

Consolidated Black Country Pathology Service (BCPS) Full Business Case (FBC)



Agenda Item No: 8.1



Trust Board Report (Public)

Meeting Date:	30 th October 2017
Title:	Full Business Case to support the development of the consolidated Black Country Pathology Service (BCPS)
Executive Summary:	Significant further work has been undertaken since the production of the Outline Business Case. NHS Improvement have asked all pathology services to become part of a local hub and spoke network. A Full Business Case is planned for November 2017.
Action Requested:	To accept the update
Report of:	Mike Sharon Director of Strategic Planning and Performance
Author:	Karen Morrey
Links to Trust Strategic Objectives	To pro-actively seek opportunities to improve health services in our local health economy through collaboration and supportive partnerships.
Resource Implications:	
Equality and Diversity Assessment	Not applicable
Risks: BAF/ TRR (describe risk and current risk score)	Both an overall project and clinical risk logs are being maintained. The key implementation risks will be included within the Trust Risk Register.
Public or Private: (with reasons if private)	Public
References: (eg from/to other committees)	This update follows approval of the OBC in July
Appendices/ References/ Background Reading	
NHS Constitution: (How it impacts on any decision-making)	In determining this matter, the Board should have regard to the Core principles contained in the Constitution of: <ul style="list-style-type: none"> ✚ Equality of treatment and access to services ✚ High standards of excellence and professionalism ✚ Service user preferences ✚ Cross community working ✚ Best Value ✚ Accountability through local influence and scrutiny



In August the four Black Country Trust boards; The Royal Wolverhampton Trust, Sandwell and West Birmingham Hospitals NHS Trust, The Dudley Group Foundation Trust and Walsall Healthcare Trust, reviewed the Outline Business Case to form a Black Country Pathology Service (BCPS) and agreed to progress the development of a single pathology service with ownership shared across the four Trusts. The service model has a single large hub, supported by three Essential Service Laboratories, (ESLs) on the other acute hospital sites.

The proposal includes the Hub at New Cross Hospital with Essential Service Laboratories at Russells Hall, Walsall Manor and Midland Metropolitan Hospital and is planned to be operational by the end of 2018 to fit with the opening of the new Midland Metropolitan Hospital

The feedback from the boards highlighted the need to carry out detailed due diligence in a number of areas to provide assurance that key risks were being managed and that costs were accurate.

The requirements from the boards were:

1. Detailed analysis of staffing profiles in the Target Operational Model to reduce the risk to the delivery of the service;
2. Detailed analysis on IT and logistics costs to understand the extent of the investment required, IT infrastructure requirements, logistics routes, logistics costs and ability to improve quality and Turn Around Times;
3. Detailed analysis of capital investment required for the extension of the Hub and refurbishment of the Essential Service Laboratories;
4. Assessment on implementation timeline and key milestones for the construction and critical path to meet the needs.
5. Evaluation of key clinical and operational risks to ensure that these are addressed.

While this detailed work was being carried out in these areas, in early September 2017, all Chief Executives and Medical Directors in England received a letter from NHS Improvement. This highlighted the need to consolidate their pathology services into networks and through collaboration.

Their work outlined the identification of 29 potential pathology networks to be run as Hub and Spoke models, working with NHS Improvement to ensure an implementation of the proposed plans over the next three years. **The current proposals for a Black Country Pathology service fits with the direction set out by NHS Improvement**

At the October meeting of the joint Black Country Pathology Service Oversight Group, a progress report was received. Extensive further work and testing of assumptions has been undertaken in conjunction with staff in each discipline of pathology. The Target Operating Model, Logistics, Estates and IT solutions have now been mostly agreed by the Oversight Group

The full business case for the Black Country Pathology Service is being considered by Trust Boards at the end of November and beginning of December. If the case is approved the four trusts will then move into the implementation stages of the project, which will include communication of progress with staff and service users.