

**DELIVERING SCIENCE**  
**SUPPORTING HEALTHCARE**

**NHS**  
North West  
London Pathology

# ANNUAL REPORT

2022 - 2023



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It is with immense pride and gratitude that I present the Annual Report for North West London Pathology. This past year has been one of remarkable achievements despite the challenges faced by laboratory diagnostics, and it is my honour to provide you with an overview of our progress and our vision for the future.

Our dedicated teams have continued to exhibit unwavering commitment and resilience. We remain steadfast in adapting with agility to the needs of our service users to ensure the continuity of critical diagnostic services, supporting the healthcare community and, most importantly, the patients we serve. We have also significantly strengthened our digital infrastructure, allowing for seamless communication and the sharing of critical information with our Owner Trusts and service users.

Our report encapsulates the tremendous strides we have made in terms of efficiency, quality, and technological advancements. From enhancing our testing capabilities to improving turnaround times, we have strived for excellence in every aspect of our operations.

As we look forward, the path ahead is filled with opportunities and, undoubtedly, challenges. The healthcare landscape is evolving rapidly, and we are prepared to embrace further innovation, expand our capabilities, and continually improve our services.

I extend my heartfelt thanks to the entire NWLP team for their dedication and to our valued Owner Trusts for their firm support. Together, we will continue to be at the forefront of diagnostic excellence, enhancing patient care and making a difference in our community. It is through these synergistic efforts that we can forge ahead with confidence.

Our vision is one of operational excellence through continuous improvement, sustainable growth, and a commitment to fostering a healthcare ecosystem that values innovation, patient-centric care, and the highest standards of diagnostics. We are invested in the well-being of the communities we serve, and our dedication to excellence remains unwavering.

I invite you to delve into this report, where we provide a deeper insight into our achievements, our ongoing initiatives, and our vision for the future. Your feedback and continued collaboration are vital as we collectively shape the path forward.

Thank you for your trust and your commitment to North West London Pathology. Together, we will continue to make a positive impact in the healthcare sector.

**Saghar Missaghian-Cully** MSc FIBMS CSci DBMS MBA FCMI CMgr  
**Managing Director**



North West London Pathology (NWLP) is a partnership between three leading NHS Trusts - Imperial College Healthcare NHS Trust, Chelsea and Westminster Hospital NHS Foundation Trust and The Hillingdon Hospitals NHS Foundation Trust.

While the organisation is hosted by Imperial College Healthcare NHS Trust it is jointly owned by the three Trusts.

Through significant investment and transformational initiatives, we are now one of the largest

laboratory diagnostic services providers in the UK.

Our organisation stands out in England as one of the pioneers in creating a fully integrated NHS pathology network.

Recognised by NHS England as one of the two 'Thriving' pathology networks in the entire nation, NWLP epitomises a leading organisation of a networked pathology setting.

The NWLP network operates on a hub and spoke model. Through

seven hospital sites, we deliver a approx 40 million tests annually, a testament to our scale and efficiency. NWLP's services extend their reach to approximately 280 GP practices within the North West London Integrated Care System, serving a population exceeding two million.

By offering unparalleled diagnostic accuracy and clinical support, we empower healthcare practitioners, ensuring they can provide the best possible patient care.

The year 2022 marked a pivotal chapter for us at NWLP as we have renewed our strategic vision and we have initiated the development of our future strategic roadmap aligning it with our organisation's core ambitions. Our aspiration is to evolve as an organisation and lead the way as the role of diagnostics in healthcare undergoes profound changes.

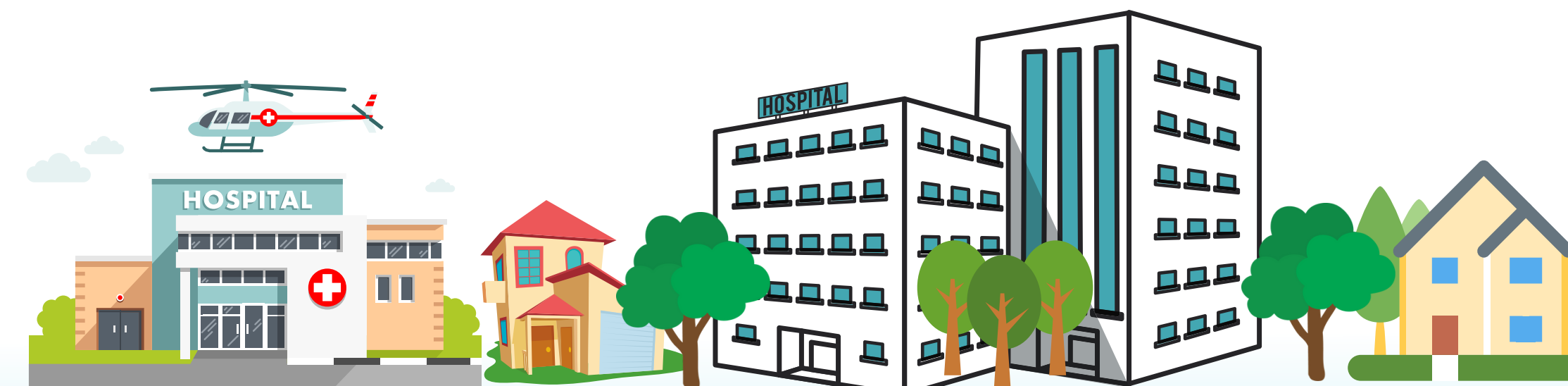
In the heart of our renewed strategic vision lies a revived sense of purpose. We recognise the vital role diagnostic services play in shaping the future of healthcare. We stand at the forefront of technological progress and innovation and we are determined to pioneer advancements that will drive improved clinical outcomes.

At NWLP, we take immense pride that by March 2023 we have formulated our four strategic goals. These goals represent our collective commitment to excellence, innovation, growth, and sustainability. As we embark on the development of our 5-year strategic plan, these goals will serve as the guide steering us toward the realisation of our strategic vision and aspirations.

**Our vision** "To be the **industry leading laboratory diagnostic service** and a recognised centre of excellence, driving cutting edge technological advances and **innovation to support sustainable clinical services**"

**Our Strategic Goals**

- Workforce**  
 A thriving, sustainable and agile workforce that is empowered to deliver our vision.
- Innovation and Technology**  
 Be at the forefront of diagnostic innovation by harnessing the latest developments in laboratory medicine to continuously improve patient outcomes.
- Operational Excellence and sustainability**  
 Establish an environment that fosters a mindset of high performance and enables continuous sustainable improvement.
- Growth and customers**  
 Advance our market position as a leading provider of laboratory medicine by offering an attractive customer proposition.



## Our laboratory and clinical services



We offer a comprehensive array of clinical laboratory diagnostics including internationally recognised specialist services, seamlessly combined with the clinical excellence and expertise within our partner Trusts and further reinforced by our affiliations with Imperial College.

Our laboratories are fully integrated and equipped with cutting-edge technology and state-of-the-art analytical platforms harmonised under a single Laboratory Information Management System (LIMS).

This seamless integration ensures consistency, accuracy, and efficiency in our diagnostic service. Our hub laboratory, centrally located at Charing Cross Hospital, serves as the nucleus of our operations. The majority of routine, specialist, and non-urgent laboratory testing is performed at our hub laboratories to the highest standards of quality.

Urgent tests required for immediate patient management and treatment are performed at our spoke site laboratories, which operate tirelessly round the clock, 24/7, to ensure rapid and precise execution of urgent tests, underscoring our commitment to timely healthcare interventions.

Our expert services span over 23 specialist areas within our diagnostics divisions:

### Blood Sciences Division

- Clinical Biochemistry
- Andrology
- Aldosterone and Renin
- Endocrinology
- Bone metabolism
- Metabolic
- Oncology
- Specialist protein service
- Trace Elements
- Haematology
- Special Haematology
- Specialist Coagulation
- Blood Transfusion
- Point of Care Testing (POCT)

### Infection and Immunity Division

- Immunology
- Histocompatibility and Immunogenetics
- Microbiology
- Virology and Serology

### Cellular Pathology Division

- Histology
- MOHS
- Electron Microscopy (EM) Unit
- Diagnostic Cytology
- Specialist Integrated Haematological Malignancy Diagnostic Service
  - SIHMDS: Molecular Pathology
  - SIHMDS: Cytogenetics
  - Immunophenotyping

## Regulatory Compliance and Quality

All NWLP laboratories across our network are accredited by UKAS against ISO15189:2012. Our laboratories also comply with the regulations and requirements of the following bodies:

- The Medicines and Healthcare Products Regulatory Agency (MHRA)
- The European Federation for Immunogenetics (EFI)
- The Human Fertilisation and Embryology Authority (HFEA)
- The National Health Service Cervical Screening Program (NHSCSP)
- The Health and Safety Executive (HSE)
- The Human Tissue Authority (HTA)

In the past year between April 2022 and March 2023, all of our Clinical Biochemistry, Infection and Immunity, and Cellular Pathology laboratories received UKAS inspections with the outcome of successfully maintaining our accreditation standards. In addition, the Haematology and Blood Transfusion laboratories across the Imperial hospitals as well as the Chelsea and Westminster hospital, also maintained accreditation following UKAS inspections. An MHRA inspection to the Blood Transfusion laboratory in Hammersmith occurred in February 2023 with a positive outcome.

Following the publication of new version of ISO15189 standards for the competence of medical laboratories in December 2022, our quality team are in the process of undertaking the relevant analyses in order to being assessed against the new ISO15189:2022 standards in the next round of assessments.



## Unveiling the Pathology Support Services (PSS) Division

In a landmark move in January 2023, we established a new Pathology Support Services (PSS) division.

This transformative initiative brings together a multitude of pathology auxiliary services into a unified structure, fostering a robust and streamlined operating model.

By embracing this overarching approach to clinical service operating needs, NWLP has not only bolstered its internal efficiency but also set new standards for customer-focused service delivery.

The PSS division is the core of numerous essential services. From fostering strong connections with GPs, to managing the demanding complexities of specimen

receptions, pathology referrals, and call centres, the PSS division is a comprehensive hub of activity.

It also oversees the critical areas of transport, logistics, and GP consumables, providing efficient support vital for the functioning of our pathology divisions.

The PSS division is our promise and commitment to ensure we provide high-performing, customer-focused solutions not only to our pathology divisions but also to all the Trusts and community users relying on our services.

Through this holistic approach, we are not only transforming the way auxiliary services are managed but also elevating the entire experience for everyone using our services.

## Introducing the new Central Referrals Service

In another leap towards operational excellence NWLP established a Central Referrals facility at our Charing Cross hub to host our brand new Central Referrals Service.

The Central Referrals Service has been designed to centralise all non-urgent Blood Sciences and Infection and Immunity referral tests. This service ensures that every facet of the referral process is meticulously managed, from the complex clinical referrals approval process – ensuring the highest standards of vetting – to the seamless tracking, packing, and dispatching of referral samples.

Furthermore, our service oversees the crucial tasks of reporting, invoicing, and monitoring pending results, ensuring a holistic approach to every referral.

The introduction of the Central Referrals Service marks a significant milestone in our journey towards unparalleled efficiency and quality.

By consolidating and centralising these vital processes, NWLP has not only streamlined its operations but also elevated the standards of our referrals process, guaranteeing that every sample is handled with the utmost care and expertise.

## Specialist Protein Service improvement

In 2022, our dedicated Performance and Improvement Team executed a successful service improvement initiative within our Specialist Protein service, a pivotal unit serving not only the hospitals within our network, but also functioning as a crucial referral centre.

The Specialist Protein service stands at the forefront of our diagnostic efforts, particularly in the ongoing monitoring of Myeloma patients, playing a vital role in ensuring accurate and timely diagnoses.

Utilising the rigorous DMAIC (Define, Measure, Analyse, Improve, Control) process, our team meticulously examined and mapped the entire sample pathway – from initial sample receipt to processing and the subsequent release of test results – with the aim of identifying areas for enhancement.



This thorough analysis resulted in the implementation of numerous improvements that touched various facets of the sample pathway. These improvements yielded transformative results, leading to significant enhancements and streamlining across the entire process.

Notably, our efforts resulted in a smoother sample workflow, more efficient reporting processes,

enhanced cross-departmental collaboration and communication and accelerated turnaround times.

This initiative not only exemplifies our dedication to elevating the quality of care we provide but also showcases our steadfast commitment to operational excellence, ensuring that our patients receive the best possible service in their diagnostic journey.

## Elevating Patient Care through Biochemistry Non-Urgent add-On Tests

**Our commitment to being 'patient-focused' is one of our core values engrained into every service we provide.**

With that in mind we have introduced a new feature to our services: the ability to add extra non-urgent biochemistry tests onto blood samples already in our laboratory.

The process is seamless, ensuring that every blood sample collected is utilised to its fullest potential.

his contributes to significant time and cost efficiencies for the NHS and also reflects our commitment to sustainable healthcare practices.

The new future embodies our patient-centric ethos. By eliminating unnecessary steps and optimising resources, we are not just redefining the patient experience; we are setting new standards for healthcare efficiency and effectiveness.

This 24/7 service, operational across all our Imperial sites, signifies a significant leap forward in healthcare efficiency and patient convenience.

By enabling non-urgent add-on tests without the need for new blood samples, we save precious clinical time and minimise inconvenience for the patients.

**Our advancement in molecular diagnostics stands as a testament to our unwavering commitment to embrace innovation with the ultimate goal of advancing healthcare outcomes and meeting the evolving needs of our patients.**

### Unveiling the new molecular laboratory

Another significant milestone in our journey towards operational excellence was the inauguration of our state-of-the-art Molecular Laboratory, a cutting-edge facility strategically situated on the ground floor of the Charing Cross hub.

This transformative endeavour has been empowered by the integration of Roche Diagnostics latest molecular solutions, propelling our diagnostic capabilities to extraordinary heights.

The new innovative analytical equipment facilitates highly sensitive detection methods and a wider test range, thereby increasing our in-house testing repertoire and enabling the delivery of faster access to test results.

Access to high-throughput automated platforms, revolutionised our molecular diagnostics service. Operating seamlessly over seven-day, our agile workforce is now empowered to engage in cross-discipline collaborations, fostering a highly skilled, multi-disciplinary approach.

This service reconfiguration is not merely a leap forward in operational efficiency but also ensures a dynamic response to the demands of a constantly evolving healthcare landscape.

The advances in technology and investment in workforce in this area, has enabled increased access to seasonal influenza testing and sustained high-throughput COVID testing.

Simultaneously, we remain committed to meeting pre-pandemic testing levels and addressing emerging service demands.

At select spoke sites, we proudly introduced the 4-in-1 Cepheid rapid respiratory viral PCR test, encompassing RSV, influenza A&B, and SARS-CoV-2 detection.

Breaking down traditional discipline boundaries, our scientific staff in Blood Sciences now adeptly navigate both rapid respiratory viral and blood-borne virus tests, enhancing the resilience of infectious disease diagnostics at our spoke laboratories.

An additional leap forward comes in the form of introducing Next Generation Sequencing for HLA typing, fostering high-resolution typing and fortifying collaborative ties between the stem cell transplantation service and Histocompatibility and Immunogenetics (H&I).

This groundbreaking introduction augments precision in diagnostics, paving the way for enhanced patient care and groundbreaking medical advancements.



## Investing in Excellence: Cellular pathology Service Improvement programme

The outcomes of our Service Improvement Programme have been nothing short of remarkable.



In the face of accelerated diagnostic demands post-pandemic and the pressing need for faster cancer diagnoses, NWLP has embarked on a transformative journey within our Cellular Pathology department.

This initiative, meticulously designed to meet the challenges head-on, embodies our commitment to providing unparalleled diagnostic services.

Our Cellular Pathology Service Improvement touches every aspect of our operations. It is guided by the Get It Right First Time (GIRFT) framework and lean methodologies.

The programme encompasses a wide spectrum of improvements, including technological advancements, digitisation, extended service hours, augmented staffing, staff training and development, estate enhancements, and a multitude of service improvement activities.

This all-encompassing approach ensures that every facet of our service is optimised and in some cases transformed, empowering us to meet the current demands of healthcare.

At the heart of this transformation lies our commitment to digital pathology. With a substantial investment exceeding £3 million, NWLP has embraced the digital revolution within histopathology.

Our newly established modern digital suite, equipped with cutting-edge digital scanners, marks the inception of a new era. This digital implementation project, launched in 2022, is propelling us towards a future where AI integration promises faster and accurate diagnostic capabilities.

Across the service, we've witnessed streamlined operations, enhanced staff wellbeing, elevated performance and productivity, improved key performance indicators, and swift turnaround times. Backlogs have been eliminated, and user satisfaction has notably improved.

As we embrace cutting-edge technology, invest in our workforce, and meticulously optimise every process, we are setting new standards in diagnostics, ensuring the best possible outcomes for every patient we serve.

The Cellular Pathology Service Improvement Programme is not merely a response to challenges, it is a testament to our steadfast commitment to excellence.

## The Blood Transfusion LIMS harmonisation programme

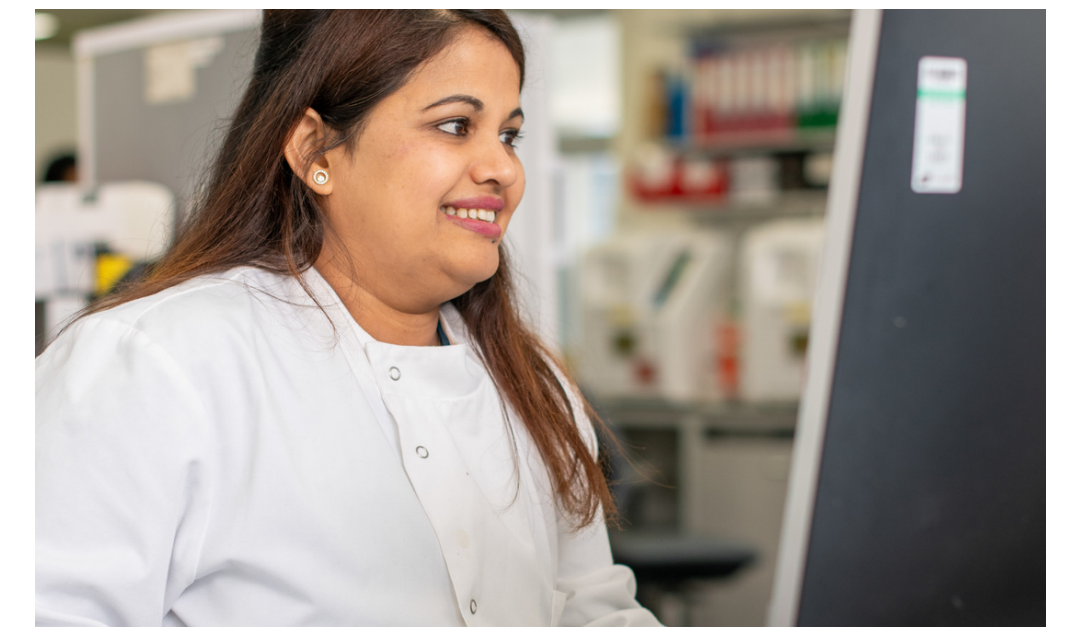
By leveraging new technology, we have not only streamlined our internal processes but also strengthened the overall outcomes for both our service users and, most importantly, our patients.

In a significant achievement, NWLP In a significant achievement, NWLP successfully concluded a strategic project in the second quarter of 2022, solidifying its position as a forerunner in the diagnostics sector.

This milestone marked the completion of the Blood Transfusion LIMS harmonisation programme, an accomplishment that stands testament to the organisation's commitment to excellence.

The project culminated in the seamless deployment of the new Blood Transfusion LIMS at the West Middlesex laboratory in September, followed by its implementation at the Imperial and Chelsea & Westminster laboratories in October.

Operating in a single harmonised Blood Transfusion LIMS brings in a new era of efficiency and effectiveness, bringing forth numerous benefits that extend far beyond the confines of our laboratories. The new LIMS has significantly elevated the quality of services we offer.





### Monkey Pox

Outbreaks of Monkey pox virus led to a significant increase in workload for Infection and Immunity. When the monkeypox virus first emerged, we used our experience from our pandemic response to speedily develop in-house testing for the virus.

The emergence of Monkeypox virus outbreaks triggering a substantial surge in workload for our Infection and Immunity services. Leveraging the expertise gained from our COVID pandemic response, we swiftly orchestrated the development of in-house testing for the virus.

The expertise of our scientific and clinical staff in this service enabled us to directly serve the sexual health service in North West London, reducing dependence on UKHSA services.

With a proactive approach, we adeptly handled the high volumes of testing requests flooding in from expansive sexual health services across our sector, with London demonstrating the highest population of patients presenting.

Drawing from our experience in COVID testing, our services seamlessly addressed the escalating demands for clinical and infection control expertise, establishing robust communication channels with national bodies.

This dynamic response not only showcased our ability to adapt swiftly but also underscored our commitment to providing essential support during public health crises.

### Scarlet Fever

The year 2022 presented an unusual surge in Scarlet Fever cases, leading to heightened demands for testing for invasive group A streptococcus (iGAS) disease.

The impact on testing capacity within the Microbiology laboratory was significant, but our teams rose to the occasion with remarkable agility. In response to the increased incidence, additional testing capacity was swiftly mobilised, ensuring the seamless fulfilment of clinical user needs.

The ability of our teams to swiftly adapt to unforeseen challenges is a testament to the effective leadership within these crucial areas.

The surge in Scarlet Fever cases became an opportunity to showcase our resilience and commitment to maintaining testing excellence, even in the face of unexpected peaks in demand.

Our response not only met the immediate needs of the healthcare system but also demonstrated our unwavering dedication to public health and the well-being of the communities we serve.

### Introducing Blood Borne Virus screening testing in Emergency departments

NWLP supports the NHS in its efforts to reduce the levels of HIV, hepatitis C (HCV) and hepatitis B (HBV) transmission and the elimination of viral hepatitis to improve public health outcomes.

Our commitment to this mission is exemplified through our swift response and collaborative efforts in introducing comprehensive screening for blood borne viruses (BBVs) in Emergency Departments (ED) across our network of hospitals.

In alignment with England's HIV Action Plan and NHS England's 'Eliminating Hepatitis C programme', NWLP collaborated seamlessly with our owner Trusts to implement opt-out testing for BBVs in Emergency Departments.

This initiative ensures that for every ED attendance involving a blood draw, the patient is offered a comprehensive BBV screening.

BBV screening testing has been introduced to our laboratories at Hillingdon, St Mary's, West Middlesex and Chelsea & Westminster sites.



### Embracing Digital Pathology

NWLP is committed to leveraging technological advancements to drive continuous improvement in patient outcomes. A pivotal step in this journey is our steadfast focus on Digital Pathology, a strategic initiative expected to redefine the landscape of our Histopathology services.

In response to the challenges posed by escalating workloads and limited specialty resources, NWLP has embarked on a strategic shift. By embracing digitisation our objective is clear: to enhance efficiency, elevate our diagnostic capabilities, and significantly reduce waiting times for critical diagnostic results.

In 2022 NWLP proudly inaugurated its cutting-edge Digital Suite, housed within our Cellular Pathology Laboratory.

This state-of-the-art facility is equipped with the latest Philips SGS800 and Glissando digital scanners, representing the epitome of digital pathology technology.

This significant investment that exceeded £3m, signifies our unwavering dedication to delivering unparalleled accuracy in diagnostics, providing our experts with the tools they need to make informed, life-changing decisions. The first subspecialties within our service are expected to be reporting digitally within Q2 of 2023.

Our implementation of digital pathology across various histopathology subspecialties is a testament to our proactive approach in adopting technology. This strategic initiative however is not just about embracing innovation; it is also about offering our healthcare professionals the toolset to deliver swift, precise, and timely patient care.



## Research

We are determined in fostering a culture of innovation and research, across our workforce. Our goal is to quickly and effectively integrate translational research and innovation, into diagnostic laboratory practices, to enable earlier, more accurate diagnosis and treatment.

Since its inception, NWLP has been at the forefront of academic and research pursuits, firmly anchored in the principles of innovation and education.

Central to our mission is the Academic and Research Committee, a dynamic entity that convenes quarterly to steer and enhance undergraduate pathology education.

This collaboration, in partnership with Imperial College, serves as the compass guiding our progress in undergraduate pathology education, ensuring it remains on the cutting edge of the field.

At the heart of our committee's objectives is a relentless pursuit of excellence in pathology education. We delve into postgraduate pathology medical education, addressing funding and junior staffing concerns.

Through these efforts, we aim to exploit opportunities for improving the delivery of our teaching, thereby nurturing the next generation of pathologists with the knowledge and skills they need to excel.

NWLP's Research Committee is at the core of innovation, generously funded and teeming with creative ideas.

Our research initiatives encompass not only the enhancement of pathology diagnostic delivery but also the exploration of fundamental science underpinning pathological processes.

In awarding grants, our focus extends to promoting inclusivity across all staff grades and unlocking the potential for national recognition. Expertise and facilities are essential criteria, with careful scrutiny to ensure value for money and the responsible use of NWLP financial resources.

Since 2020, the North West London Education and Research Board has actively advertised regular funding opportunities, leading to the allocation of over £1.2 million in grant awards, with a remarkable £842,411 awarded in the last year alone.

These grants have fuelled groundbreaking research endeavours, facilitating impactful contributions to the field of pathology.

In addition to our internal research funding, NWLP has maintained its National Institute for Health and Cancer Research (NIHR) Imperial Biomedical Research Centre (BRC) award.

This award not only provides dedicated research time for our pathologists but also signifies our commitment to advancing medical knowledge.

In November 2022, we were granted an additional five years of funding, enabling us to support Prof Robert Goldin, Prof Mona El-Bahrawy, Dr Baljeet Kaur, and Dr Patrizia Viola in their research endeavours.

With over 70 publications in peer-reviewed journals and presentations at international conferences, our pathologists have made a significant mark in the world of research.

NWLP will continue to invest in education, research, and innovation, paving the way for a future where the science of pathology continues to accomplish significant breakthroughs in healthcare.



### During the October 2022 funding round grants were awarded to the following:

#### Dr Arthi Anand

A lineage specific next generation sequencing (NGS) approach to donor chimerism assessment after allogeneic haematopoietic stem cell transplantation.

#### Dr Channa Jayasena

Developing the first non invasive test of endometrial function using super resolution ultrasound with future potential to improve the detection of endometrial hyperplasia cancer.

#### Dr Baljit Kaur

Anti-PD1 Immunobiology in ChemoTherapy Resistant gEstational trophoblastic neoplasia.

#### Dr Julia Kenkre

Characterising the role of GDF-15 in diabetes remission following bariatric surgery.

#### Dr Luke Moore

Evaluation of real-life applicability of EUROArray DNA systems for genetic diagnosis of dermatophytoses in a diagnostic mycology laboratory.

#### Dr Saral Desai

AI driven analysis of circulating and tumour infiltrating immune cell morphology to develop novel biomarkers of lung cancer immunotherapy resistance.

#### Mr Andrew Osei-Bimpong

Determine if the time of shift has an effect on the safe and effective work output.

#### Professor Steven Bloom

Establishing routine ELISA technology to replace current radioimmunoassay technology in the diagnostic tumour producing gut hormone service.

#### Professor Tricia Tan

Using Novel Assays for the Evaluation of Gut Hormone Profiles.

#### Dr Ben Jones

Functional assessment of GLP1R gene variants: establishing a role for pharmacogenomic testing in diabetes and obesity.

# Training and Development

We aim to support and develop our team members at every point in their career journey, starting at attraction and recruitment; to nurturing those at the beginning and developing throughout their careers.

## Our cutting-edge Induction Programme

At NWLP, our commitment to nurturing talent and fostering a culture of excellence is exemplified through our dynamic Induction Programme.

Tailored not just for new recruits but also for internal staff transitioning into new roles, this programme aims to seamless integration, continuous learning, and enhances employee experience.

Housed within our training centre, our Induction Programme offers a multifaceted learning journey designed to equip our staff with the knowledge, skills, and mindset essential for success.

The programme encompasses a spectrum of modules, starting with a robust 'Corporate Induction' that immerses participants into the ethos and values of NWLP. This is complemented by comprehensive 'Customer Care Training', instilling the importance of empathy and communication in every interaction.

A hallmark of our Induction Programme lies in its innovative approach to learning. Participants engage in a one-day course delving deep into 'Laboratory Operations' to gain the understanding of the industry standards and our approach to operational excellence.

Following this module the participants then have the opportunity to attend a one-day hands-on course in 'Good Laboratory Practice' in our bespoke training laboratory, where theoretical knowledge seamlessly merges with practical insights.

Our Induction Programme isn't just about efficient onboarding; it's a commitment to enhancing the quality and consistency of training for every staff member.

By providing a supportive and engaging environment, we not only empower our employees with the skills they need but also nurture their confidence and enthusiasm. This approach not only supports retention but also elevates overall employee experiences.

NWLP's Induction Programme's innovative approach resonated not only within our organisation but also beyond. Our partner Trusts and other pathology networks have expressed keen interest, recognising the potential of our approach.

The programme not only equips individuals with skills but also fosters a sense of belonging and pride, laying the foundation for a workforce that is not just proficient but passionately dedicated to shaping the future of healthcare.



## Feedback from our induction attendees

I have had inductions before but this is something else! Here, the executive team is waiting to welcome you on the first day

Lab training helped me adjust and get ready for my new role

Thank you so much, learnt to be ambitious and gained confidence

Nowhere else have I ever been welcomed this way

Wonderful induction programme, it gave me a comfort zone and increased my confidence

Thank you for helping me understand my role more.....I feel more confident

I feel prepared, especially as I have no prior experience

This has been a wonderful experience

## Training Academy

NWLP shared the exciting news about the launch of the Training Academy this year.

This significant milestone marks a new chapter in our commitment to fostering growth, enhancing skills, and driving excellence within our laboratory services.

The Training Academy is not only dedicated to the development of our current workforce but also offers exciting opportunities for students, T Levels, apprenticeships, and a portfolio school for biomedical scientists.

We believe in nurturing talent and providing a platform for aspiring individuals to kickstart their careers in the field of laboratory medicine and supporting roles.

For students, our Training Academy will collaborate with educational institutions to offer placements and internships, providing valuable hands-on experience and exposure to the world of the laboratory.

These opportunities will allow students to apply their theoretical knowledge in real-world settings, building a strong foundation for their future careers.

T Levels, the new technical qualifications, will also be an integral part of our Training Academy's offerings.

We will work closely with educational partners to deliver T Level programs that combine classroom-based learning with industry placements, enabling students to gain practical skills and knowledge essential for their chosen career paths in pathology.



Apprenticeships will play a key role in our Training Academy, providing individuals with the opportunity to earn while they learn.

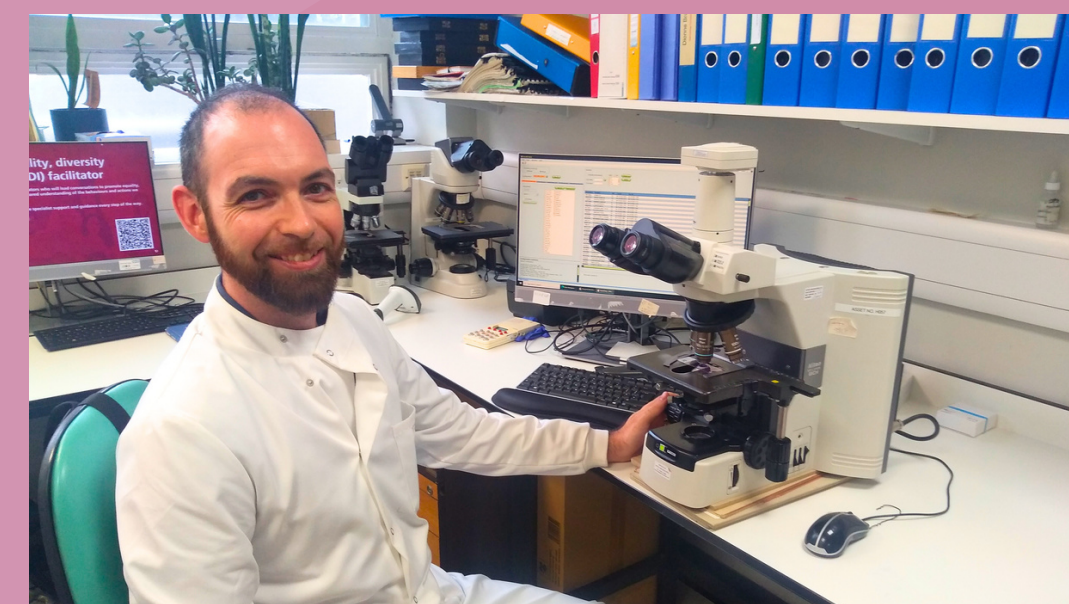
We will offer apprenticeship programs across various disciplines within the disciplines, allowing apprentices to gain practical experience and earn recognised qualifications, while being guided by our experienced professionals.

Furthermore, our Training Academy establishes a portfolio school specifically tailored for Biomedical Scientists. This school will offer comprehensive training programs, workshops, and mentorship opportunities to support the continuous professional development and career progression of Biomedical Scientists within NWLP.

We are committed to providing a supportive and inclusive learning environment, ensuring that students, T Level learners, apprentices, and Biomedical Scientists receive the guidance and resources they need to thrive.

The Training Academy will collaborate with education partners, professional bodies, and industry experts to deliver high-quality training programs that meet the evolving needs of our field.

## Haematology Academy



An innovative training initiative for haematology laboratory staff in bands 4-7, that was established by Tom Siwndells, one of our Senior Biomedical Scientists, during the pandemic has been ground-breaking and is now part of our training offering.

Training consists of both classroom-based theory and skill stations in the lab, which enables training and competency to be completed and signed off within the week.

This new approach removes the need for local training in each spoke site and ensures that haematology staff training is consistent and efficient across our network.

Feedback has had overwhelming praise from staff and is endorsed by all managers within haematology

Going forward, the concept is likely to be used for the new associate practitioners across the network.

## Our Registration portfolio school

To support the very high numbers of staff who would like to complete their registration portfolio, we have extended the portfolio school model built by the Infection and Immunity team.

The model uses a blended online structure enabling staff to undertake self-directed learning.

Our registration portfolio schools are delivering on addressing variance and monitoring of over 60 members of staff across our sites.

Supported by the training team, delivery is led by our dedicated and expert trainers across each of our sites and is enabling progress and delivery of a high quality programme.

Further harmonisation and embedding of the framework will take place over the coming year.

Going forwards, the framework built for the training school provides a template that can successfully deliver post registration scientific training.



Over the past year our progress on apprenticeships has been significant. For 2023/2024 our aim is to become one of the leading pathology networks supporting apprenticeships in terms of both number and variety of apprenticeships. Our aim is to create alternative development and progression opportunities for our workforce.

We have already secured funding to support apprenticeship delivery and we have submitted a bid for 2023/2024 as part of the Healthcare Science apprenticeship scoping by Health Education England. This funding will support embedding and strengthening our apprenticeship infrastructure.

## Progress on apprenticeships

Apprenticeship Type	Current in post	Anticipated for 23/24
Level 2 Healthcare Science Apprenticeship	1	8
Level 4 Healthcare Science Apprenticeship	2	0
Level 6 Healthcare Science Apprenticeship	1	3
Level 3 Quality Improvement Practitioner	0	2
Get on Go Programme	0	7



Our people are key to our success and we are very proud of them, their teams and we recognise the important role they play in our service.



We have over 1,000 staff in post  
67% identify as female  
33% identify as male



67% are from Black, Asian or minority ethnic groups  
Staff Ethnicity profile  
67% BAME  
28% White  
5% Not stated



75% are aged between 21 - 50



3% have a disability



84% are scientific/technical  
33% Qualified  
51% Unqualified



8% are Doctors



## Equality, Diversity and Inclusion

At NWLP 67% of our team members recognise themselves as belonging to Black, Asian and other Ethnic Minorities.

We recognise that a diverse workforce may not achieve equality of outcomes and needs an inclusive environment and cultures to flourish.

The policies we adhere to have the support of the board and senior management, with a reminder that managing diversity and developing a culture of inclusion is a continuous process of improvement, not a one-off initiative.

We have developed our strategy with the lived experience of marginalised staff to support the achievement of business goals, including ways of addressing the diverse needs of service users.

We address and ensure our teams are supported by:

### Workplace behaviour

Training all staff to understand and engage with equality, diversity and inclusion (EDI) in how they do their jobs and work with colleagues. Reflect equality, respect and dignity for all in our values and ensure these are shown in the way the organisation and its teams operate on a daily basis.

Embedding accountability and transparency, for decisions about recruitment and development.

### Communication

We have further developing an open culture with good routes for communication based on open dialogue and active listening, ensuring appropriate channels are available and that different groups feel able to access them, the Staff Engagement Group is one such example..

We use different and accessible methods such as newsletters, bulletins, workshops, roadshows and notice boards to keep people up to date with diversity policies and practices. We actively seek people's ideas and take action on feedback.

### Learning and development

As part of the development of our Training Academy we have built EDI concepts and practices into staff training courses, management training and teambuilding programmes to increase awareness of the need to handle different views, perceptions and ideas in positive ways.

We have included EDI issues into our induction programme, including raising awareness of employee network groups, such that all new employees know about the organisation's values and policies.

We train leaders and managers to help them understand the issues and drive their support for organisational and operational policies and practices.

### The White Allies Programme

Our staff have taken part in the White Allies programme which was contracted by NHS England and NHS Improvement to complement actions to address racial disparities across NHS organisations

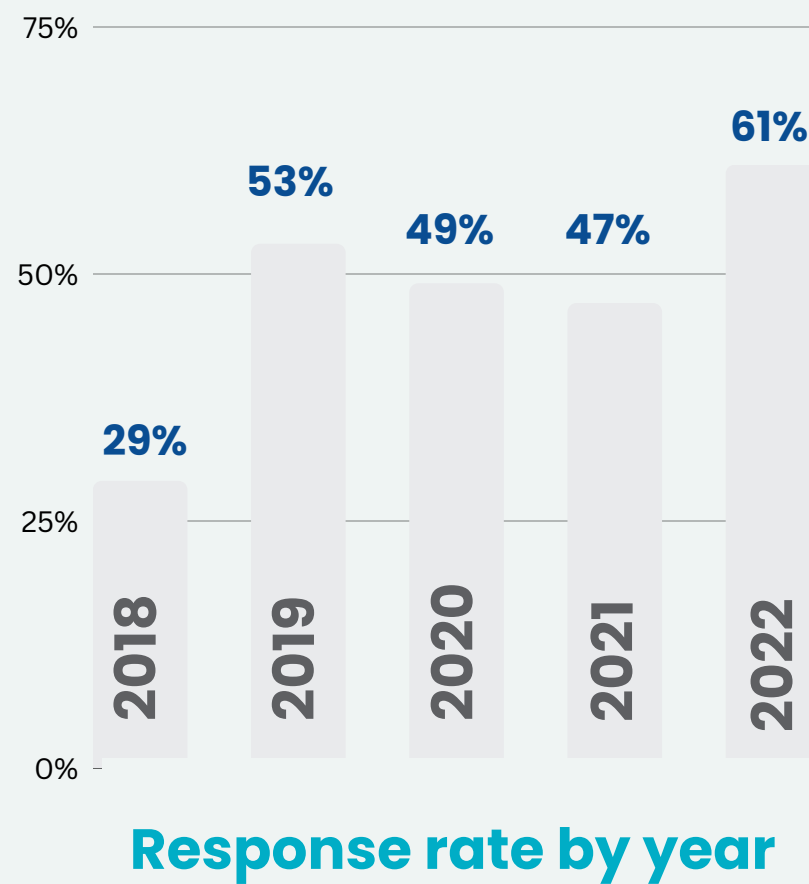
The majority of senior leadership within the NHS is white presenting, and to change the culture across the NHS, those who are advantaged by whiteness and its power need to embrace and make change to address racial inequality and structural racism.

Developing White Allies is one way to support this change to happen. Allyship is not exclusive to 'race' and can be a way to address the effects of oppression on all marginalised groups.

Although the programme is aimed at supporting white presenting leaders to develop their allyship, the intended result is improved racial equity. It is therefore vital that participants are able to understand their impact – especially in relation to how people from BME groups experience them.

## NHS Staff Survey 2022

The 2022 National Staff Survey results were published in March 2023.



- ✓ The response rate was 61%, the highest response we have achieved to date.
- ✓ Our scores on almost all of the people promises/themes were better than the previous year.
- ✓ We compared well with other pathology providers with similar or better scores in many instances.

This year responses were also given for the three operational divisions, and we had more local areas where responses were higher. This will enable us to look in more detail at actions required in those areas to improve future results.

Results have been shared with our staff, the staff engagement group and at our workforce committee. Departments have appointed representatives to work with their colleagues to develop appropriate action plans which will be implemented later in the year. The workforce committee as well as the staff engagement group will monitor these actions plans.

Our staff felt safe and healthy and diversity and equality scores remained at a good level and comparative to other pathology providers.

## Awarding greatness: Introducing the NWLP staff awards

In the ever-evolving landscape of laboratory medicine as an organisation NWLP is committed to recognising and celebrating the exceptional contributions of its dedicated team members.

We were delighted to introduce a new initiative that reinforces our commitment to excellence and acknowledges the outstanding efforts of our team members – the North West London Pathology Staff Awards.

### Celebrating Excellence

At NWLP, our staff are at the heart of everything we do. Their unwavering dedication and tireless efforts in providing high-quality diagnostic and clinical services are vital to our mission of delivering excellence in patient care. With the introduction of the Staff Awards, we aimed to celebrate and appreciate the extraordinary work of our team members.

### Recognising Diverse Talents

Our team is composed of a diverse group of individuals, each with unique skills and talents that contribute to the success of our pathology service.

The Staff Awards program encompasses various categories to ensure that every facet of our team's contributions is recognised.

Whether it's innovation in laboratory processes, living our values, leadership, or teamwork, there will be an award category for everyone to shine in.

### Fostering a Culture of Excellence

By instituting the Staff Awards, we sought to create a culture of continuous improvement, collaboration, and recognition. We believe that acknowledging the exceptional efforts of our staff will not only motivate and inspire them but also inspire others to reach for excellence in their work.

### Nomination and Selection Process

The Staff Awards were launched and open to nominations from all staff members, allowing colleagues and peers to put forward their deserving colleagues. A selection panel, comprising representatives from different departments, will meticulously assess the nominations and determine the award recipients.

The awards will be presented during a special ceremony, which will serve as a momentous occasion to celebrate the achievements of our team.

The introduction of the NWLP Staff Awards marks an important milestone in our journey to promote excellence and recognise the invaluable contributions of our staff. As we embark on this exciting initiative, we look forward to fostering a culture of appreciation, motivation, and collaboration within our laboratory services.

We are confident that these awards will not only honour the remarkable work of our team members but also strengthen our commitment to delivering high-quality diagnostic services and enhancing patient care across North West London.

## Project SEARCH Programme

The Project SEARCH programme based at Charing Cross Hospital is a supported internship programme for young adults aged 17 – 25 that have an Education Health Care Plan (EHCP). It provides work experience opportunities with the view to securing paid employment which in turn improves their lives, health and social experiences.

North West London Pathology have a track record of hosting opportunities as part Project SEARCH and last year we supported 2 individuals within the call centre within our Pathology Support Services division.

## Publications, conferences and presentations

In the dynamic world of NWLP, the past year has been a whirlwind of productivity and innovation in the realm of posters and publications.

Our teams have been engaged in a myriad of projects, creating a diverse array of materials that reflect the cutting-edge advancements and insights within the field of laboratory diagnostics.

From ground-breaking research to insightful case studies, our professionals have demonstrated an unparalleled commitment to the pursuit of excellence in laboratory medicine. The culmination of these efforts is a remarkable collection of posters and publications that underscore the depth and breadth of expertise within NWLP.

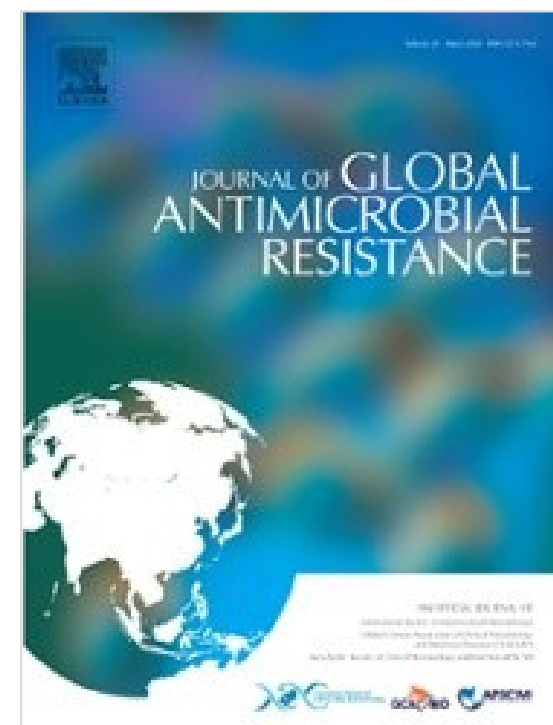
To ensure widespread accessibility to this wealth of knowledge, we have created a dedicated document. This resource, accessible via our website, serves as a central location for the extensive range of materials crafted by our dedicated team.

It represents a testament to NWLP's commitment to transparency, knowledge sharing, and continuous improvement. As we reflect on the achievements of the past year, we invite you to explore this compilation.

We are deeply committed to cultivating a best-in-class work culture. A successful organisational culture fosters a healthy and cohesive work environment enabling employees to thrive and reach their full potential.



In April our managing director, Saghar Missaghian-Cully, presented at the NHS Pathology Conference.



**Manfred Almeida, Luke Moore, Ilona Brzeska-Trafny, Rosemary Maxfield, Hugo Donaldson and Frances Davies** co-authored an article published in Journal of Global Antimicrobial Resistance. Their article was titled: 'A practical laboratory method to determine ceftazidime-avibactam-aztreonam synergy in patients with New Delhi Metallo-beta-lactamase (NDM) producing Enterobacteriales infection.'



In October 2022 we hosted Dr Tim Ferris, National Director of Transformation at NHS England (pictured second on the left), at our Charing Cross hub laboratory.

Dr Ferris visit was an opportunity for him to learn about the vision for the future of pathology in the UK (especially the technology and data systems underpinning the systems).



In December 2022 we hosted a visit by Matthew Swindells, Trusts chairman.



Our Infection and Immunity laboratory (pictured left) and our Cellular Pathology laboratory both featured in the Biomedical Scientist magazine.



**Ayesha Shakhawat** (pictured in the middle), won first prize for her poster at the IBMS Congress. The title of Ayesha's winning abstract poster was: 'An audit - the utilization of O RhD negative blood group.'

# Performance



100%

## Routine antenatal screening tests for Hepatitis B, HIV and Syphilis susceptibility.

Target 90%.  
Average performance of 100%.

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.



94.9%

## A&E blood sciences turnaround-times

Target 90%. Percentage of core.  
Average performance for the year was 94.9%.

Investigations, i.e. renal function, liver function tests and full blood counts from A&E completed within 1 hour of receipt, including out of hours.



73.6%

## Histology reporting turnaround times

Target 90%.  
Average performance for the year was 73.6%.

Percentage of all histopathology and diagnostic cytology final reports available within 10 calendar days of procedure. Reflex molecular tests are excluded from this KPI but should have documented and agreed pathways with specified and monitored turnaround times.





## Our Governance

NWLP is a contractual joint venture between three NHS Trusts - Imperial College Healthcare NHS Trust, Chelsea & Westminster Hospital NHS Foundation Trust and The Hillingdon Hospitals NHS Foundation Trust for the provision of the Pathology Services, making and strategic planning.

The Joint Venture is hosted by Imperial College Healthcare NHS Trust on behalf of the Owner Trusts.

A signed Consortium Agreement sets out the Joint Venture arrangements between the Owner Trusts, including the hosting and related liability of the Owner Trusts in respect of the Joint Venture, the terms and conditions for the provision of the Pathology Services; and the contractual governance and contractual joint management arrangements of the Joint Venture.

NWLP operates with a dedicated executive team and an independent to the Owner Trusts organisational structure.

The NWLP Executive team is accountable to the Owners Committee, which convenes quarterly, facilitating a collaborative approach to decision-making and strategic planning.

## Our Executive Team



**Saghar Missaghian-Cully** (she/her)  
MSc, FIBMS, CSci, DBMS, MBA,  
FCMI, CMgr Managing Director

Known by the sector as an influential agent for positive change. Over 26 years experience in diagnostics, 15 years at executive level. Special interest in strategy, organisational change and development, mergers and commercial growth. Successful track record of delivering multi-million pound transformation programmes at several organisations. Regular speaker at national and international conferences.



**Dr Corrina Wright** (she/her)  
MB, BCh, BAO  
Clinical Director

Clinical Director and a Consultant Cytopathologist. She is a Professional Clinical Advisor to the Health Security Agency UK, London, for the cervical screening programme. She is also an examiner for the Royal College of Pathologists and teaches on national courses and lectures.



**Angela Jean-Francois** (she/her)  
MSc, FIBMS, CSci  
Director of Operations

An Editor for the Oxford University Press series of Biomedical Science textbooks on Clinical Immunology. Currently the IBMS Council member for the London region and an IBMS specialist advisor in Immunology. Past roles include deputy chair, deputy chief examiner and external verifier.



**Allen Widdowson** (he/him)  
ACA qualified  
Commercial and Financial Director

Over 30 years financial and commercial experience gained within the public and private sector in the UK and overseas with 20 years at executive level. His experience spans the NHS and the private health sector, the energy industry and the professional services sector.



**Matt Connell** (he/him)  
Director of Digital, Data and IT

Member of the Faculty of Clinical Informatics. Significant experience in Pathology IT across a number of NHS organisations, with various LIMS, EPR and healthcare systems. A registered Biomedical Scientist specialising in Clinical Biochemistry followed by Immunology and becoming a Fellow of the IBMS.



**Dawn Morris** (she/her)  
Interim Director of People

CIPD qualified and trained mediator with over 30 years' experience in Imperial College Healthcare NHS Trust holding a number of associate director roles in resourcing, employee relations and transformation. Joined NWLP in 2018 as Director of People.

## Our Clinical Leads

Consultant leads are supported by consultants teams, clinical scientists and specialist registrars covering all disciplines. They provide support 24/7 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.



**Professor Tricia Tan** (she/her)  
Clinical Biochemistry

Consultant in Diabetes, Endocrinology and Metabolic Medicine. Over 10 years' experience in gut hormone research and physiological studies. Completed several Phase I trials for the treatment of obesity. Director of the SAS Gut Hormone service. Clinical research spans the diagnosis and treatment of neuroendocrine tumours to diagnostic testing in Endocrine disorders.



**Professor Mike Osborn** (he/him)  
Cellular Pathology

President of Royal College of Pathologists, Cellular Pathology Clinical Lead. His working time is divided between post mortems, diagnostic gastrointestinal histopathology, bowel cancer screening and teaching. He runs an intercalated BSc 'Humanities, Philosophy & Law' at Imperial College, London.



**Professor Peter Kelleher** (he/him)  
Infection and Immunity

Holds honorary consultant positions with the HIV & Sexual Directorate at the Chelsea & Westminster NHS Foundation Trust, the Department of Respiratory Medicine, Royal Brompton & Harefield NHS Trust.



**Dr Sasha Marks** (she/her)  
Haematology and Blood Transfusion

Main clinical focus is with lymphoproliferative diseases.

Alongside colleagues at Imperial College London she works on research programmes to understand mechanisms of haematological disease and to develop therapeutics in areas of need.



**Dr Andrew Godfrey** (he/him)  
Haematology and Blood Transfusion

Co-ordinates the Fellow of the Royal College of Pathologists teaching for registrars completing training.

Andrew's specialist interest is thrombosis and thrombosis disorders.

# Financial highlights

Overall test activity

**40m**

Surplus

**£11.8m**

In 2022 surplus was £3.5m

Income

**£128m**

In 2022 income was £116m

Income increase

**£14.9m**

Increased by 14%

Income increase due to

**£7.9m**

10% growth in partner activity levels

**£3.6m**

Growth with other third parties

**£3m**

Inflation



## Our Financial Performance



**Underlying performance has improved year on year.**

### Summary Operating Results

Summary of the reported operating financial position and the underlying performance of NWLP for the year to March 2023.

	Year to 31/3/2023	Year to 31/3/2022	Underlying Results to 31/3/2023	Underlying Results to 31/3/2022	Movement
	£'000	£'000	£'000	£'000	£'000
<b>Income</b>	128,980	116,611	120,683	105,792	14,891
<b>Direct Pay</b>	(60,391)	(57,819)	(58,140)	(54,941)	(3,199)
<b>Direct Non Pay</b>	(29,318)	(53,659)	(40,537)	(37,398)	(3,139)
<b>Direct Costs</b>	<b>(89,709)</b>	<b>(111,478)</b>	<b>(98,677)</b>	<b>(92,339)</b>	<b>(6,338)</b>
<b>Host Charges</b>	(10,216)	(4,971)	(10,216)	(9,942)	(274)
<b>Surplus / (Deficit)</b>	<b>29,055</b>	<b>163</b>	<b>11,790</b>	<b>3,511</b>	<b>8,279</b>

### Testing Activity

This year we have performed approx 40 million tests.

Testing activity has strongly rebounded, exceeding pre Covid activity levels, 16% higher than 2019/2020 activity.

### Service Improvements and productivity

NWLP has continued to realise the productivity improvements driven through recent years of service transition to our hub and spoke model, increasing our underlying surplus margin from 3% to 10% over the last year. This improvement is despite under-recovery of GP Direct Access income under the current block funding arrangements.

NWLP continue to respond to the developing demands of the sector and our partners, for example:

- Adding Blood Borne Virus testing for Emergency Department Patients
- Embedding our rapid molecular services which are a key factor in improving our Partner bed management services
- Developing our Pathology Support Services function to meet the enhanced services and turnaround requirements for our GP community and partners.

### Summary Operating Results

The underlying performance is stated after adjusting for key material and non-recurring events.

These include:

#### 1. Covid Activity

This was funded by UK Health Security Agency (UKHSA). This has reduced year on year and appears to have reached a new plateau. We received £8.3m funding from UKHSA for Covid testing services during 2022/2023, down from £19.1m during 2021/2022.

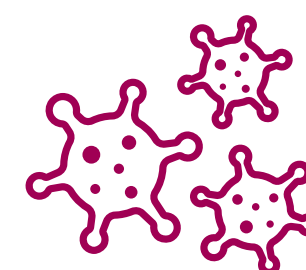
From next year this service will be funded through the acute service arrangements with our Partner Trusts.

#### 2. Review of for provisions

During 2022/2023 we reviewed our for provisions which resulted in non-recurring adjustments totalling £17.3m.

#### 3. Price per test billing mechanism

During 2021/2022 the Partners transitioned to a price per test billing mechanism and incorporated a new hosting charge from the Partners. The underlying figures present the full year impact of these changes during 2021/22.



# DELIVERING SCIENCE SUPPORTING HEALTHCARE



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