a completion rate of 100%.

There were 2 separate quarters in which NWLP did not achieve the 100% target. The reasons included incorrect use of the Assessnet system which meant the inspection was not successfully logged against the area. Staff shortage was cited as the other reason.

Both points were followed up at the monthly health and safety meetings. Assessnet training is readily available and staff are expected to raise concern if they are unable to complete the inspection prior to the deadline being missed.

Workplace inspection performance across NWLP	
Previous Quarterly Periods	Percentage achieved
April to June 2021	100%
July to September 2021	79%
October to December 2021	100%
January 2022 to March 2022	89%

2021 Annual health and safety audit summary

Outcome summary:

Performance rate was 93.75% with 15 out of 16 audits performed. Largely the audit showed adherence to health and safety standards and good compliance with lab protocols and practice was demonstrated. It provided evidence of sufficient measures in place to safeguard the health, safety and welfare of our employees and visitors who may be exposed to the work undertaken within NWLP.

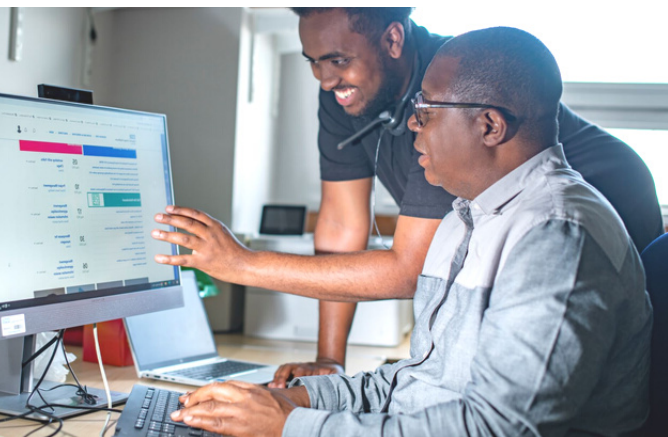
Pathology IT

Pathology IT

The Pathology IT department has had an extremely busy year providing an excellent service to operations as well as those using our pathology services from GPs to hospital Trust staff. The team has delivered a number of projects as part of the transformation programme and supported a number of ICT projects across each of the partner Trusts. The team has also responded rapidly to changes needed to support COVID-19 and North West London sector requirements.

Cerner Ordercomms and Electronic Patient Record at West Middlesex

West Middlesex University Hospital moved onto Cerner as the Electronic Patient Record (EPR) in line with Chelsea and Imperial Trusts. Pathology services were fully integrated into this to ensure those using the system can order pathology tests as well as receive results electronically back into the patient record. This helps further harmonise NWLP with Trusts standardising across the sector on the EPR systems in use and the test catalogue available for pathology.



Clinisys ICE upgrade

The Clinisys ICE system used to provide ordercomms and as a results portal for primary care was upgraded to the latest version. This is part of a wider project to upgrade all the ICE systems across North West London to help support diagnostics standardisation and referrals across organisations.

Sunquest LIMS deployed at Hillingdon

The Laboratory Information Management System (LIMS) is a key project to enable the full harmonisation of IT across all NWLP sites. The programme led to replacement of the legacy LIMS at Hillingdon and enabled the transfer of activity into the hub and spoke model for pathology services.

The project also involved a number of analyser replacements which were integrated to the LIMS with full ordercomms connectivity.

The implementation will go forward to include the deployment of the Sunquest Blood Bank system replacing the remaining legacy systems across all NWLP sites.



Multi-site standardisation of analytical platforms

One of the most significant elements of work was the standardisation of analytical equipment across sites. This meant the rollout of brand new analysers replacing the ageing and disparate systems in use and has created a unified network of equipment that gives us true resilience across sites and the capability to transfer work between sites on demand. This has also helped standardise the output of the results from each site making it easier to trend and review results as a patient moves across different hospitals and healthcare services.

Cyber Security and Resilience

A number of ageing systems were upgraded to ensure they were running on supportable software operating systems and able to regularly receive appropriate security updates. This strengthens the systems against cyber threats which are ever present and only increasing over time. Additional layers of security have been added such as network segmentation to help reduce the impact on an organisation in event of a security breach.

One London Care Record

The One London care record is designed as a clinical portal to view the consolidated patient healthcare record, regardless of where the patient was seen is now being populated from results generated from NWLP. As this system grows, it will become an invaluable tool for clinicians to access information generated from various systems that they would not have had direct access to in the past. This helps clinical staff get a broad view of the patient record.

Covid-19

The Pathology IT department have continued to respond quickly to any requests to support changes and new implementations around Covid testing and patient pathways.

The team worked at accelerated pace to support the setup of new analysers and systems required for the Covid-19 testing and integrate these with the LIMS system. These were scaled rapidly and included the generation of various reports to inform Trusts and NHS England/Improvement of the output and capacity of the testing capabilities as well as Point Of Care Testing (POCT) based devices. This also included supporting Imperial Trust's Fit to Fly certification testing programme.

Underlying performance has improved year on year:

- The organisation has transitioned from an underlying deficit of £12.8m to a £3.5m surplus.
- We have seen the financial benefits of the service transition in our underlying results as activity returns to pre Covid levels.
- Underlying income has increased by 29% to £105.8m
- We have managed our corresponding direct costs to a significantly lower increase of 9%, at £84.7m.

Year to 31 March 2022

- **£3.5m surplus**
- **32% increase in test activity**
- **29% increase in underlying income**
- **9% increase in underlying costs**
- **Average direct cost per test reduced from £3.56 to £2.95**

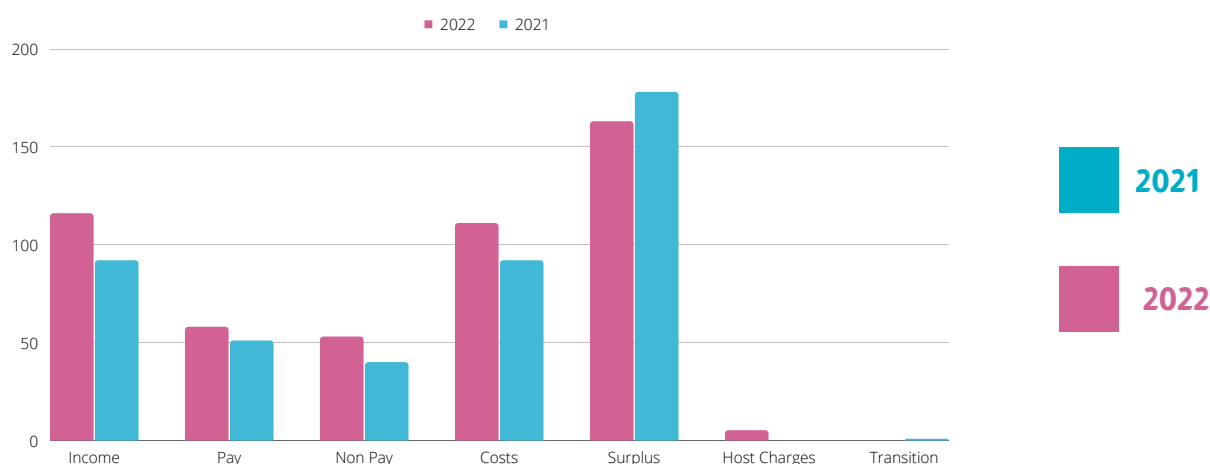
Operating financial position and the underlying performance

The underlying results reflect the position after adjusting the reported outturn for 2020/21 and 2021/22, and state the comparable performance, year on year, consistently with how we anticipate future years will be reported.

The following table summarises the reported operating financial position and the underlying performance of NWLP for the Year to March 2022:

	Year to 31/3/2022	Year to 31/3/2021	Underlying results to 31/3/2022	Underlying results to 31/3/2021	Movement
	£'000	£'000	£'000	£'000	£'000
Income	116,611	92,463	105,792	82,118	23,675
Direct Pay	(57,819)	(51,278)	(54,941)	(49,465)	(5,476)
Direct Non Pay	(53,659)	(40,415)	(37,398)	(35,204)	(2,195)
Direct Costs	(111,478)	(91,693)	(92,339)	(84,669)	(7,671)
Host Charges	(4,971)	-	(9,942)	(9,671)	(271)
Transition	-	(591)	-	(591)	591
Surplus / (Deficit)	163	178	3,511	(12,814)	16,324

Operating costs - 2021 compared to 2022



Key Developments

There have been a number of key developments during 2021/22 that have impacted the NWLP results:

- The initial transition from three separate organisations to a single hub and spoke organisation has been formally closed
- Covid testing has increased during the year to meet the intense demand
- Non Covid related activity has returned to pre Covid levels
- The Partners have agreed a realignment of the commercial mechanism governing the Partners contributions to NWLP.
- The underlying results reflect the position after adjusting the reported outturn for 2020/21 and 2021/22; and state the comparable performance, year on year, consistently with how we anticipate future years will be reported.

Developments impacting underlying performance include:

Block Funding Support:

- During 2020/21 NWLP benefited from £11.7m block funding support which was passed through to NWLP by the Partner Trusts.
- During 2021/22 the Partner charging mechanisms were transitioned to a volume based price per test model. The underlying results reverse the corresponding impact of the prior year block funding for comparative purposes.

Covid Testing:

- During the year we performed over 750,000 Covid PCR tests.
- The costs of this service during 2021/22 were £19.0m compared with £7.0m during 2020/21.
- Under the current funding arrangements our costs are recovered directly so there is no underlying impact on the surplus for NWLP.

Partner Commercial Arrangements:

During 2021/22 changes were agreed by the partners and implemented to provide a more equitable share of contributions to NWLP costs. These changes were implemented in month 7 and so have a partial impact during the year. The key changes were:

1. Introducing a common price per test between the partners, replacing a confusing and inequitable mechanism for allocating overall costs to partners.
2. Introducing host charges, for services provided by the Partners to NWLP, recognising the true cost of delivering pathology services.

The underlying results adjust the reported results to show the full year impact of incorporating this change for both 2021/21 and 2021/22.

Net Partner Contributions:

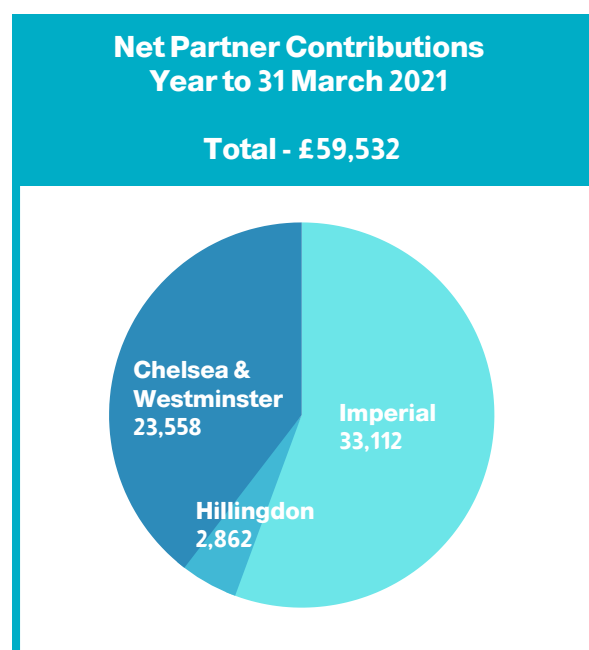
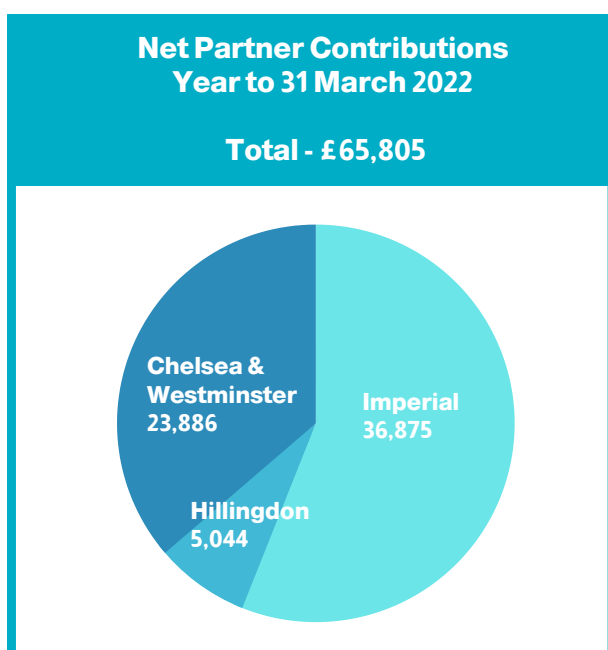
Partner contributions reflect the impact of the transactions between NWLP and the Partners that result from the establishment of NWLP.

	Year to 31/3/2022	Year to 31/3/2021	Underlying results to 31/3/2022	Underlying results to 31/3/2021	Movement
	£'000	£'000	£'000	£'000	£'000
Net Partner Contribution	65,805	59,532	65,805	59,532	6,273
Imperial	36,875	33,112	36,977	33,496	3,481
Hillingdon	5,044	2,862	6,237	6,413	(176)
Chelsea & Westminster	23,886	23,558	22,592	19,624	2,968
Trust Pathology Services	70,939	59,711	79,258	56,390	22,868
Host Charges	(4,971)		(9,942)	9,671	(271)
Share of Deficit / (Surplus)	(163)	(178)	(3,511)	12,814	(16,324)

The Partner contribution is comprised of:

- Trust Pathology Service Charge** - Calculated using a common price per test applied to the activity performed for each Trust during the year.
- Host Charges** - Reflecting the charges from each Host organisation to NWLP for estates and services provided.
- Share of Surplus or Deficit shared between Partners according to their Ownership Interest.**

The year on year underlying partner contributions have increased by £6.2m, an increase of £10.5%. After adjusting for the impact of inflationary pressures this increase is closer to £3.6m. The increase is due to a 40.6% increase in Trust Pathology Service Charge and offset by a £16.3m improvement in surplus.



Business Intelligence



Business intelligence (BI) combines business analytics, data mining, data visualisation, data tools and infrastructure to support making key decisions more data-driven. We use our data to drive change, eliminate inefficiencies and adapt to market or supply changes.

Our Business Intelligence (BI) team has continued to support all aspects of NWLP operations, finance and research. In addition, our partner trusts and clients (which include third party suppliers such as HSL and TDL) have all benefited from additional patient focused and service level automated data reporting.

Clinical and Operational Reports

Within the 2021/22 financial year, the team completed 695 logged calls for their services, an increase of just under 95% over the numbers recorded in 2020/21. There has been a substantial increase in the numbers of automated, clinical and operational emailed reports in use. These now number 217 and continue to increase as those using them realise their value.

To support this, the data warehouse now has its own email account with a direct connection to the nhs.net infrastructure. This means server connectivity is more robust and resilient.

Clinical Decision Support System

NWLP secured a substantial grant from NHS Digital to develop a clinical decision support system based around a significantly enhanced, dedicated data warehouse that will collate extensive pathology data from legacy laboratory IT systems.

This will allow NWLP managers and clinical staff to have their own web based solution to access longitudinal, patient centred pathology data that goes back nearly 20 years. There are plans to develop this further to provide artificial intelligence prognostic data in a similar, but more sophisticated, way as the current acute kidney injury alerts that are in use today.

DELIVERING SCIENCE

SUPPORTING HEALTHCARE



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