

Pathology networking in England: state of the nation

November 2019



The NHS Long Term Plan says that when organisations work together they provide better care for the public. That is why on 1 April 2019 NHS Improvement and NHS England united as one – our aim, to provide leadership and support to the wider NHS. Nationally, regionally and locally, we champion frontline staff who provide a world-class service and constantly work to improve the care given to the people of England.

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Foreword

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

Since we published our proposal to form 29 pathology networks in September 2017, this message has not changed. NHS England and NHS Improvement have continued to help providers consolidate pathology services. I am reassured that this focus will continue, as developing pathology networks is an aim of the NHS Long Term Plan and important for creating and enabling primary care networks and rapid diagnostic centres.

To date, over 97% of all trusts are making progress towards networking their pathology services: this programme is on track to deliver 29 pathology networks across England by the target date of 2021. As networks develop their individual cases for change, NHS Improvement’s original efficiency targets have been shown to be conservative estimates. Networks that are well into the transition stages of pathology consolidation are seeing these benefits, while delivering clinically effective, safe services. Now, after several years, Lord Carter’s original ambition for pathology services is becoming a reality.

As pathology networks develop, we will issue more tools to support trusts and networks to provide safe and effective services. I am pleased to state that the national pathology quality assurance dashboard (PQAD), published with this document, is now available. We will expect trusts to use it to report and understand their pathology service month by month. NHS England and NHS Improvement will collect this data quarterly for benchmarking and to feed into the wider strategic needs of diagnostic services, in support of the commitments to diagnostics in the Long Term Plan.

We continue to collect and validate trusts' and networks' data. We will continue to make some changes to the original networks or confirm the proposed configuration as organisations identify their preferred and most effective network approach.

The National Pathology Implementation Optimisation Delivery Group works to ensure creation of clinically safe and sustainable pathology services for the future and is attended by representatives from the professional organisations in the Pathology Alliance, arm's length bodies and system leaders. It is satisfied with the configuration of the proposed networks, progress to date and the support from NHS England and NHS Improvement. But to ensure success, it is important we are transparent in our system engagement and proposed changes. We expect individual trusts and networks to maintain a similar level of transparency with all stakeholders, including staff.

In last year's report I noted that some of the devolved nations are starting to undertake similar change. We are sharing learning and best practice – and working together where relevant, such as with specialist networks – across the UK. And our approach is drawing international attention as we build pathology services of a size and scale to take advantage of technology and data for the good of NHS patients.

Professor Adrian Newland

Specialist Clinical Advisor and Chair of the National Pathology Implementation and Optimisation Delivery Board

Introduction

In September 2017 we wrote to all acute hospital trusts in England asking for their support in driving out unwarranted variation in pathology services. We continue to be encouraged by progress as providers form pathology networks. There is still much to do, and it remains important that trusts, providers and, in the future, systems continue to forge ahead with this vital programme, particularly as the Long Term Plan commits to pathology networks as a key enabler of many of the ambitions to drive 21st-century healthcare.

Networks that have completed the transition from single-site operation to a networked model have seen their average cost per test drop by 20%. Some trusts developing their networked approach have already agreed contractual savings of £18 million over five years by buying equipment jointly, at scale. We are also aware of one network where the proposed savings in joint procurement are many times this figure. Others have found ways to alleviate shortages of key staff, with access to a pool of 40 consultants to avoid delays to diagnostic results for cancer.

Specialist services have embraced networking too, with the paediatric and blood transfusion networks considering their approach to the challenges they face in training, recruitment, retention and adopting new technologies.

Pathology networks are central to other developments, such as the genomics programme, to ensure staff and technology are retained and used to best effect. In other ongoing change programmes organisations should also use the network approach to ensure best use of equipment and staff.

Working digitally is a key requirement of networks. Interoperability and setting standards for digital working are vital. We have worked with the sector to set standards and articulate the vision for the future through our digital and laboratory information management system (LIMS) subcommittee. Earlier and smarter use of diagnostics in the right context can bring about seismic changes in our international standing in important areas such as cancer outcomes. Performing 100% of diagnostics at the right time, on the right person, will impact on all areas of healthcare including most importantly, potential outcomes and experience.

Capital awards continue to be made to organisations that are networking their pathology services, which shows the commitment to helping the sector achieve this change. With the Office for Life Sciences, we are encouraging the speedy adoption of digital pathology, supporting centres of excellence and networks to benefit as many people as possible as soon as possible. The Department of Health and Social Care's (DHSC) recent announcement that it is to invest £50 million in digital pathology and imaging reinforces this.

In implementing proposals, networks have locally agreed milestones by which their progress can be tracked and monitored. The programme's stated approach has always been to allow trusts to make alternative proposals if they are equally efficient and enable the system-wide benefit of networking on a large scale. It is also important for us to continue to revise our proposals as other national programmes and networks develop.

This report presents the current network maps (see page 14), along with an assessment of the progress they are making. Some trusts will need to undergo consultative and procurement steps before final networks are agreed and formed.

I thank providers and clinical leaders who have contributed locally, regionally and nationally to this important initiative, which ultimately will improve patient care across the country. I am a great believer in the benefits that come from working collaboratively; networks give us the opportunity to do so and I am delighted to say that my team is seeing this commitment in action. Through working together, we are seeing the increasing realisation of the benefits we all want for patients.

Hugh McCaughey
National Director for Improvement

The state of the nation: our work so far

Table 1: Current state of engagement across pathology networks

National assessment	Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
	97	84	76

- **Twenty-nine pathology networks:** all the networks are making progress, and many are appointing programme directors. We expect trusts to continue to move at pace to consolidate services.
- **Toolkits:** we have created and continue to develop a range of support tools, including documents on due diligence and governance models and advice on clinical and corporate structures. These are available on our [Improvement Hub](https://improvement.nhs.uk/resources/pathology-networks-toolkit/)¹ and include:
 - business case template
 - due diligence guide
 - operational governance guide
 - consolidation framework
 - essential services laboratory design: blood sciences (microbiology and histopathology essential services guidance to be published in the coming months)
 - legal watchpoints guide
 - clinical governance toolkit.

¹ <https://improvement.nhs.uk/resources/pathology-networks-toolkit/>

- **Procurement advice:** With the DHSC category tower provider² we are developing framework specifications that meet the clinical requirement of services and encourage networking.
- **Aligning pathology networking with national programmes:** national programmes for genomics, antimicrobial resistance, sepsis, digital pathology and artificial intelligence funding and specifications are aligned to work with pathology networking.

² Category towers are the procurement function of the DHSC 'future operating model'.

Specialist testing networks

Specialist pathology services often cover multiple networks or provide unique national services. In 2018 we asked all specialist trusts to work with designated local networks but also consider the wider opportunity for working nationally. We have identified several attributes of exemplar specialist services:

- clinically specialist pathways
- academic interest and innovation programmes
- scientific expertise, education and advanced roles
- use of 'gold standard' equipment and methodologies
- highly specialised clinical advisory service and link between clinical teams.

Specialist testing changes over time. It could be linked to a particular test, pathway or a whole specialist service, the specification of which may include the unique technology, staff expertise or approach.

We recognise that people are the unique offering as technology advances, and their skill and training need to be supported nationally. Specialist services should have links to other areas nationally to avoid isolation or progress elsewhere making it difficult for their experts to maintain their competencies. This is particularly important as some organisations may bring more tests within a network where previously tests were not performed. We need to guard against creating new capacity and stretching expertise to the detriment of existing capability and expert staff.

National networks making progress are:

- paediatric network
- bone sarcoma group
- blood transfusion.

Trust executives and senior clinical leaders are driving progress in these networks.

Next steps for the sectors: timelines and requirements

We are reassured by progress and level of engagement to date, but networks need to act immediately to realise available efficiencies, while trusts and integrated care systems should continue to prioritise pathology networking.

Using Model Hospital data, trusts can identify where to concentrate. Services must demonstrate adequate grip and control, as cost-efficiency savings can still be realised in-year while networks are formed.

As stated before, centres identified as essential services laboratories (ESLs) or hubs should start the transition to this service model. This includes putting in place training, recruitment, operating and procurement strategies.

It is vital to engage staff and subject matter experts at all stages. Executive commitment is also essential: organisations that have engagement from board to bench are making the most progress. Clearly identified project resource is another key enabler of developing networks.

We are now also asking for:

- confirmation of the network leadership team:
 - chair or senior responsible officer (SRO) of the network
 - clinical/medical director
 - network operations/integration director
 - procurement lead
 - programme manager
- appointment of a workforce lead for the network: this senior individual should be charged with developing a workforce strategy across the network in the next 12 months and will be the main link to Health Education England

- appointment of an IT/digital lead to develop a digital technology workstream to help adopt and implement interoperability and deployment of digital pathology technology.

These roles, with the exception of chair/SRO, should wherever possible be full-time roles.

Pathology quality assurance dashboard

The first version of the pathology quality assurance dashboard (PQAD) was launched in response to Dr Ian Barnes' pathology quality assurance review,³ which noted that:

“The current pathology quality assurance framework lacks several key factors: transparency, integration, scrutiny, oversight and effective triggers for reward and sanction, without which we cannot say the best interests of patients and healthcare generally are truly being served”.

The review recommended that a PQAD be developed, which would draw “transparent and meaningful information from existing data sources to provide a national picture of quality improvement across England, to enable trend analysis and the identification of opportunities for development of the system”.

The original metrics, although useful for determining a pathology service's performance, did not test systems and provision when they were not owned by the host trust. They also collected data that was not timely or already assured through other routes (for example, via the laboratory's accreditation status).

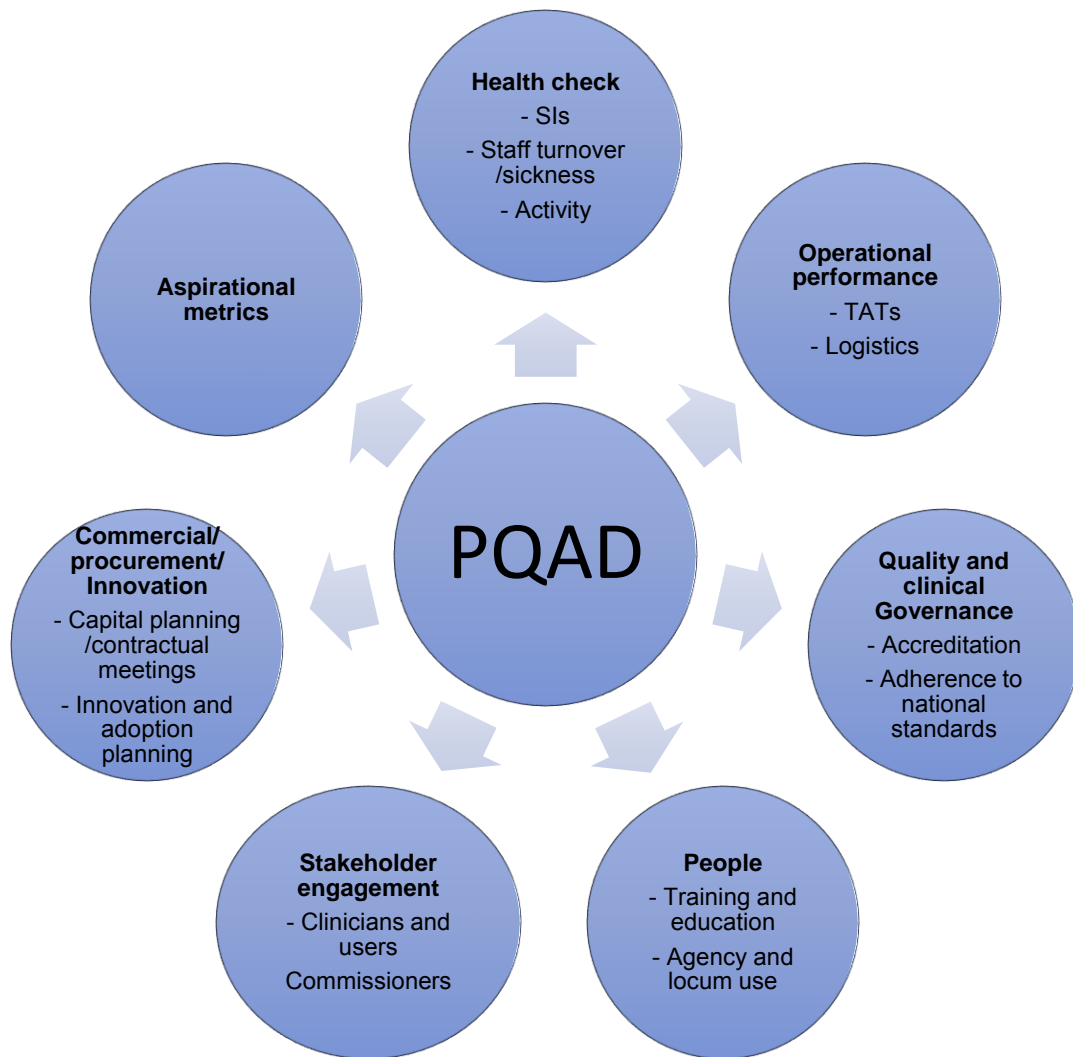
Individual trusts must understand how pathology services can be more effective and efficient. That means the PQAD needs to be an effective board-reporting tool, with metrics that allow timely interventions focused on delivering high quality patient services and driving improvement.

We reviewed the PQAD, taking feedback from pathology providers and representatives of the Pathology Alliance. Where possible, we have taken a similar approach to the Royal College of Pathologists as it refreshes its key performance indicators.

³ *Pathology quality assurance review, chaired by Dr Ian Barnes, January 2014.*
<https://www.england.nhs.uk/publications/reviews-and-reports/ind-rev/>

Metrics are broken down into sections that describe where they are testing the system.

Figure 1: Pathology quality assurance dashboard

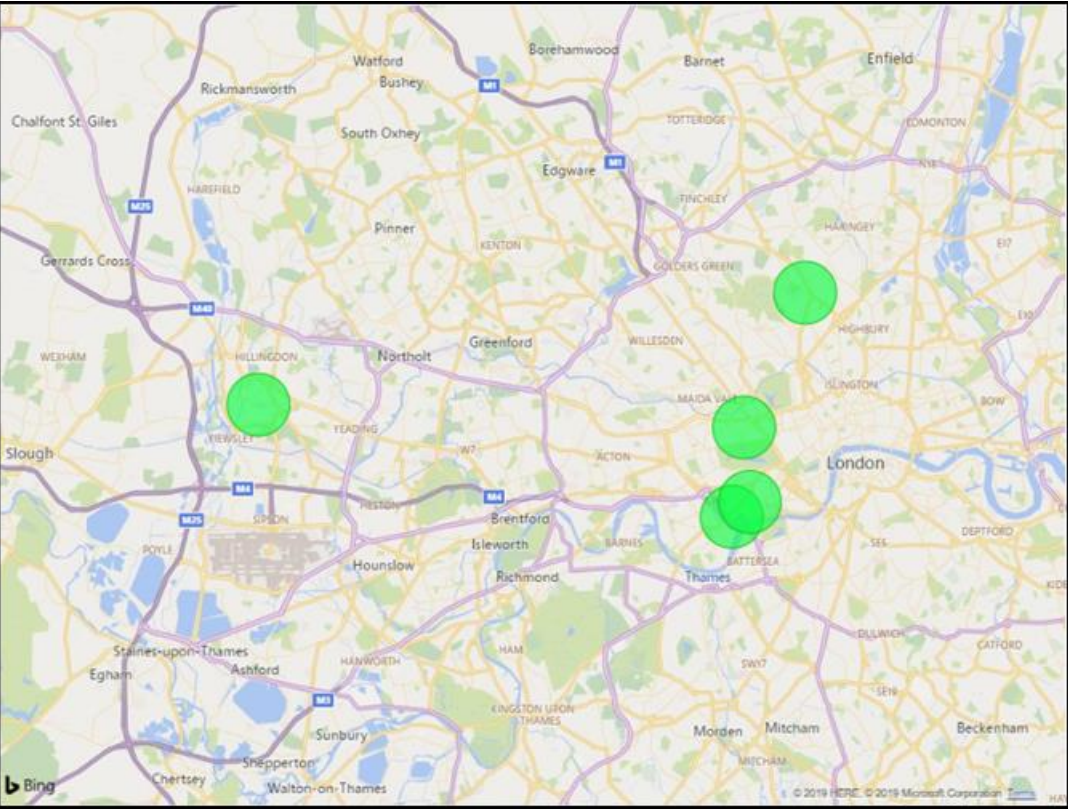


PQAD will support organisations as the networks form and transition into a consolidated service providing demonstrable quality.

National pathology services networking map



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



Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	97	90

Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) <small>(i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)</small>
Chelsea and Westminster Hospital NHS Foundation Trust	RQM	London 1	100	✓	100
The Hillingdon Hospitals NHS Foundation Trust	RAS	London 1	100	✓	100
Imperial College Healthcare NHS Trust	RYJ	London 1	100	✓	100
Royal Brompton & Harefield NHS Foundation Trust	RT3	London 1	100	✓	75
Whittington Health NHS Trust	RKE	London 1	100	✓	75

Original network consolidation savings anticipated £4.3 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	81	98

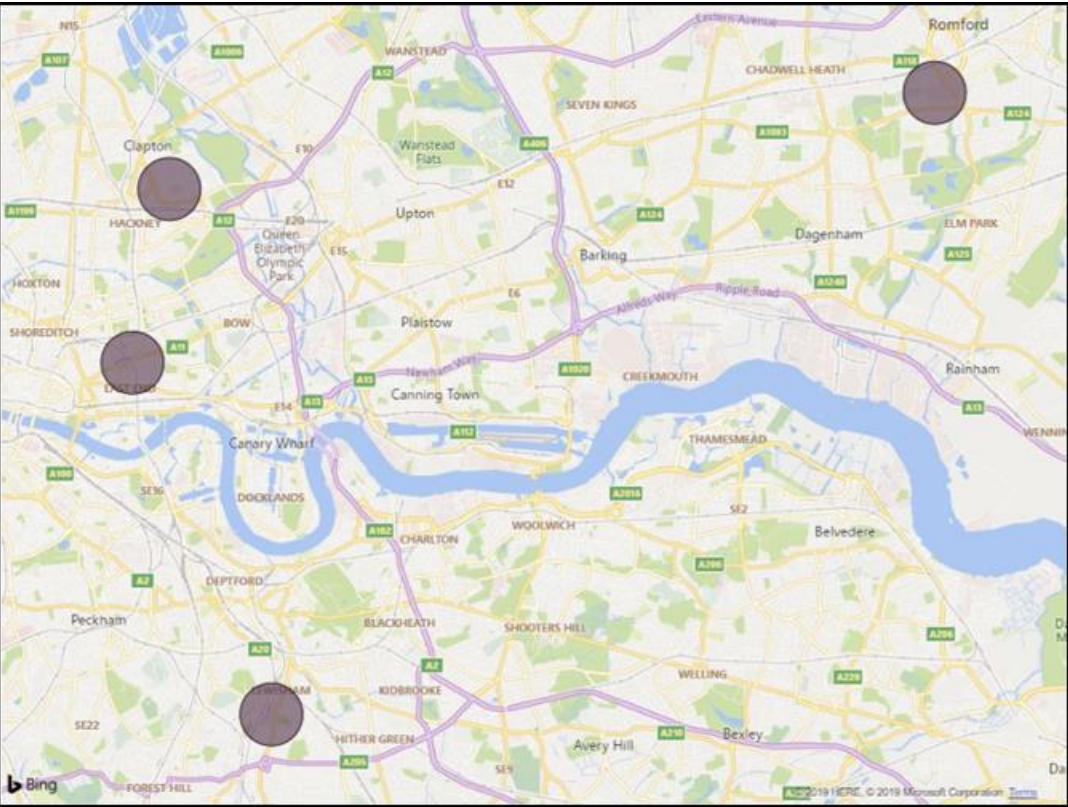
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Great Ormond Street Hospital for Children NHS Foundation Trust	RP4	London 2	100	✓	100
Moorfields Eye Hospital NHS Foundation Trust	RP6	London 2	100	✓	100
North Middlesex University Hospital NHS Trust	RAP	London 2	100	✓	100
The Princess Alexandra Hospital NHS Trust	RQW	London 2	100	⚡	95
Royal Free London NHS Foundation Trust	RAL	London 2	100	✓	100
University College London Hospitals NHS Foundation Trust	RRV	London 2	100	✓	100
West Hertfordshire Hospitals NHS Trust	RWG	London 2	100	⚡	95
London North West University Healthcare NHS Trust	R1K	London 2	100	✓	100
East and North Hertfordshire NHS Trust	RWH	London 2	100	⚡	95

Original network consolidation savings anticipated £7.8 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
88	86	81

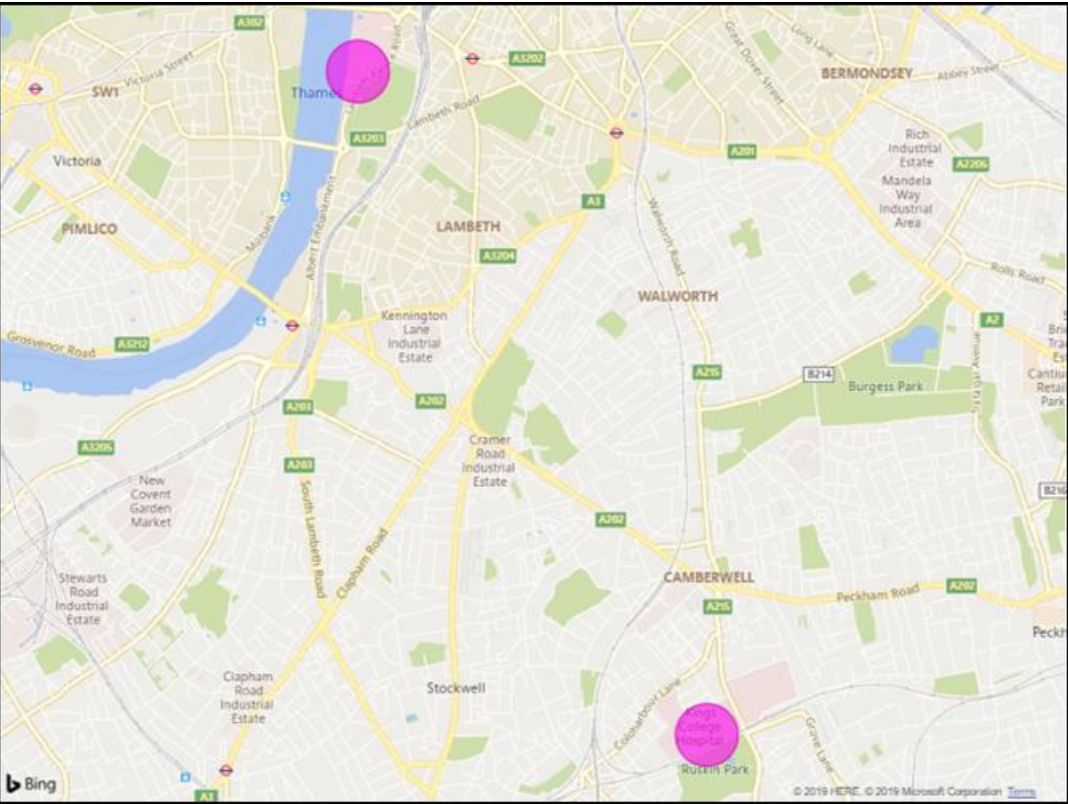
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) <small>(i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)</small>
Barking, Havering and Redbridge University Hospitals NHS Trust	RF4	London 3	50		25
Barts Health NHS Trust	R1H	London 3	100	✓	100
Lewisham and Greenwich NHS Trust	RJ2	London 3	100	✓	100
Homerton University Hospital NHS Foundation Trust	RQX	London 3	100	✓	100

Original network consolidation savings anticipated £6.0 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	100	95

Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Guy's and St Thomas' NHS Foundation Trust	RJ1	London 4	100	✓	95
King's College Hospital NHS Foundation Trust	RJZ	London 4	100	✓	95

Original network consolidation savings anticipated £3.3 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
96	91	88

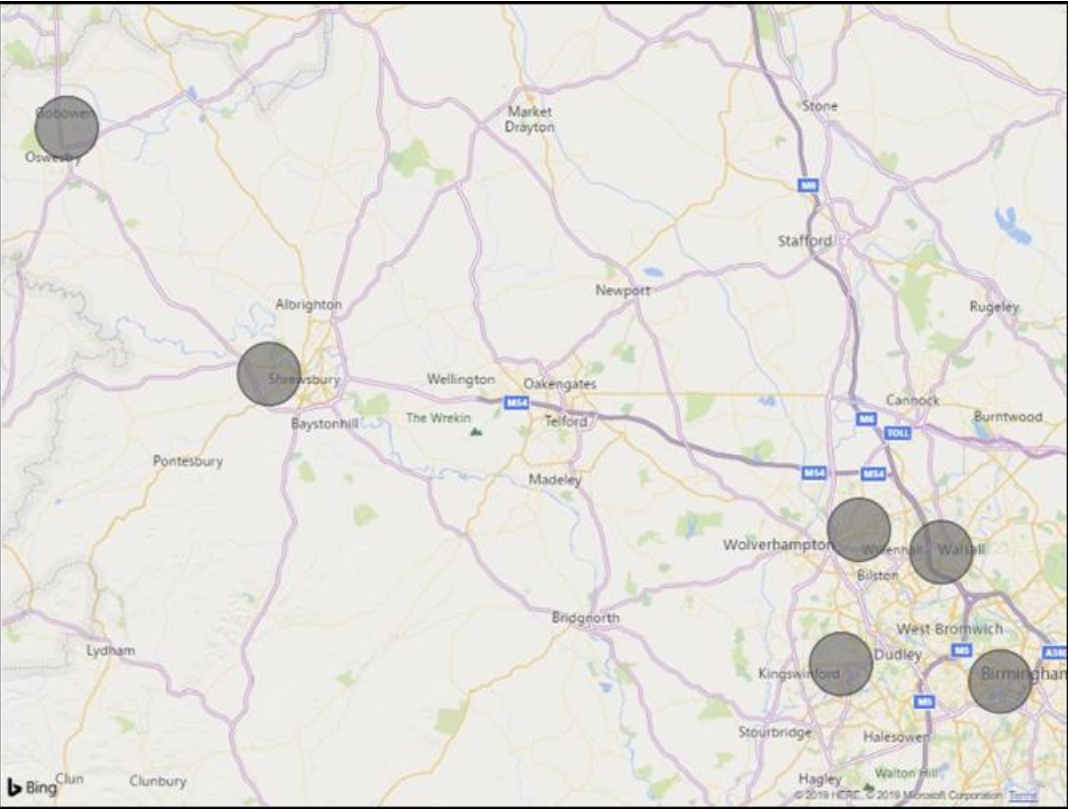
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) <small>(i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)</small>
Royal National Orthopaedic Hospital NHS Trust	RAN	London 5	100	✓	100
Croydon Health Services NHS Trust	RJ6	London 5	100	✓	100
Epsom and St Helier University Hospitals NHS Trust	RVR	London 5	100	✓	100
Kingston Hospital NHS Foundation Trust	RAX	London 5	100	✓	100
The Royal Marsden NHS Foundation Trust	RPY	London 5	75	⚡	25
St George's University Hospitals NHS Foundation Trust	RJ7	London 5	100	✓	100

Original network consolidation savings anticipated £2.1 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
97	83	67

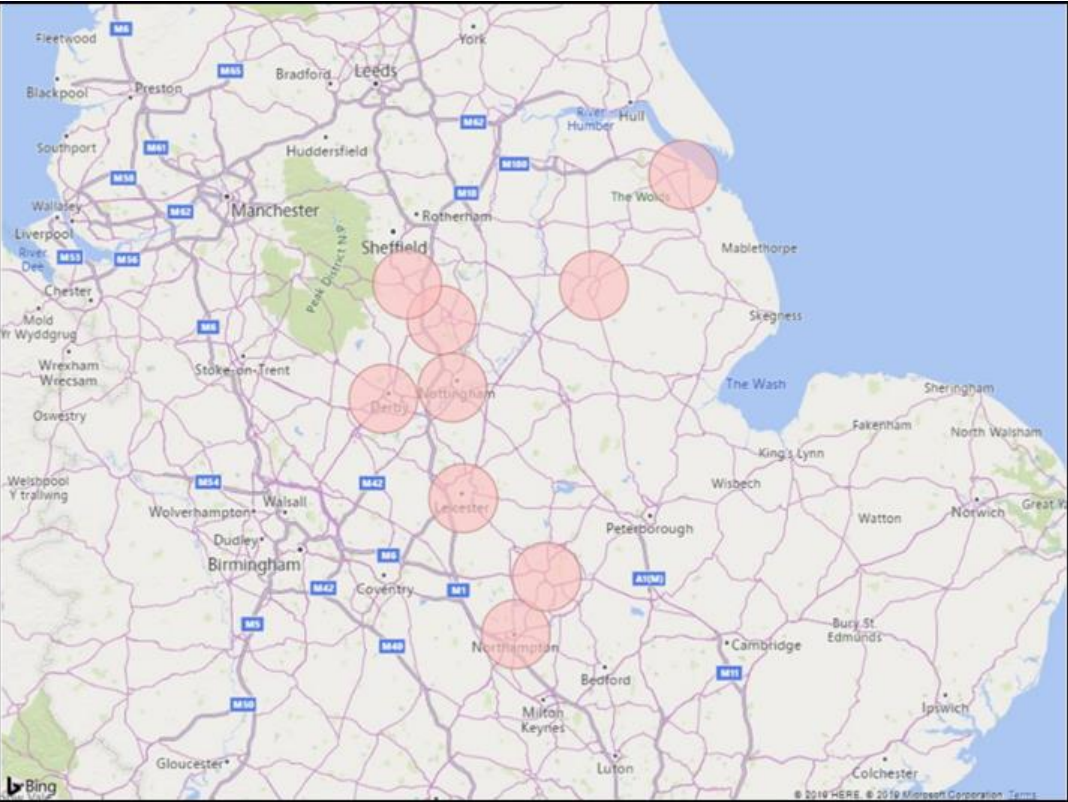
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
The Dudley Group NHS Foundation Trust	RNA	Mid 1	100	✓	100
The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS FT	RL1	Mid 1	100	✓	0
The Royal Wolverhampton NHS Trust	RL4	Mid 1	100	✓	100
Sandwell and West Birmingham Hospitals NHS Trust	RXK	Mid 1	100	✓	100
Shrewsbury and Telford Hospital NHS Trust	RXW	Mid 1	80	✗	0
Walsall Healthcare NHS Trust	RBK	Mid 1	100	✓	100

Original network consolidation savings anticipated £4.8 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
89	61	25

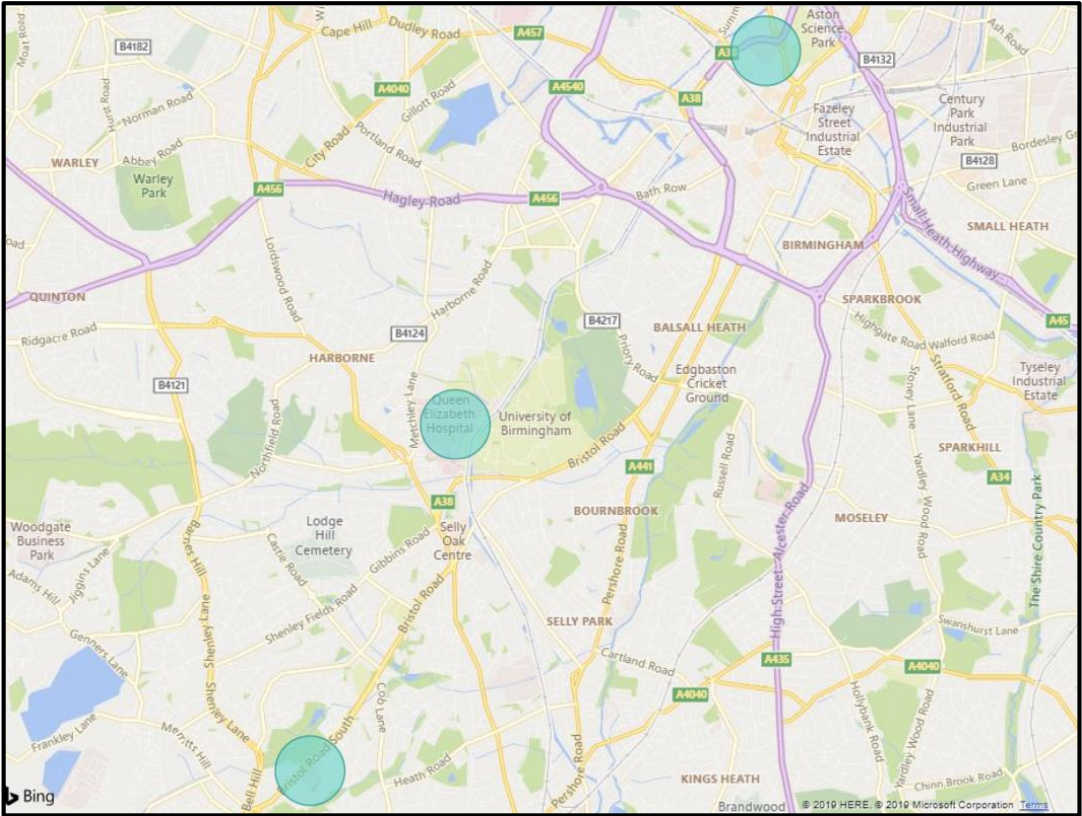
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Chesterfield Royal Hospital NHS Foundation Trust	RFS	Mid 2	90		25
University Hospitals of Derby and Burton NHS Foundation Trust	RTG	Mid 2	90		25
Kettering General Hospital NHS Foundation Trust	RNQ	Mid 2	90		25
Northampton General Hospital NHS Trust	RNS	Mid 2	85		25
Nottingham University Hospitals NHS Trust	RX1	Mid 2	90		25
Sherwood Forest Hospitals NHS Foundation Trust	RK5	Mid 2	90		25
United Lincolnshire Hospitals NHS Trust	RWD	Mid 2	85	✓	25
Northern Lincolnshire and Goole NHS Foundation Trust	RJL	Mid 2	90	✓	25
University Hospitals of Leicester NHS Trust	RWE	Mid 2	90		25

Original network consolidation savings anticipated £11.4 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
92	100	80

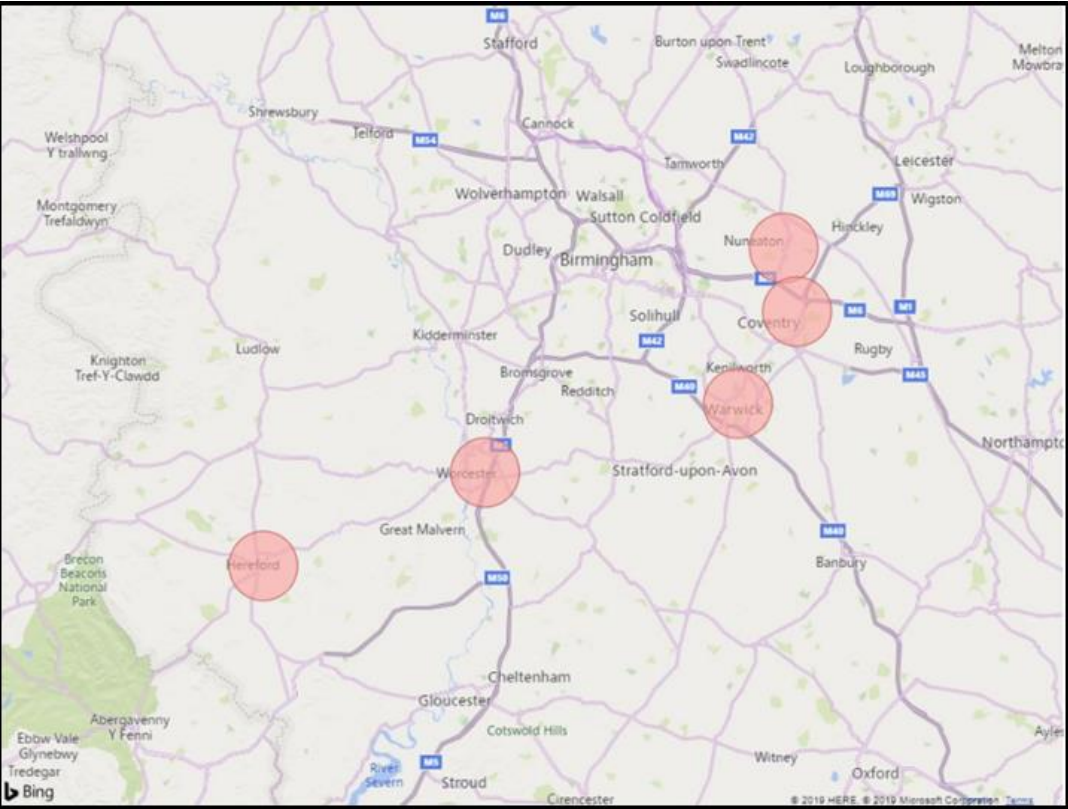
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Birmingham Women's and Children's NHS Foundation Trust	RLU	Mid 3	85	✓	80
The Royal Orthopaedic Hospital NHS Foundation Trust	RRJ	Mid 3	100	✓	80
University Hospitals Birmingham NHS Foundation Trust	RRK	Mid 3	90	✓	80

Original network consolidation savings anticipated £4.1 million

Networks are at liberty to suggest alternative hubs and spokes within the network

Summer 2019: NHS England and NHS Improvement Pathology Consolidation Programme



Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	82	70

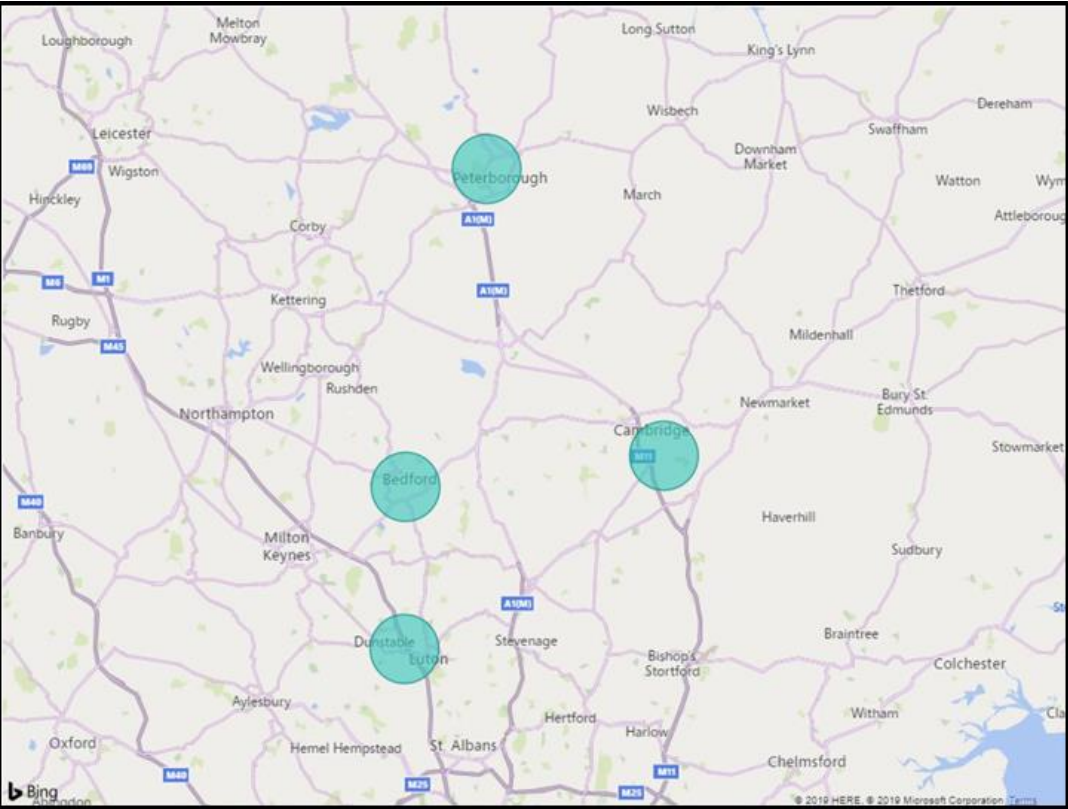
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
George Eliot Hospital NHS Trust	RLT	Mid 4	100	✓	100
South Warwickshire NHS Foundation Trust	RJC	Mid 4	100	✓	100
University Hospitals Coventry and Warwickshire NHS Trust	RKB	Mid 4	100	✓	100
Worcestershire Acute Hospitals NHS Trust	RWP	Mid 4	100	⚡	25
Wye Valley NHS Trust	RLQ	Mid 4	100	⚡	25

Original network consolidation savings anticipated £0.8 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
82	60	15

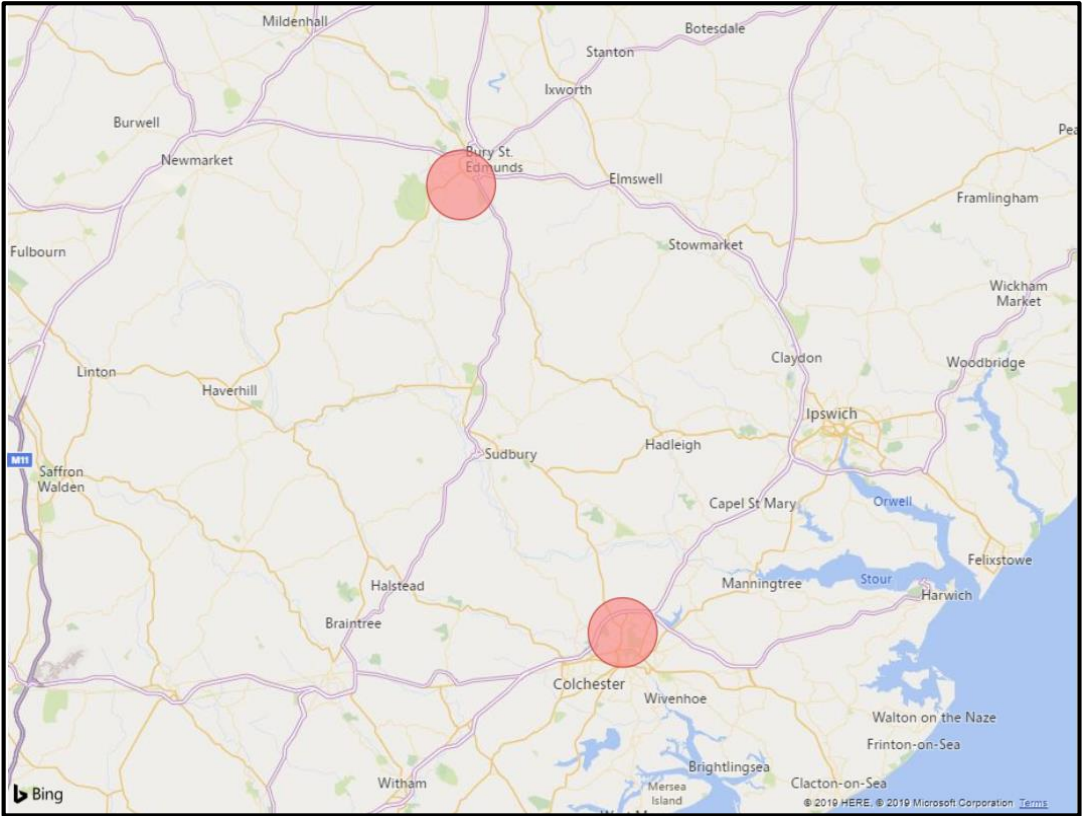
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Bedford Hospital NHS Trust	RC1	Mid 5	75		15
Cambridge University Hospitals NHS Foundation Trust	RGT	Mid 5	80		15
Royal Papworth Hospital NHS Foundation Trust	RGM	Mid 5	100		15
Luton and Dunstable University Hospital NHS Foundation Trust	RC9	Mid 5	75		15
North west Anglia NHS Foundation Trust	RGN	Mid 5	80		15

Original network consolidation savings anticipated £4.2 million

Networks are at liberty to suggest alternative hubs and spokes within the network

Summer 2019: NHS England and NHS Improvement Pathology Consolidation Programme



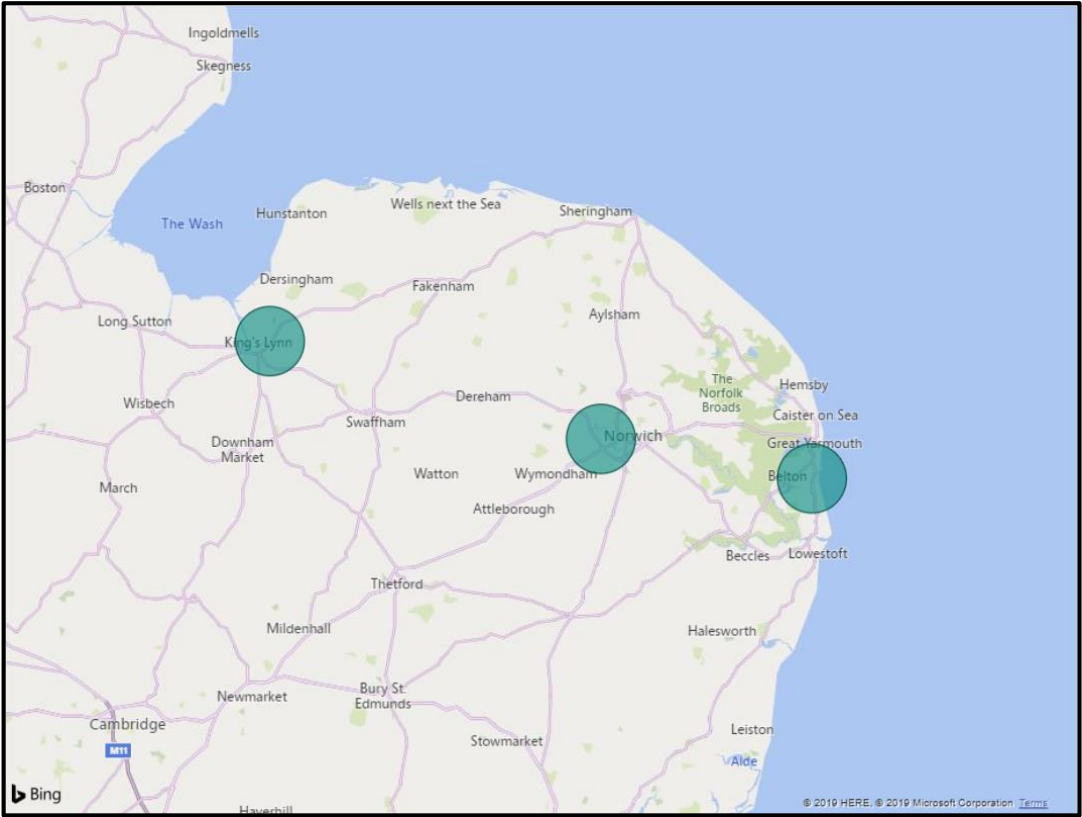
Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	100	100

Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
East Suffolk and North Essex NHS Foundation Trust	RDE	Mid 6	100	✓	100
West Suffolk NHS Foundation Trust	RGR	Mid 6	100	✓	100

No consolidation saving data available for this network at the time of reporting.
Networks are at liberty to suggest alternative hubs and spokes within the network
Summer 2019: NHS England and NHS Improvement Pathology Consolidation Programme



Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	100	100

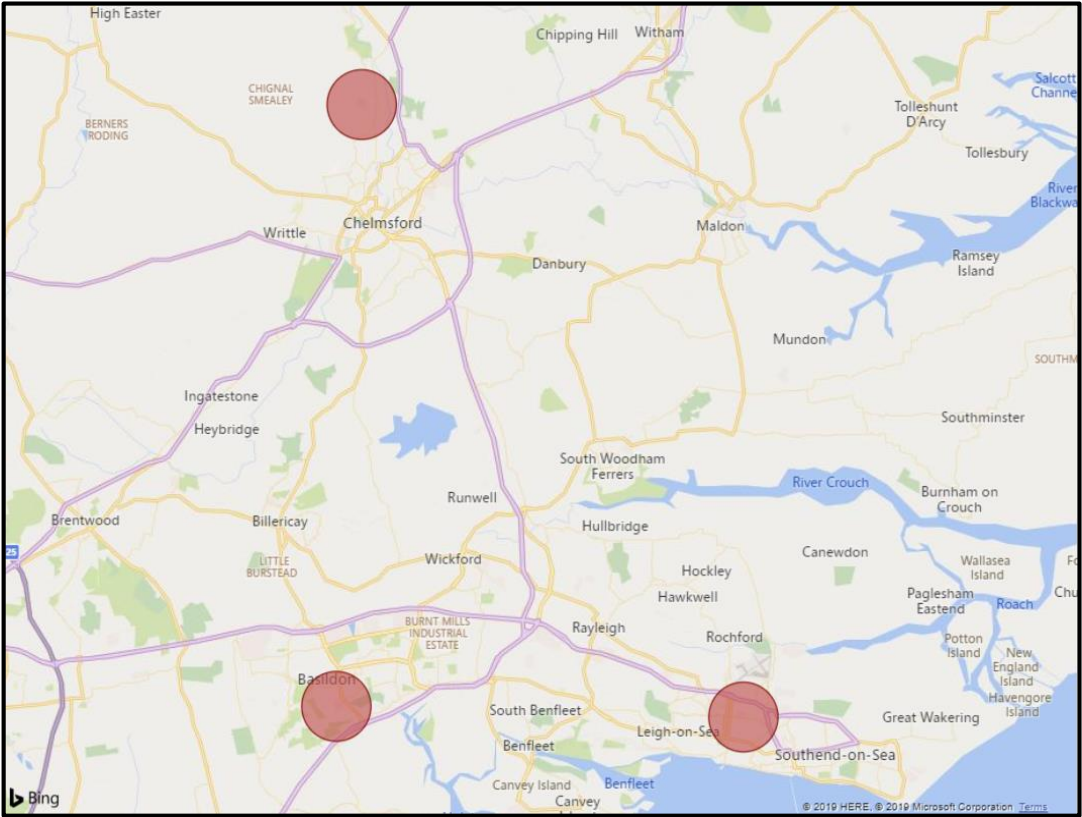
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
James Paget University Hospitals NHS Foundation Trust	RGP	Mid 7	100	✓	100
Norfolk and Norwich University Hospitals NHS Foundation Trust	RM1	Mid 7	100	✓	100
The Queen Elizabeth Hospital, King's Lynn, NHS Foundation Trust	RCX	Mid 7	100	✓	100

Original network consolidation savings anticipated £0.0 million

Networks are at liberty to suggest alternative hubs and spokes within the network

Summer 2019: NHS England and NHS Improvement Pathology Consolidation Programme



Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	83	92

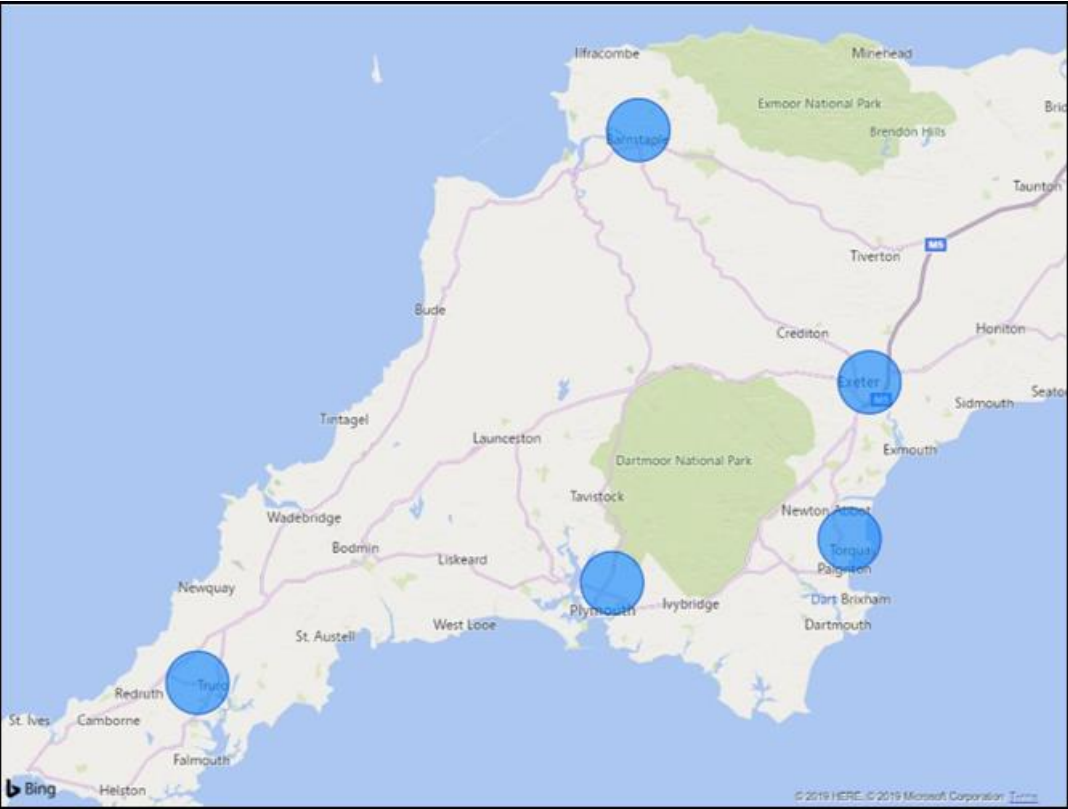
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Basildon and Thurrock University Hospitals NHS Foundation Trust	RDD	Mid 8	100	✓	100
Mid Essex Hospital Services NHS Trust	RQ8	Mid 8	100	⚡	75
Southend University Hospital NHS Foundation Trust	RAJ	Mid 8	100	✓	100

Original network consolidation savings anticipated £1.6 million

Networks are at liberty to suggest alternative hubs and spokes within the network

Summer 2019: NHS England and NHS Improvement Pathology Consolidation Programme



Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	100	60

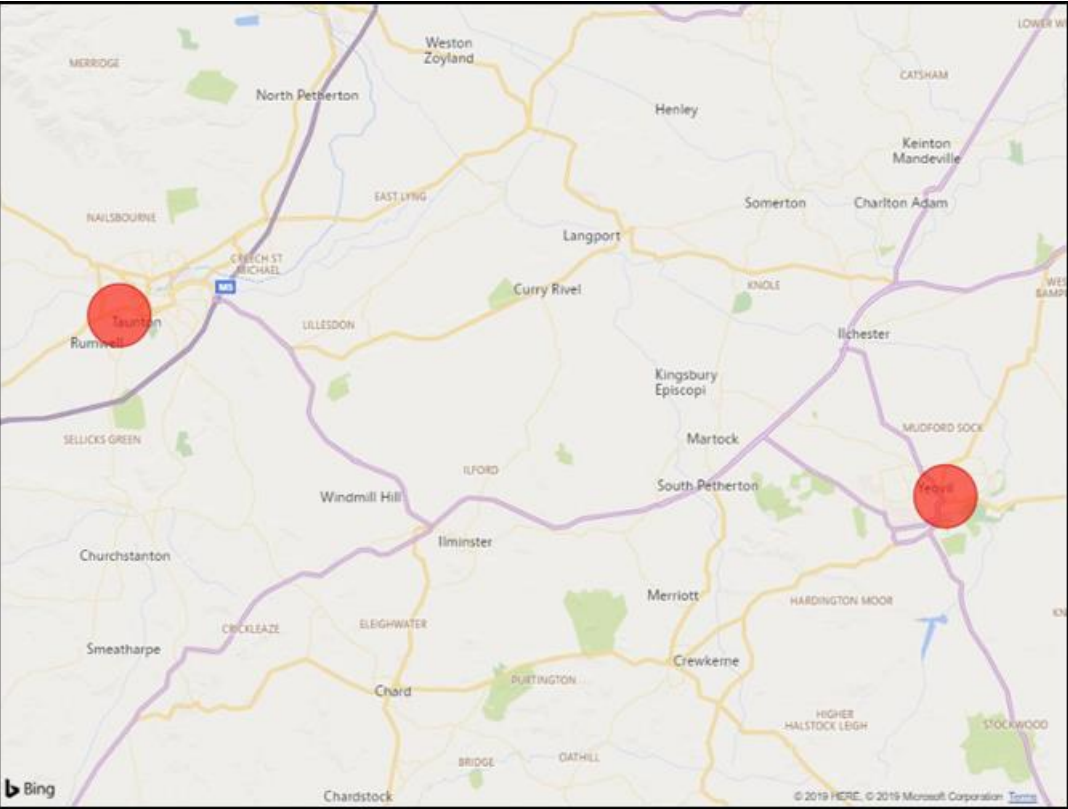
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Northern Devon Healthcare NHS Trust	RBZ	South 1	100	✓	60
University Hospitals Plymouth NHS Trust	RK9	South 1	100	✓	60
Royal Cornwall Hospitals NHS Trust	REF	South 1	100	✓	60
Royal Devon and Exeter NHS Foundation Trust	RH8	South 1	100	✓	60
Torbay and South Devon NHS Foundation Trust	RA9	South 1	100	✓	60

Original network consolidation savings anticipated £4.4 million

Networks are at liberty to suggest alternative hubs and spokes within the network

Summer 2019: NHS England and NHS Improvement Pathology Consolidation Programme



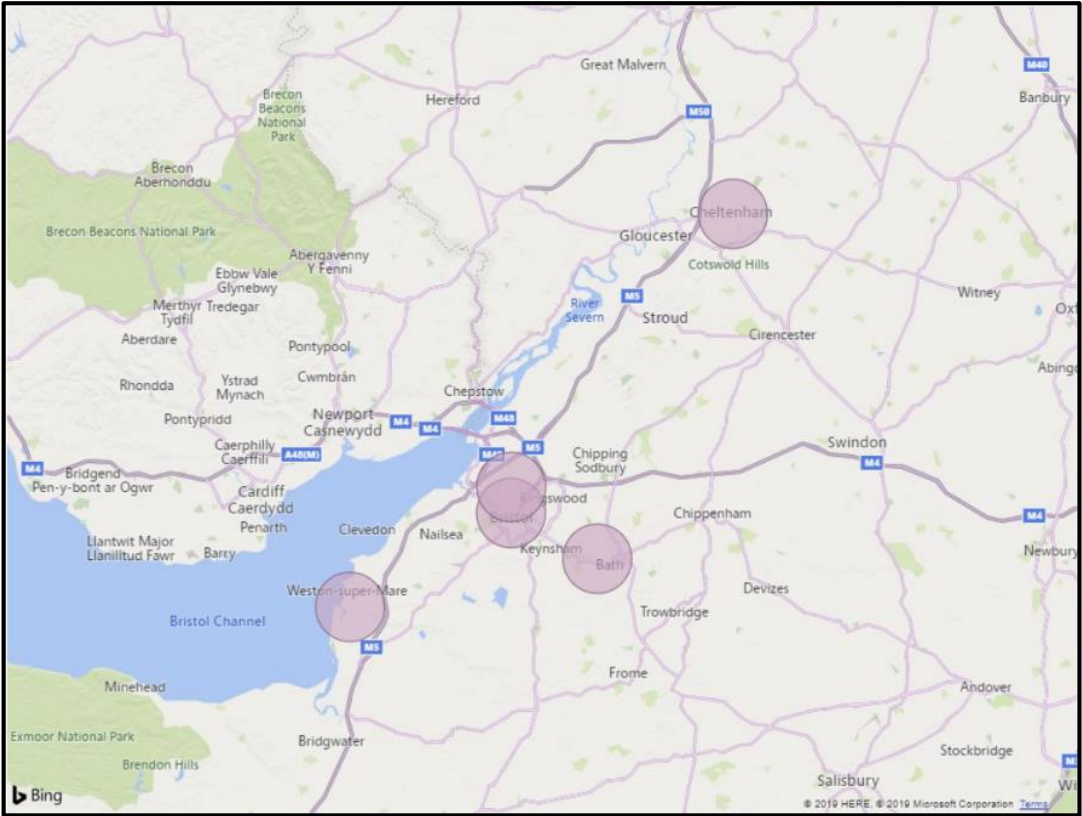
Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	100	100

Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) <small>(i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)</small>
Taunton and Somerset NHS Foundation Trust	RBA	South 2	100	✓	100
Yeovil District Hospital NHS Foundation Trust	RA4	South 2	100	✓	100

No consolidation saving data available for this network as operations are outsourced to a public-private joint venture.
Networks are at liberty to suggest alternative hubs and spokes within the network
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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
94	100	50

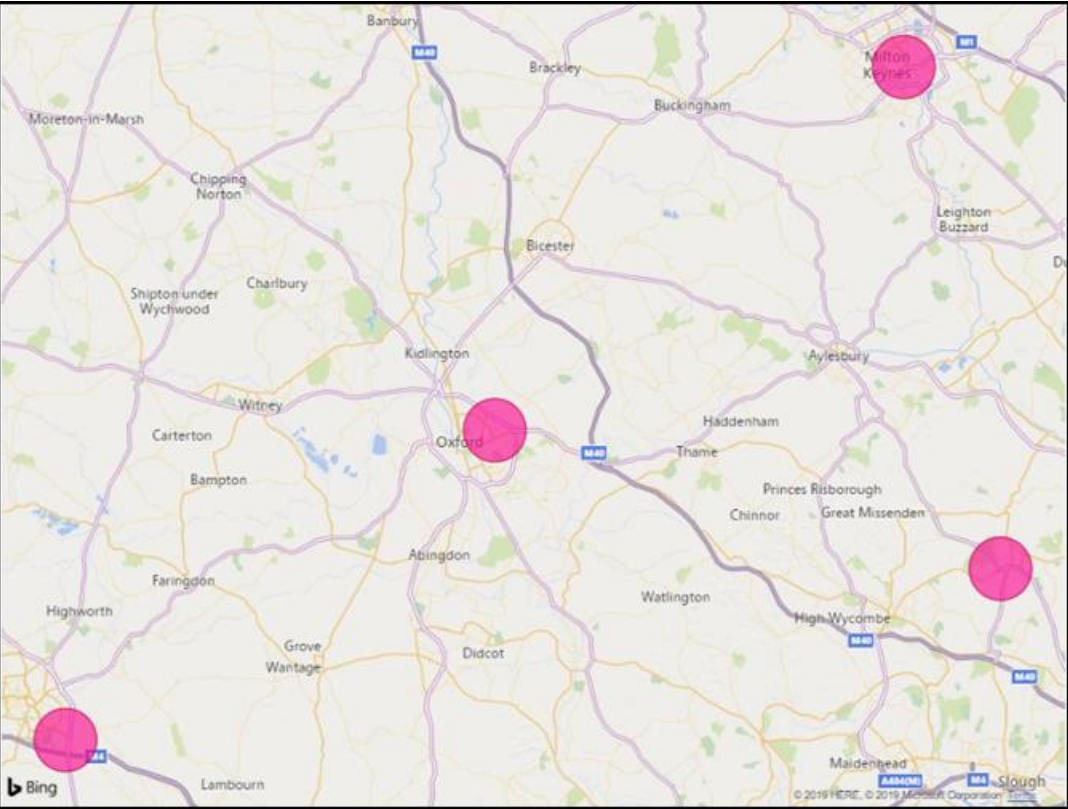
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Gloucestershire Hospitals NHS Foundation Trust	RTE	South 3	90	✓	50
North Bristol NHS Trust	RVJ	South 3	100	✓	50
Royal United Hospitals Bath NHS Foundation Trust	RD1	South 3	90	✓	50
University Hospitals Bristol NHS Foundation Trust	RA7	South 3	90	✓	50
Weston Area Health NHS Trust	RA3	South 3	100	✓	50

Original network consolidation savings anticipated £8.4 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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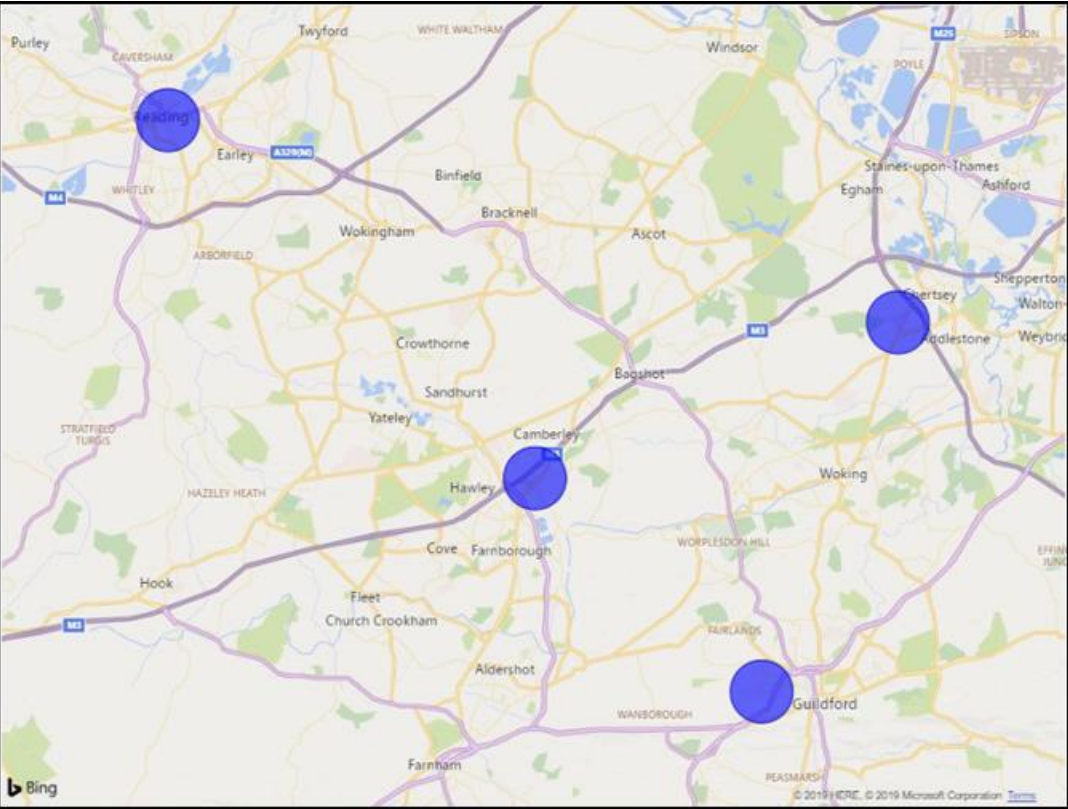
Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	100	50

Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Buckinghamshire Healthcare NHS Trust	RXQ	South 4	100	✓	50
Great Western Hospitals NHS Foundation Trust	RN3	South 4	100	✓	50
Milton Keynes University Hospital NHS Foundation Trust	RD8	South 4	100	✓	50
Oxford University Hospitals NHS Foundation Trust	RTH	South 4	100	✓	50

Original network consolidation savings anticipated £5.3 million
Networks are at liberty to suggest alternative hubs and spokes within the network
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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	100	100

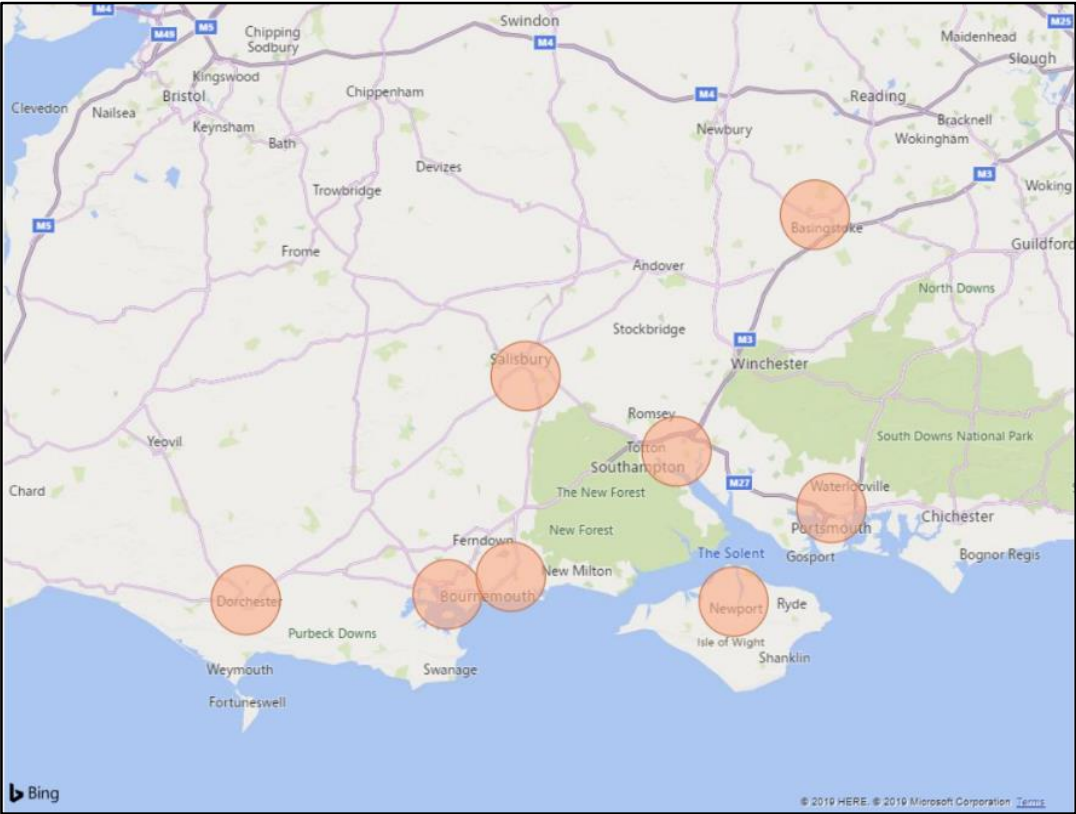
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Ashford and St Peter's Hospitals NHS Foundation Trust	RTK	South 5	100	✓	100
Frimley Health NHS Foundation Trust	RDU	South 5	100	✓	100
Royal Berkshire NHS Foundation Trust	RHW	South 5	100	✓	100
Royal Surrey County Hospital NHS Foundation Trust	RA2	South 5	100	✓	100

Original network consolidation savings anticipated £1.0 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	100	75

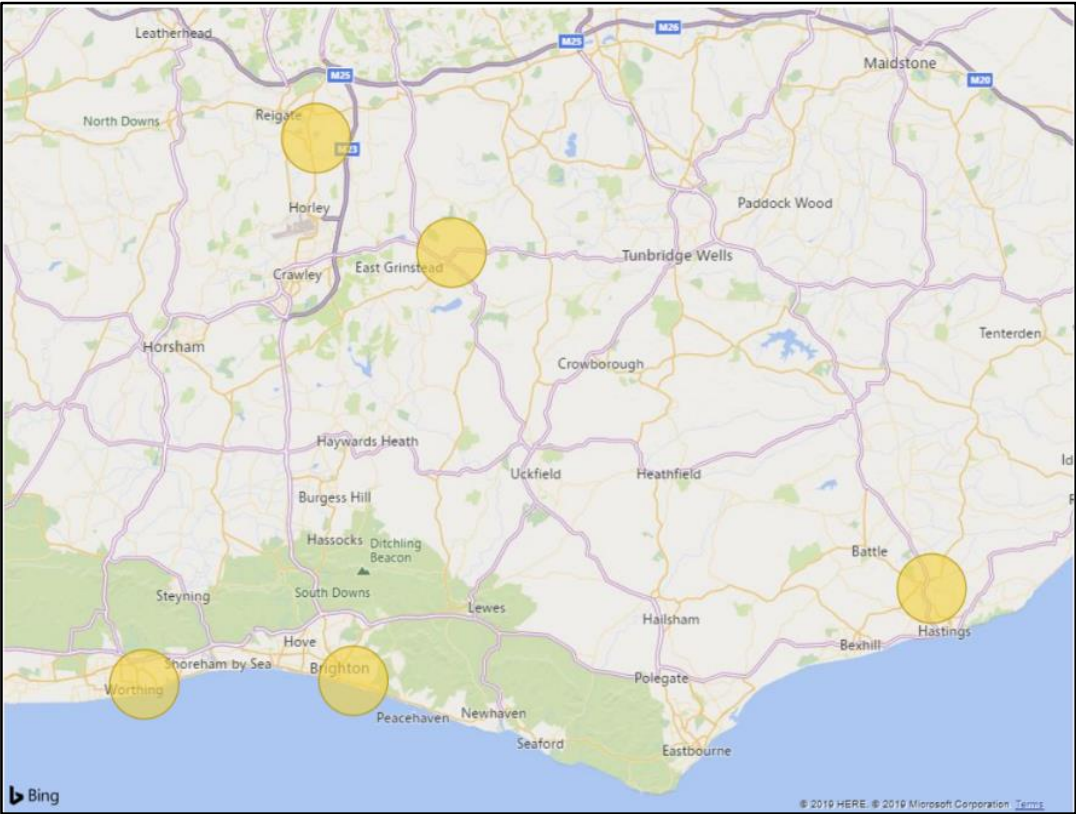
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) <small>(i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)</small>
Dorset County Hospital NHS Foundation Trust	RBD	South 6	100	✓	75
Hampshire Hospitals NHS Foundation Trust	RN5	South 6	100	✓	75
Isle of Wight NHS Trust	R1F	South 6	100	✓	75
Poole Hospital NHS Foundation Trust	RD3	South 6	100	✓	75
Portsmouth Hospitals NHS Trust	RHU	South 6	100	✓	75
The Royal Bournemouth and Christchurch Hospitals NHS FT	RDZ	South 6	100	✓	75
Salisbury NHS Foundation Trust	RNZ	South 6	100	✓	75
University Hospital Southampton NHS Foundation Trust	RHM	South 6	100	✓	75

Original network consolidation savings anticipated £7.6 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
66	86	30

Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) <small>(i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)</small>
Brighton and Sussex University Hospitals NHS Trust	RXH	South 7	75	✓	50
East Sussex Healthcare NHS Trust	RXC	South 7	30	✗	0
Queen Victoria Hospital NHS Foundation Trust	RPC	South 7	75	✓	50
Surrey and Sussex Healthcare NHS Trust	RTP	South 7	75	✓	50
Western Sussex Hospitals NHS Foundation Trust	RYR	South 7	75	✓	0

Original network consolidation savings anticipated £3.7 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Level of engagement (%)

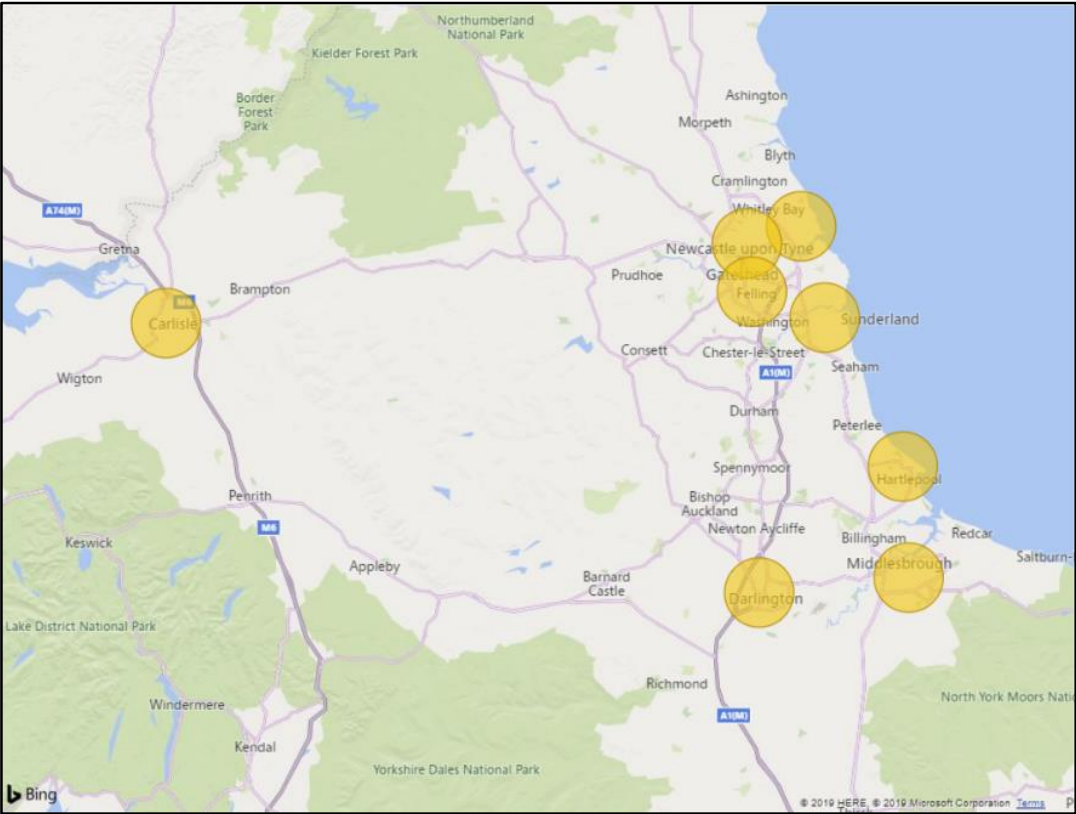
100

100

75

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Dartford and Gravesham NHS Trust	RN7	South 8	100	✓	75
East Kent Hospitals University NHS Foundation Trust	RVV	South 8	100	✓	75
Maidstone and Tunbridge Wells NHS Trust	RWF	South 8	100	✓	75
Medway NHS Foundation Trust	RPA	South 8	100	✓	75

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	71	75

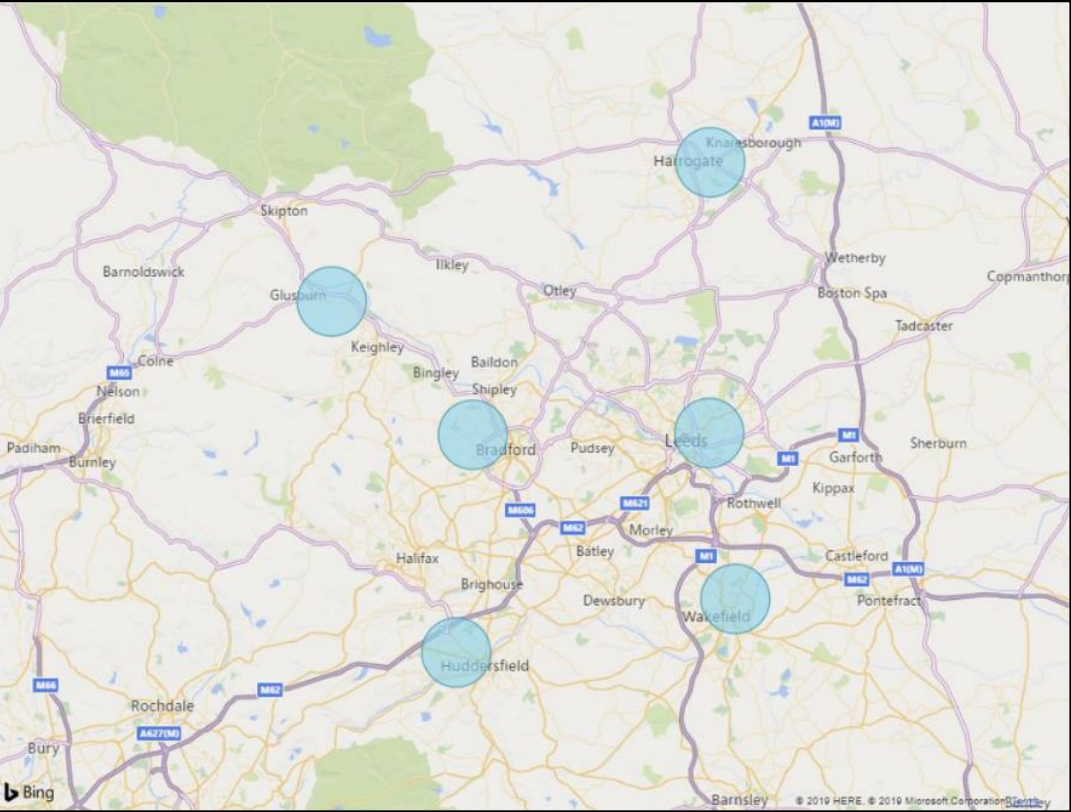
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
South Tyneside and Sunderland NHS Foundation Trust	R0B	North 1	100	⚡	100
County Durham and Darlington NHS Foundation Trust	RXP	North 1	100	✓	100
Gateshead Health NHS Foundation Trust	RR7	North 1	100	⚡	50
The Newcastle Upon Tyne Hospitals NHS Foundation Trust	RTD	North 1	100	⚡	50
North Cumbria University Hospitals NHS Trust	RNL	North 1	100	⚡	50
North Tees and Hartlepool NHS Foundation Trust	RVW	North 1	100	✓	100
Northumbria Healthcare NHS Foundation Trust	RTF	North 1	100	⚡	50
South Tees Hospitals NHS Foundation Trust	RTR	North 1	100	✓	100

Original network consolidation savings anticipated £9.8 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	80	100

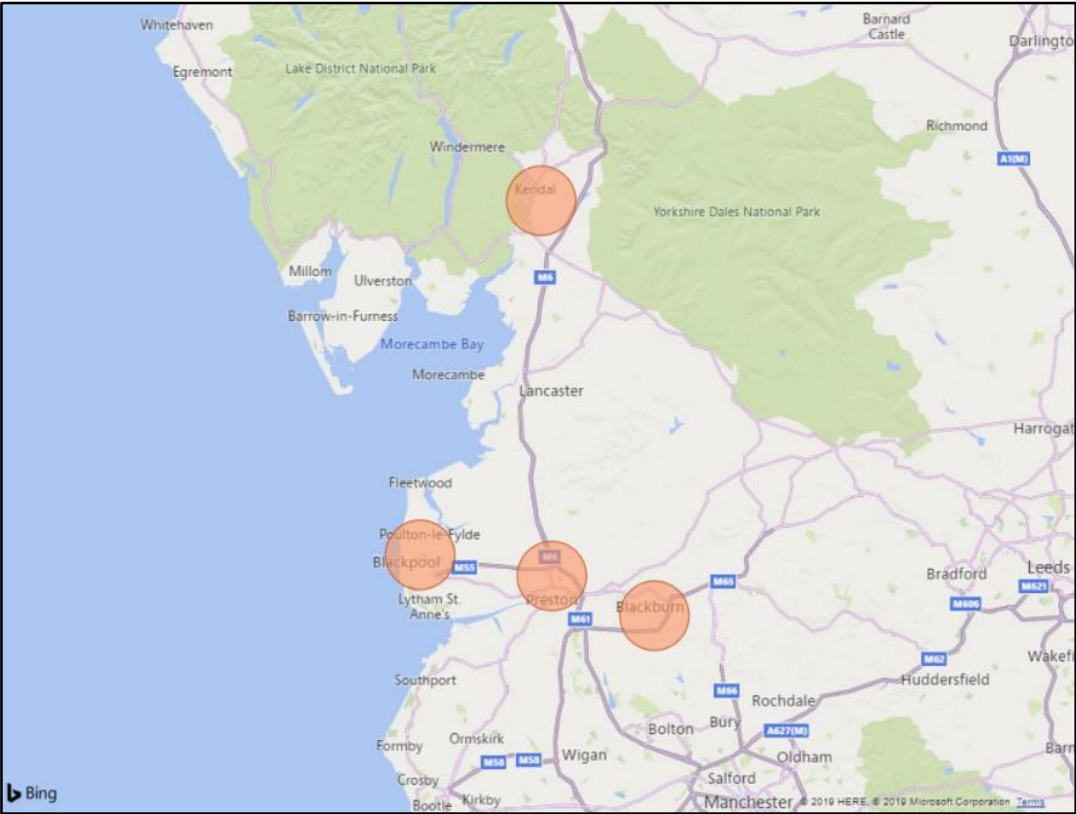
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Airedale NHS Foundation Trust	RCF	North 2	100	✓	100
Bradford Teaching Hospitals NHS Foundation Trust	RAE	North 2	100	✓	100
Calderdale and Huddersfield NHS Foundation Trust	RWY	North 2	100	✓	100
Harrogate and District NHS Foundation Trust	RCD	North 2	100	✓	100
Leeds Teaching Hospitals NHS Trust	RR8	North 2	100	✓	100
Mid Yorkshire Hospitals NHS Trust	RXF	North 2	100	✓	100

Original network consolidation savings anticipated £8.9 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	91	100

Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Blackpool Teaching Hospitals NHS Foundation Trust	RXL	North 3	100	✓	100
East Lancashire Hospitals NHS Trust	RXR	North 3	100	⚠	100
Lancashire Teaching Hospitals NHS Foundation Trust	RXN	North 3	100	✓	100
University Hospitals of Morecambe Bay NHS Foundation Trust	RTX	North 3	100	✓	100

Original network consolidation savings anticipated £6.5 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	60	98

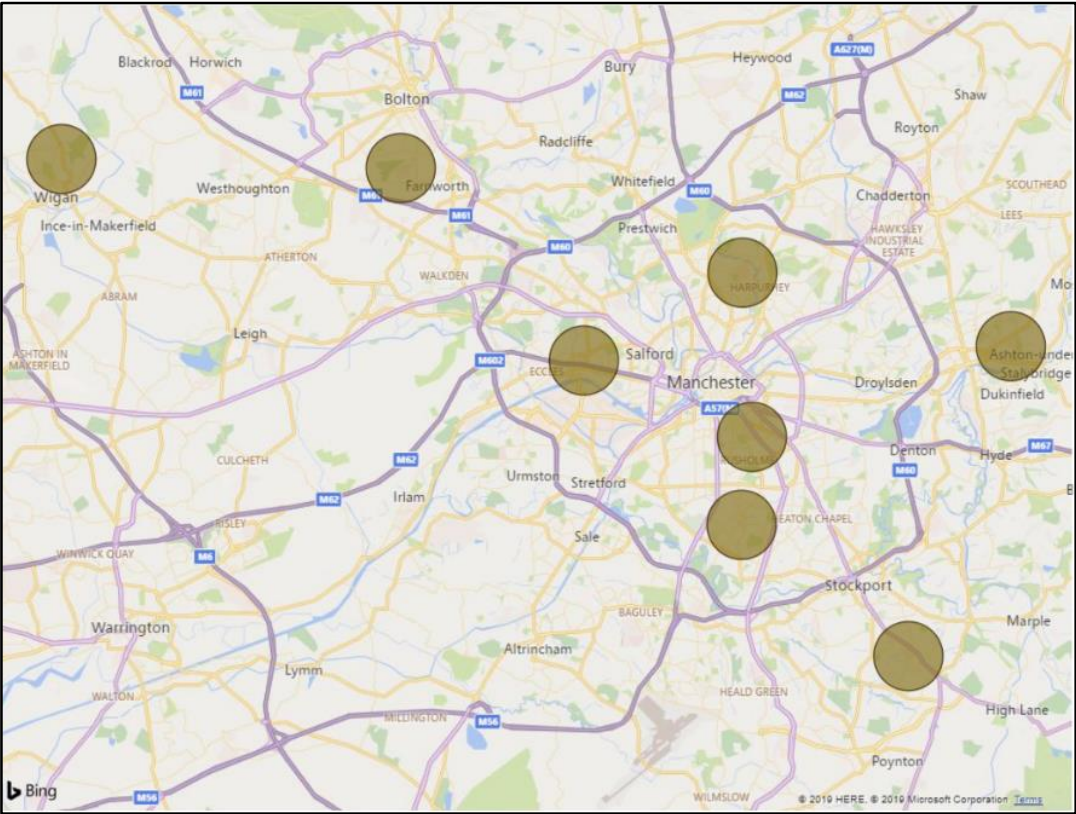
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Aintree University Hospital NHS Foundation Trust	REM	North 4	100	<div></div>	100
Alder Hey Children's NHS Foundation Trust	RBS	North 4	100	<div></div>	75
Countess of Chester Hospital NHS Foundation Trust	RJR	North 4	100	<div></div>	100
The Clatterbridge Cancer Centre NHS Foundation Trust	REN	North 4	100	<div></div>	100
Liverpool Heart and Chest Hospital NHS Foundation Trust	RBQ	North 4	100	<div></div>	100
Liverpool Women's NHS Foundation Trust	REP	North 4	100	<div></div>	100
Royal Liverpool and Broadgreen University Hospitals NHS Trust	RQ6	North 4	100	<div></div>	100
Southport and Ormskirk Hospital NHS Trust	RVY	North 4	100	<div></div>	100
St Helens and Knowsley Teaching Hospitals NHS Trust	RBN	North 4	100	<div></div>	100
The Walton Centre NHS Foundation Trust	RET	North 4	100	<div></div>	100
Warrington and Halton Hospitals NHS Foundation Trust	RWW	North 4	100	<div></div>	100
Wirral University Teaching Hospital NHS Foundation Trust	RBL	North 4	100	<div></div>	100

Original network consolidation savings anticipated £10.1 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	80	75

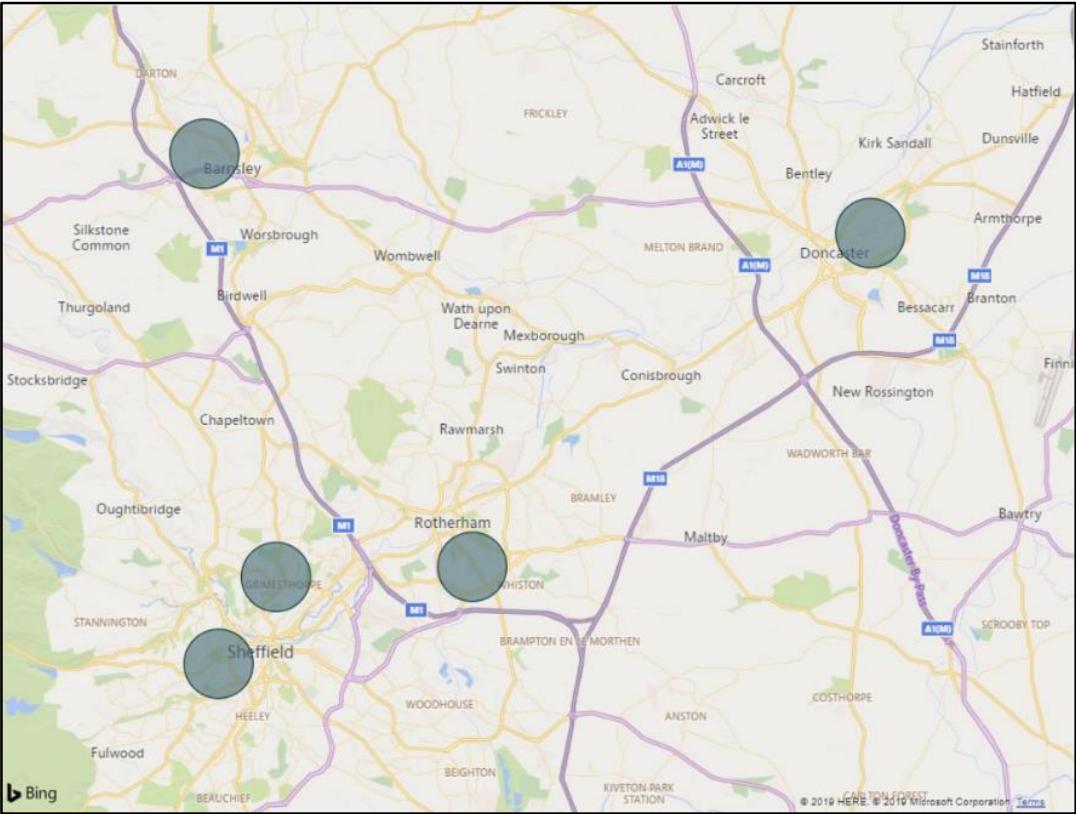
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Bolton NHS Foundation Trust	RMC	North 5	100	✓	75
Manchester University NHS Foundation Trust	RW3	North 5	100	✓	75
The Christie NHS Foundation Trust	RBV	North 5	100	✓	75
Pennine Acute Hospitals NHS Trust	RW6	North 5	100	✓	75
Salford Royal NHS Foundation Trust	RM3	North 5	100	✓	75
Stockport NHS Foundation Trust	RWJ	North 5	100	✓	75
Tameside and Glossop Integrated Care NHS Foundation Trust	RMP	North 5	100	✓	75
Wrightington, Wigan and Leigh NHS Foundation Trust	RRF	North 5	100	✓	75

Original network consolidation savings anticipated £17.3 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	69	95

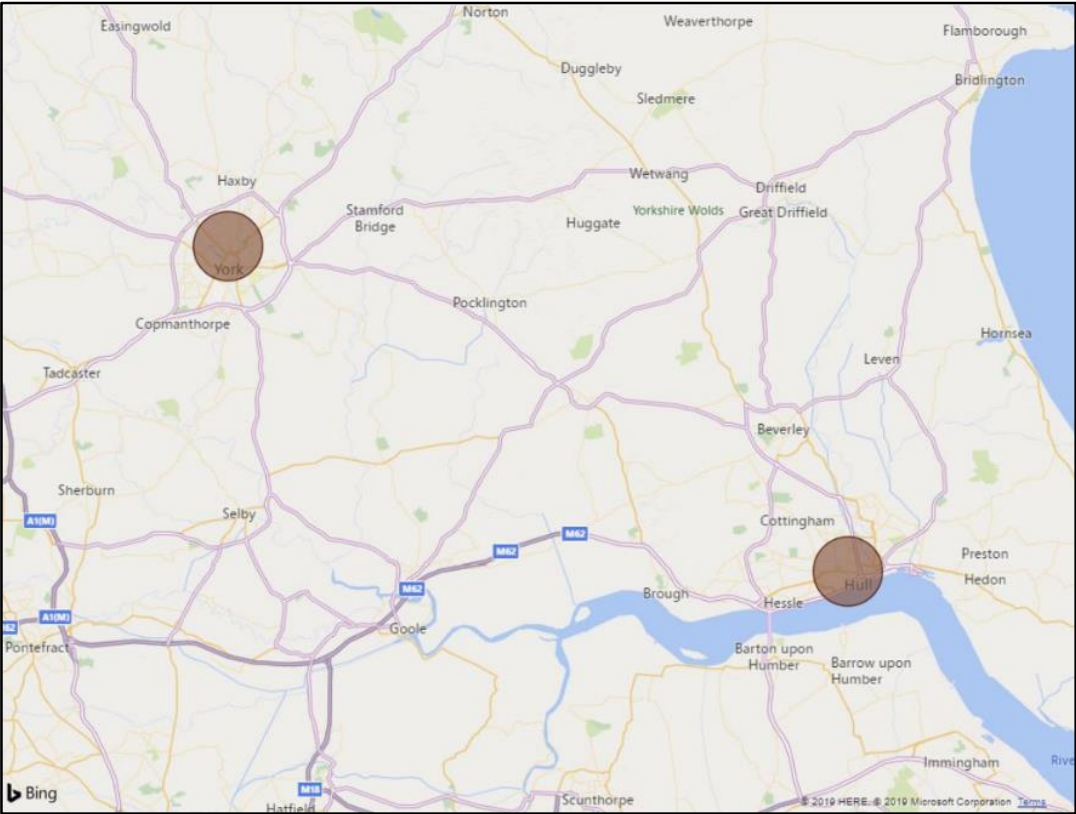
Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Barnsley Hospital NHS Foundation Trust	RFF	North 6	100	<div></div>	100
Doncaster and Bassetlaw Teaching Hospitals NHS Foundation Trust	RP5	North 6	100	<div></div>	100
The Rotherham NHS Foundation Trust	RFR	North 6	100	<div></div>	100
Sheffield Children's NHS Foundation Trust	RCU	North 6	100	<div></div>	75
Sheffield Teaching Hospitals NHS Foundation Trust	RHQ	North 6	100	<div></div>	100

Original network consolidation savings anticipated £6.3 million

Networks are at liberty to suggest alternative hubs and spokes within the network

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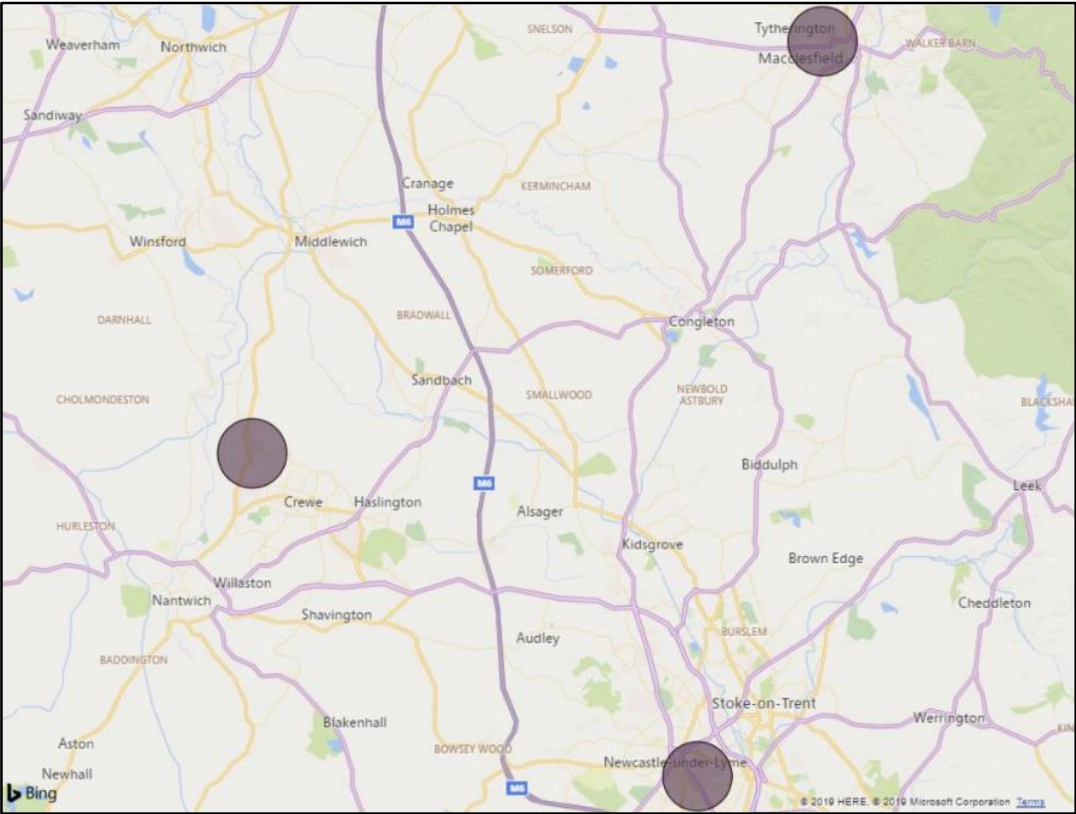
Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	80	100

Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) (i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)
Hull University Teaching Hospitals NHS Trust	RWA	North 7	100	✓	100
York Teaching Hospital NHS Foundation Trust	RCB	North 7	100	✓	100

Original network consolidation savings anticipated £3.0 million
Networks are at liberty to suggest alternative hubs and spokes within the network
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Overall assessment

Level of engagement (%)	Agreement on local partnership operating model (%)	Networking on track and on target for 2020/2021 (%)
100	100	100

Assessment by trusts

Trust name	Trust code	Network	Level of engagement	Agreement on local partnership operating model	Networking on track and on target for 2020/2021 (%) <small>(i.e. milestones met, governance and agreement being put in place, behaviours consistent with networking)</small>
East Cheshire NHS Trust	RJN	North 8	100	✓	100
Mid Cheshire Hospitals NHS Foundation Trust	RBT	North 8	100	✓	100
University Hospitals of North Midlands NHS Trust	RJE	North 8	100	✓	100

Original network consolidation savings anticipated £1.5 million
Networks are at liberty to suggest alternative hubs and spokes within the network
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