



Welcome to the NHS Pathology
Conference!

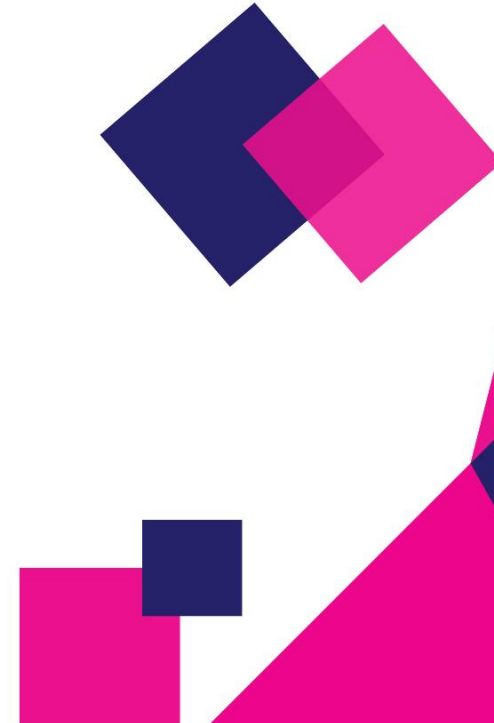


24th February 2026
Hyatt Regency Manchester, 55 Booth St W
M15 6PQ



Please scan the QR Code on the screen below to register your interest for our accredited training courses.

Register your Interest



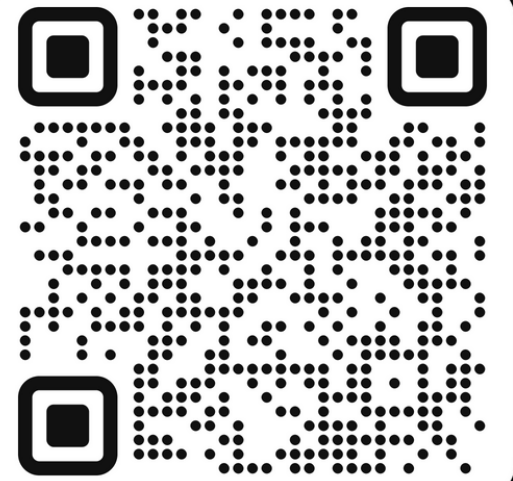


Powered by -



Join the Healthcare Engagement Society (HES)

- **What it is** – A secure, year-round platform bringing NHS professionals together across six specialist communities.
- **Why it matters** – Stay connected beyond today's event, share challenges, and learn from peers facing the same priorities.
- **Your benefits** – Exclusive access to interviews, insights, best practice, and real-time discussion threads with colleagues nationwide.
- **How to join** – Simply scan the QR code, choose your community, and start connecting today.

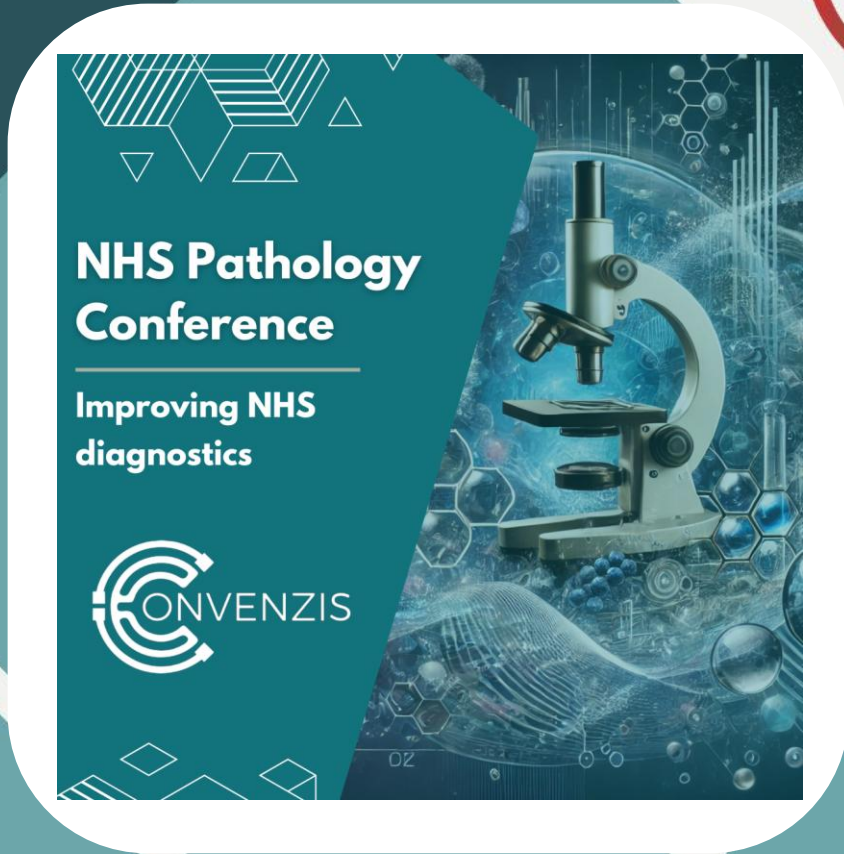


SCAN ME



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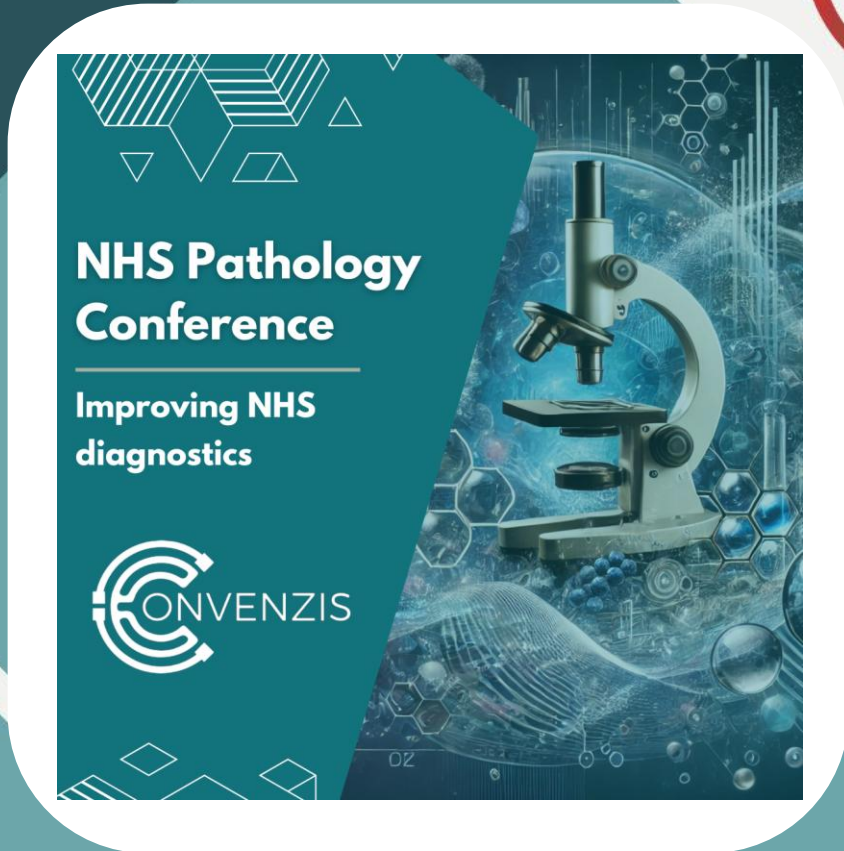


PATHVISION 2026 CONFIRMED SPONSORS





Chair Opening Address



Mr Chris Sleight MSc BSc FIBMS
Ex Diagnostics Leader within the NHS



Keynote Presentation



Joanna Andrew

Lead Biomedical Scientist, SHYPS & IBMS Past President
York and Scarborough Teaching Hospital FT



NHS
York and Scarborough
Teaching Hospitals
NHS Foundation Trust

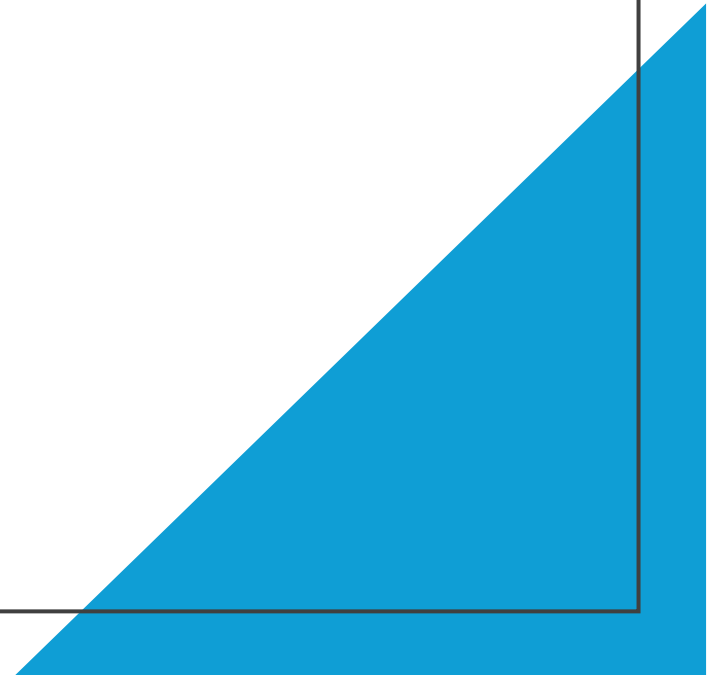
Scarborough, Hull and York Pathology Service

Beyond Structure:
How Leadership, Culture and Capability Drive
Successful Pathology Network Transformation

Joanna Andrew | Lead Biomedical Scientist for Blood Sciences
| Scarborough, Hull, York Pathology Service - **SHYPS**

Transformation is about people and performance

Not just organisational charts and efficiencies



Common Transformation Failures



- Siloed Laboratories
 - Disengaged Consultants
 - Uneven Quality
 - Culture Clash
-
- SHYPS is nearly 5 years old...but still a work in progress and learning all the time.

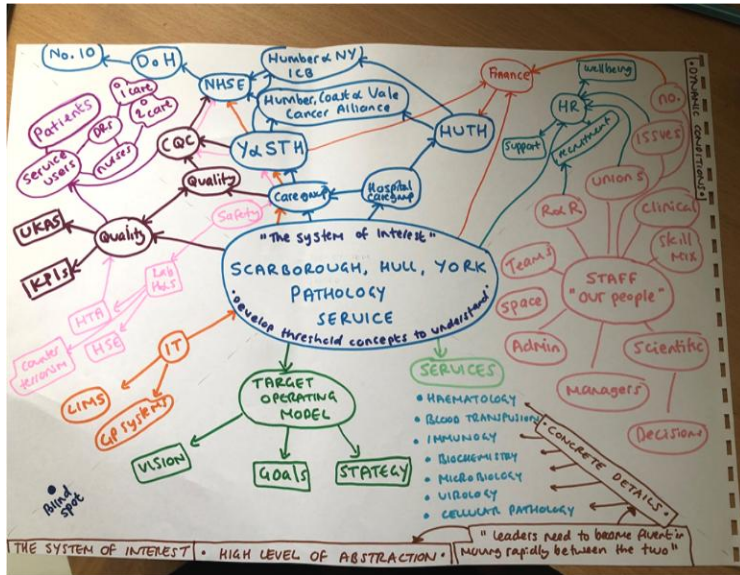
Iceberg Model



Leadership: Authority to Alignment

- Moving from 'my lab' to 'our network'
- Roles of Clinical/Medical directors and Operational Leads
- Distributed vs Centralised decision making
- Visible leadership across all sites

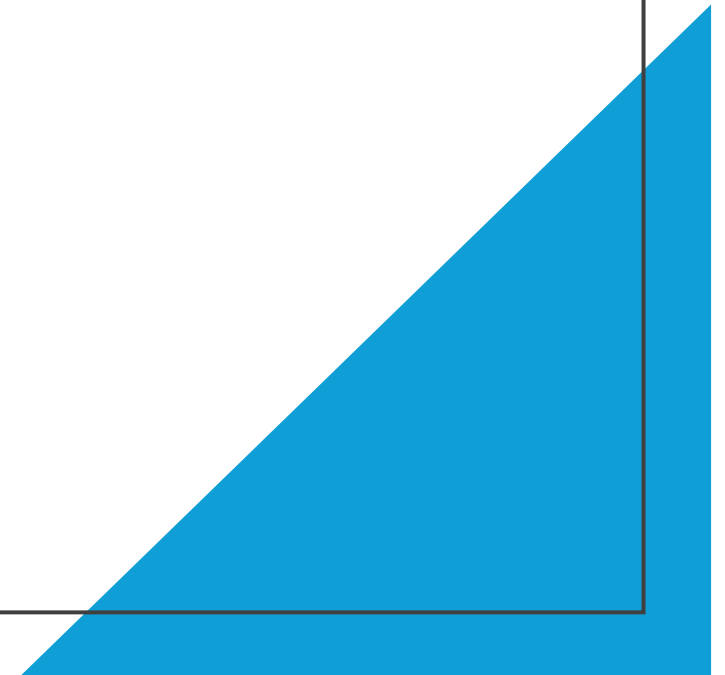
'70% of change programs fail to achieve their goals, largely due to employee resistance and lack of management support' (Mackinsey 2015)



- Network leadership requires influence without proximity
- System Leadership
 - The system is complex
 - What can we control & influence?

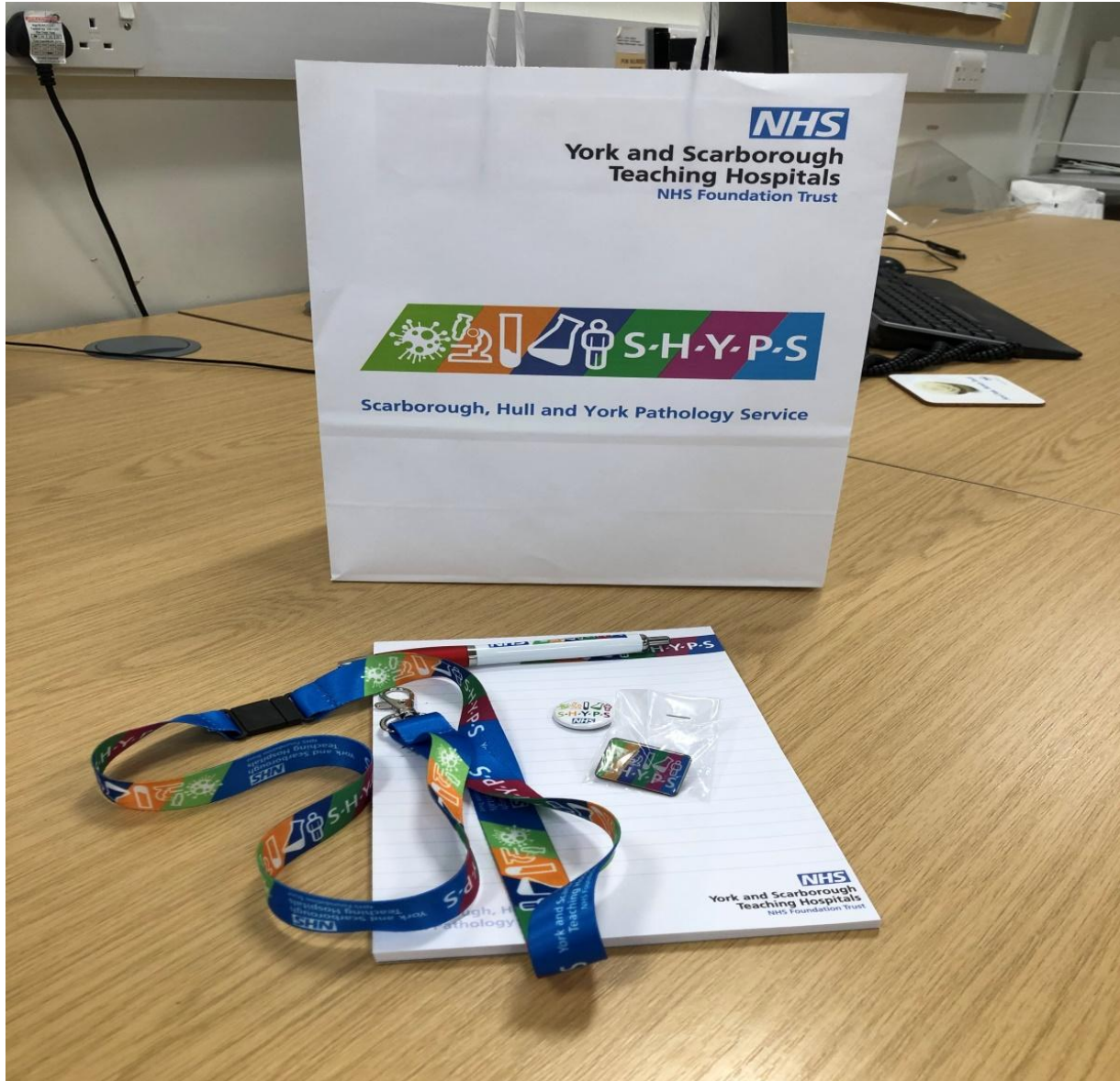
Culture: The hidden risk in Pathology Transformation

- Legacy Identity & Site Pride
- Variation in ways of working
- Fear of Loss
 - Status
 - Autonomy
 - Specialisation
- Centralisation vs local responsiveness

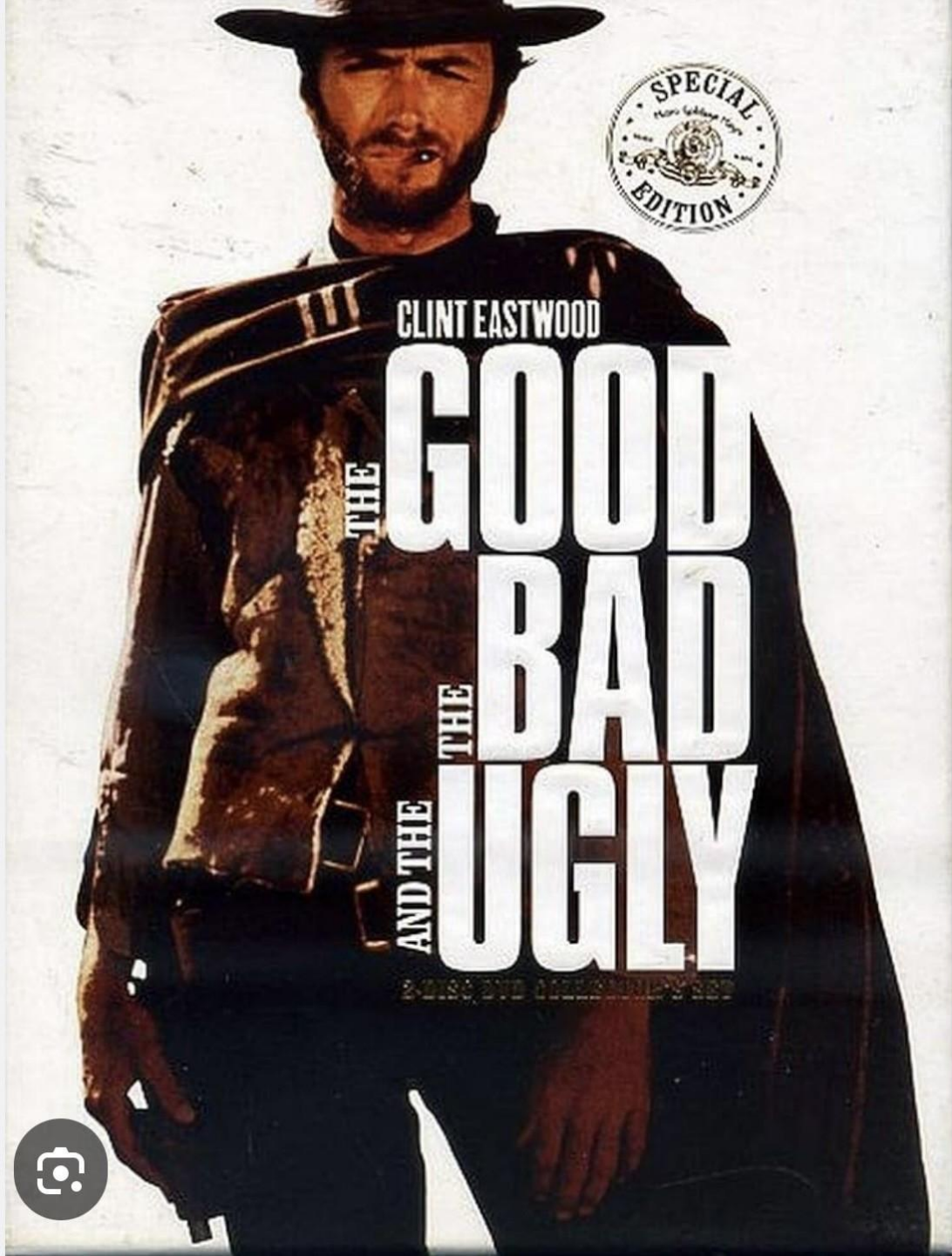


Identity & Site Pride





Shared Identity



Centralisation vs Local Responsiveness

- Scarborough Hospital and the creation of an acute service laboratory
- A case study...

Centralisation of Microbiology Service

- The Target Operating model stated that centralisation of the microbiology service would

Allow the network to maximise investment in new technology, create a sustainable workforce and realise efficiencies in resources. It will ensure SHYPS is in a strong position to meet the needs of our commissioners in relation to rising demand and aspirations for service developments such as regional diagnostic hubs. The recommendation for Scarborough Hospital is for the provision of an Acute Service Laboratory which will support the acute clinical services. The microbiology service in Scarborough will be limited to rapid diagnostic methods for bacteriology (blood culture), Molecular microbiology (rapid viral detection e.g. respiratory) and an extended range of point of care provision.

This model will not require the traditional specialty microbiology skill-set and may be undertaken by Band 4 Associate Practitioners overseen by suitably cross-trained registered scientists supported remotely from the main lab(s)

Scarborough Hospital is the latest building with RAAC found

4TH SEPTEMBER 2023 [HEALTH](#)



Scarborough Hospital has been found to have RAAC in the building (*Image: GOOGLE MAPS*)

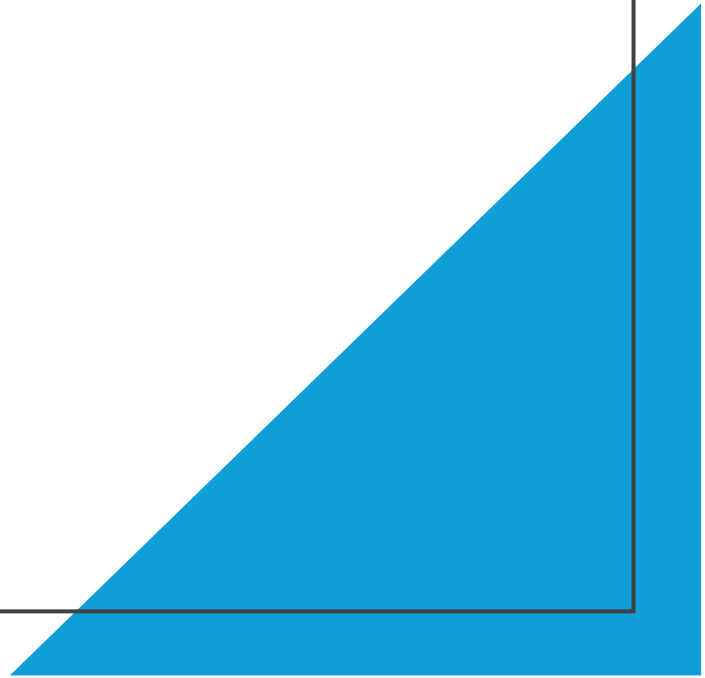
Centralisation suddenly urgent...

- This has been reported nationally and in response we have been asked to vacate the first floor as soon as practicable
- The most practical solution to these issues is to accelerate plans to relocate microbiology services to York and Hull permanently.
- There is very limited space on the Scarborough hospital site to relocate all the current laboratory functions. It is therefore proposed that relocating Microbiology services to York fulfills the long-term aspirations of the Network, the urgent safety needs, and limits impact on clinical services.



The Bad.....

- Rushed consultation
- Disengaged microbiology consultants
- False reassurance
- Staffing resource underestimated
- Culture clash
- Local responsiveness – what about the patients!



The Ugly.....

Biomedical scientists to walk out in workload row

England

30 Sep 2024



Microbiologists at York Hospital are among those due to take part in the

A screenshot of a news article header. At the top left is the 'unite the UNION' logo. To its right is a red 'JOIN NOW' button, a person icon, and a hamburger menu icon. Below this is a breadcrumb trail: 'Home > News & Events > News > Biomedical scientists in Yorkshire to strike over unsustainable workloads'. Below the breadcrumb is a photograph of the York Hospital main entrance.

Biomedical scientists in Yorkshire to strike over unsustainable workloads

Today, Scarborough Hospital's biomedical scientists (current and retired) joined the Unite picket as they strike over 'completely...see more



The Good....

- Nothing concentrates the mind of the execs like a strike....
- It has been a long road to recovery.....
- It took significant work to embrace new and different ways of working
 - New technology
 - Increased staffing including a 24/7 associate practitioner rota



And now..

- The team are providing a gold standard multi-disciplinary service that is patient focused and supports a number of key workstreams including infection prevention and control and antimicrobial stewardship. They are credit to not only the SHYPS service but also to the Trust and as such their hard work and dedication deserves to be recognised.





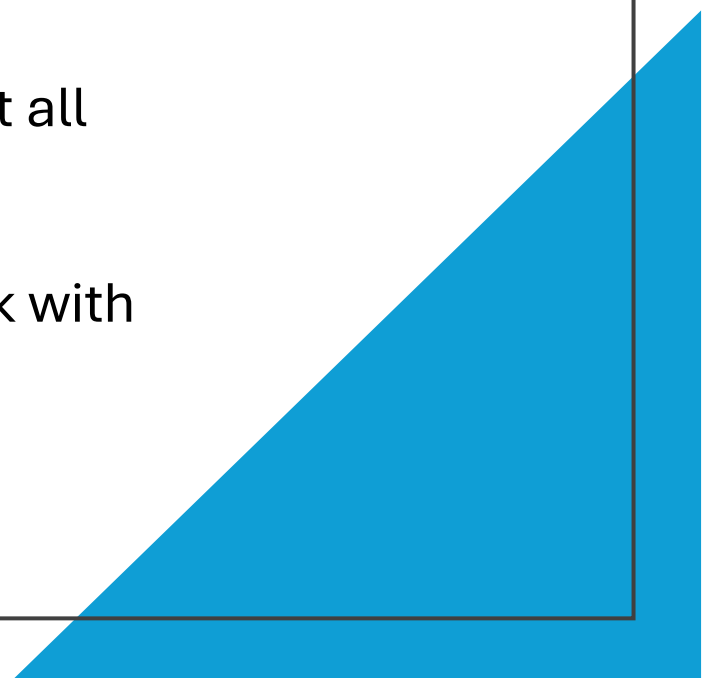
Finally, morale is improving

Capability: the often ignored lever

Transformation requires new capabilities

- Service re-design capability
- Workforce Flexibility
- Cross-site working
- Change leadership at all manager levels

You can't run a network with single-site skills....



Our
Transformation
Journey
Continues

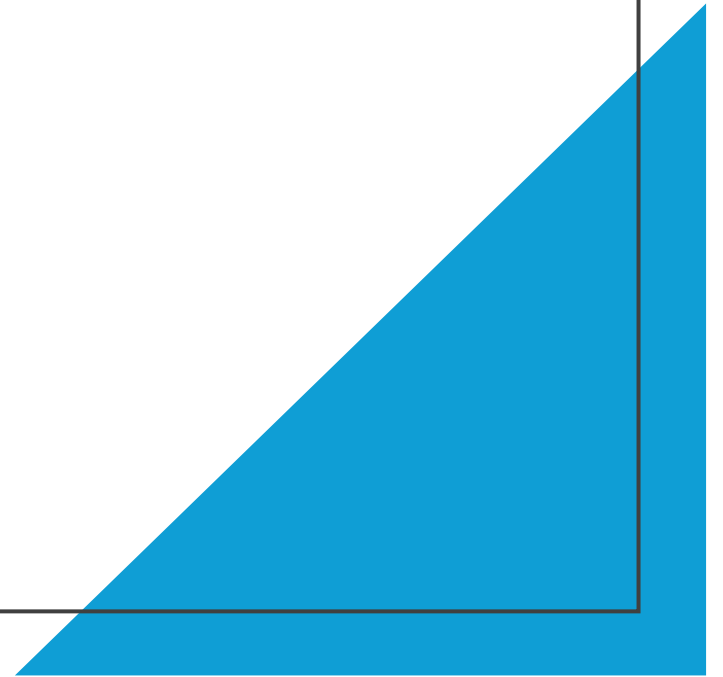
Structure that creates potential

Leadership activates potential

Culture enables collaboration

Capability delivers performance

Thank you





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CONVENZIS

Knowledge Exchange Panel

**NHS Pathology
Conference**

Improving NHS
diagnostics



Mr Chris Sleight MSc BSc FIBMS
Ex Diagnostics Leader within the
NHS



Bruce Daniel
Head of Pathology
NHS England – South West Region

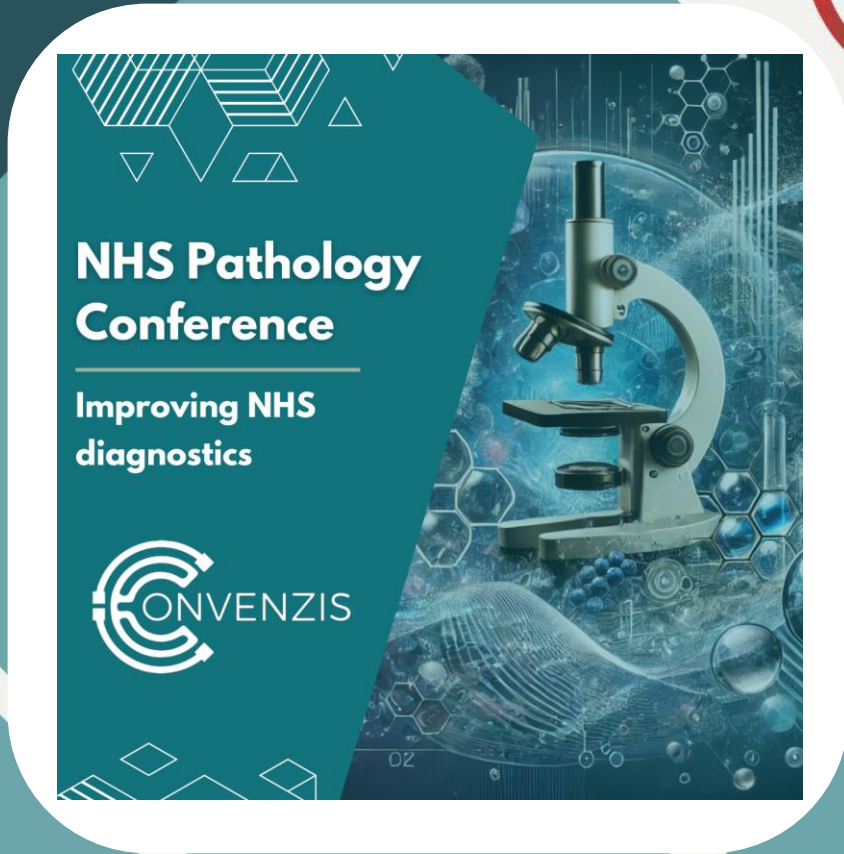


Graham Danks
Group Operational Manager
Black Country Pathology Services



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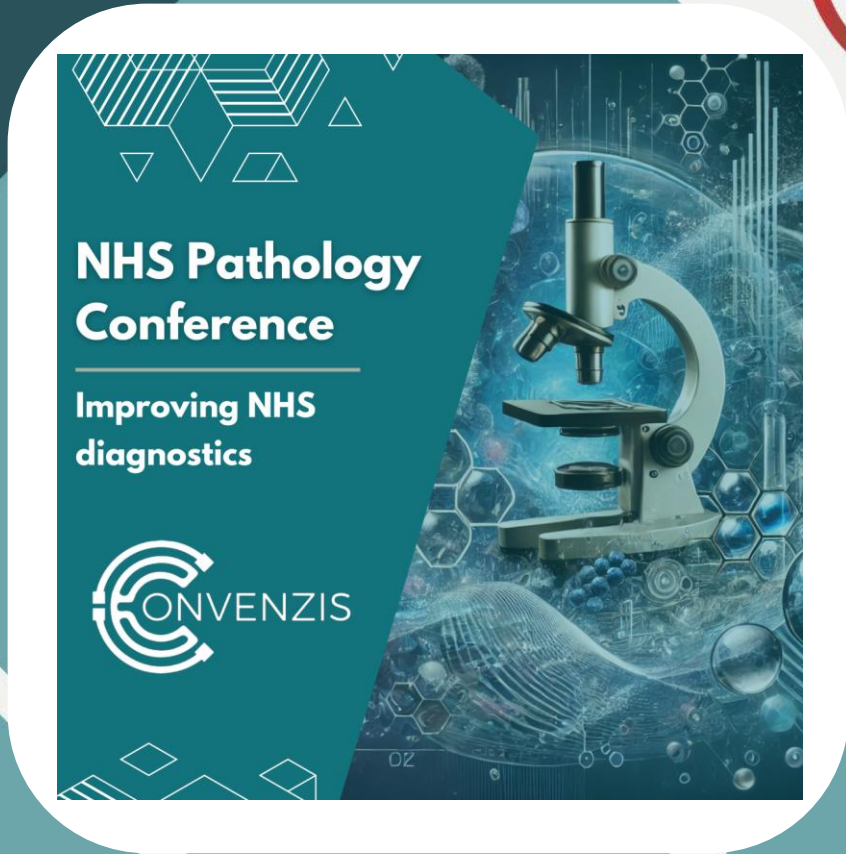


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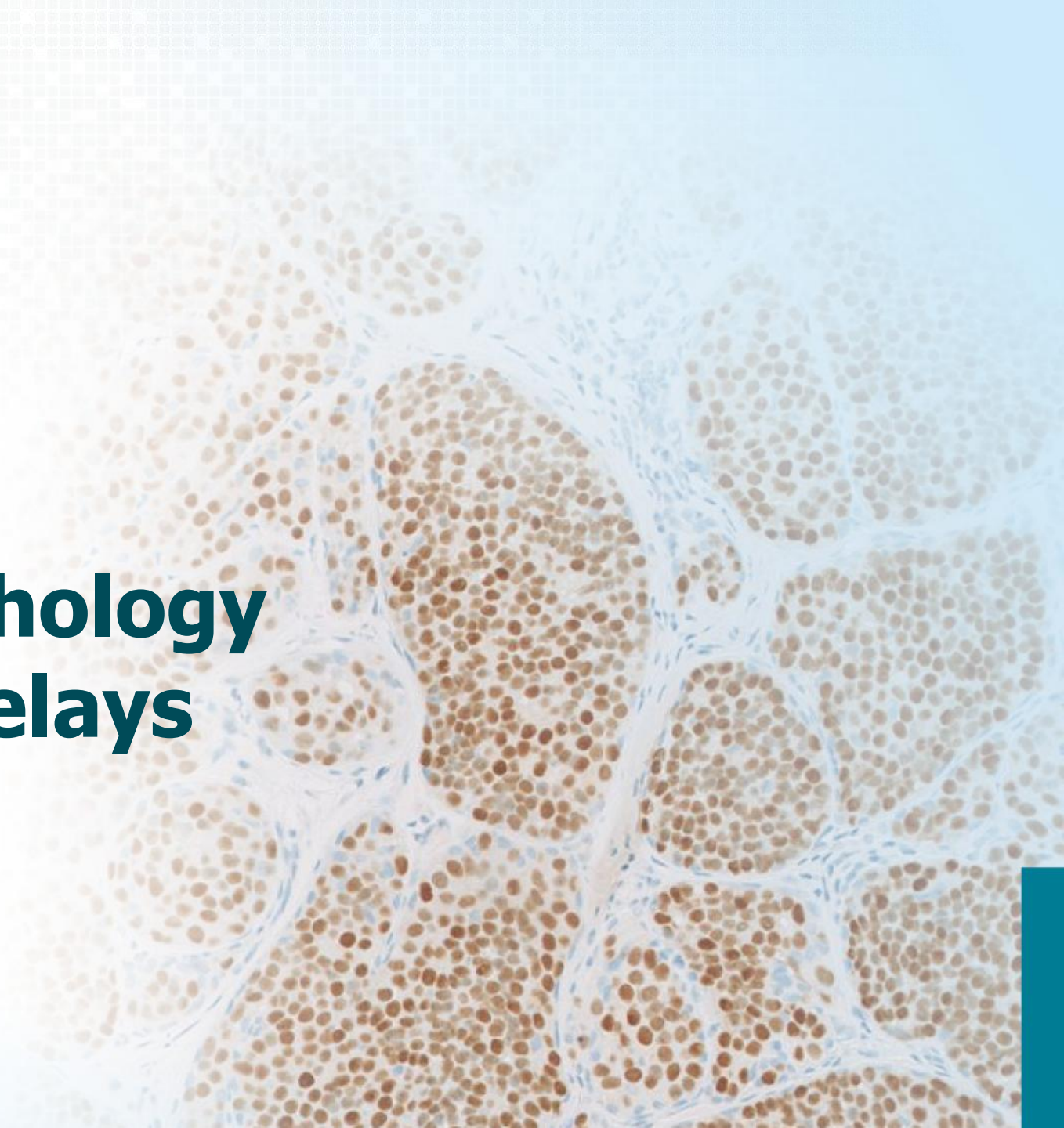


Jade Erwin
Digital Integrations Manager
Source LDPath



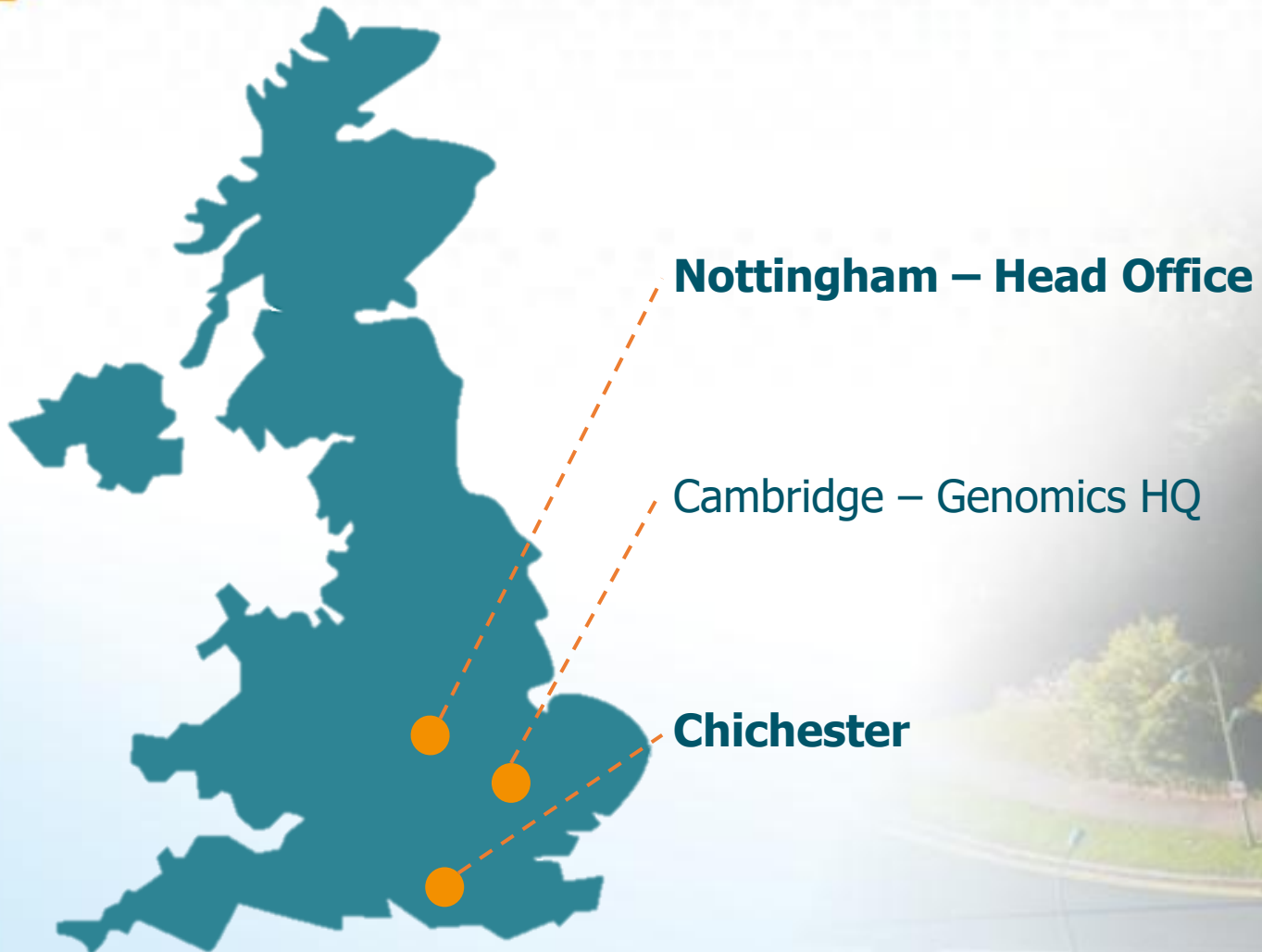
Analogue to Digital: Revolutionising Pathology to Cut Diagnostic Delays

Jade Erwin – Digital Integration Manager



Source BioScience Laboratories

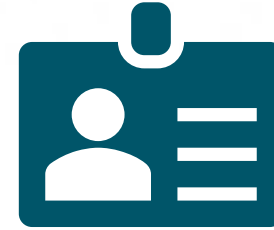
Two UKAS accredited laboratories delivering histopathology services across all disciplines.



Key Achievements



Support Over 90
NHS Trusts



280+ Consultant
Pathologists



350k+ Cases Reported
& 1 million+ Slides Scanned
in the Last 12 Months



Proven Expertise Achieving
KPI Compliance Averaging
90% for TATs



Dedicated Courier &
Integration Team

Source LDPATH LIMS Plugin

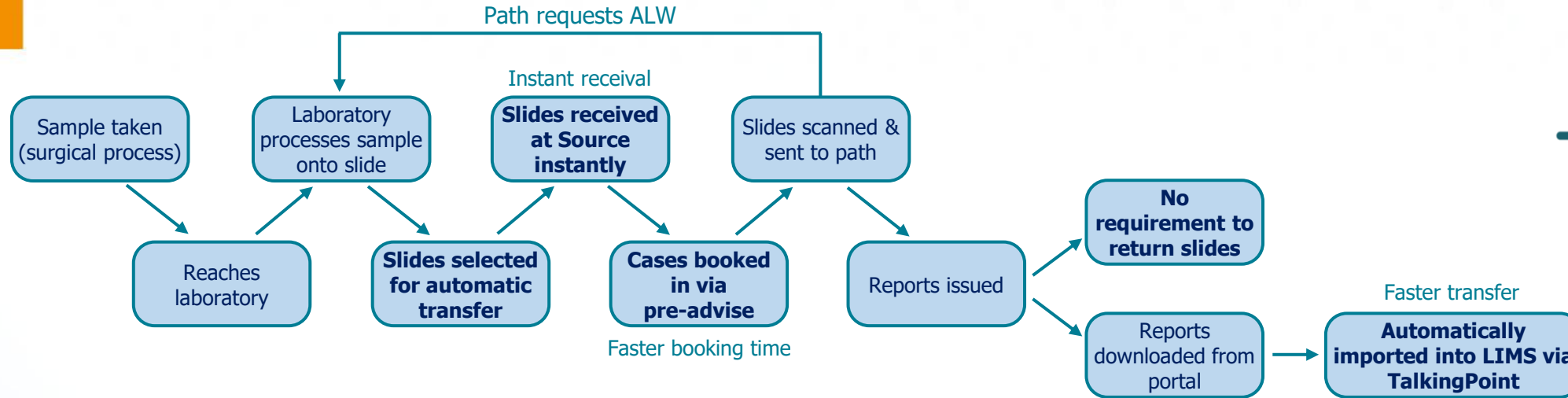
HIVE LIMS +

A Laboratory Information Management System Plugin Designed by Pathologists for Pathologists

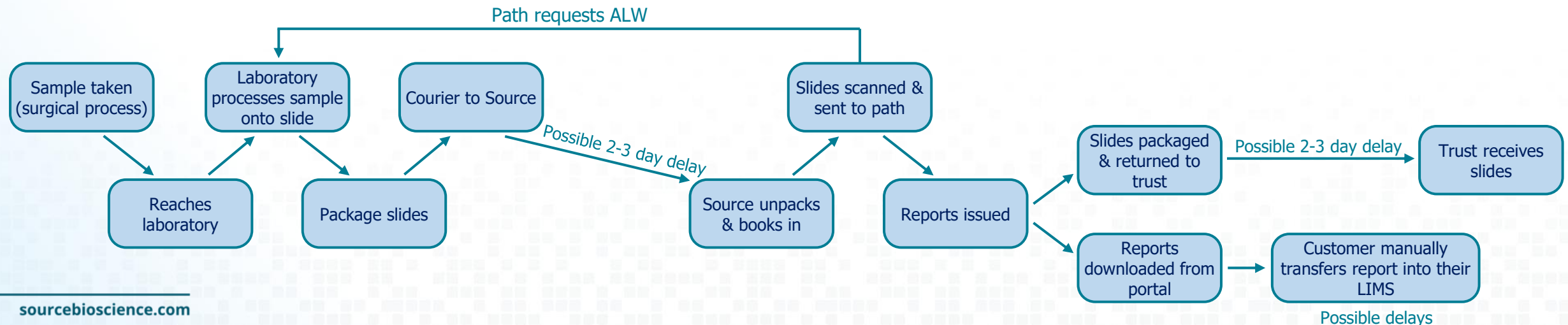
- ✓ Faster reporting
- ✓ Faster turnaround times
- ✓ Less time searching cases
- ✓ Easier audit compliance
- ✓ Clearer workload visibility

Why Go Digital?

Digital Integration Process



Traditional Process



Scanner Integration – Digital Image Transfer to Source LDPATH

Supports direct image transfers and converts files into the required format for viewing in Indica Halo.


- ✓ **Scanner Agnostic**
- ✓ **IMS Agnostic**
- ✓ **LIMS Agnostic**



SECTRA

FUJIFILM

Provides access to the associated Cloud via the sending trust, simplifying image retrieval.

- ✓ Quicker referral of cases for outsourcing
- ✓ Slides and patient information sent together
- ✓ **Digital images are stored for a minimum of 8 years** 



Direct LIMS-to-LIMS integration streamlining outsourced testing from order to result.

- ✓ **Instant report availability → 2-3 days faster**
- ✓ Seamless transfer of cases
- ✓ Improved case tracking
- ✓ Faster turnaround times
- ✓ Simplified case management

TalkingPoint PathXchange

- Import module removes manual case handling with outsourced providers
- Automatically reads from and writes to LIMS
- Auto-generates manifests for outgoing samples
- Full case data is written back to LIMS



PER CASE

Manual process: 2.5 minutes to copy/paste from PDF to LIMS

Auto import: <30 seconds for the whole process



CASE
STUDY

10,369 reports processed: **345 hours saved**

~ 9 weeks of a full-time admin 

- ✓ Instant report availability
- ✓ Optimises staff time
- ✓ Minimises human error

2026 Case Study

Before:



Glass Slide Produced



Shipped to SLDP



Received by SLDP



Booked onto Source LIMS



Slide Assigned to Pathologist



Pathologist Provides Report

Monday Morning

Monday Daytime

Monday Night

Tuesday Daytime

Tuesday Night

≥ Wednesday

After:



Slide Scanned in Hospital



Booked onto Source LIMS



Slide Assigned to Pathologist

Monday



Pathologist Provides Report:

59% Same-Day Turnaround

75% Next-Day Turnaround

0.99 Average TAT
Days

Previous Case Studies

Integration Options and Their Benefits

Case Study 1

- LIMS-to-LIMS
- 11,000+ cases reported in 2024
- **Reduced from 9 to 5 days** from procedure to outsourcing

Case Study 2

- Scanning
- 6,000+ cases reported in 2024
- **Reduced from 7 to 3 days** from procedure to outsourcing

Case Study 3

- Direct LIMS-to-LIMS integration
- 14,000+ cases reported in 2024
- **Reduced from 18 to 4 days** from procedure to outsourcing



Our Pathologist Network Feedback

Hear from the Pathologists Who Make Our Network Exceptional...

“

I have never worked with a lab with such a **high level of quality control** and this “right first time” approach means specimens move through the pathway more efficiently and **improves TATs**.

”

Dr James Carton
Consultant Histopathologist

“

A **national leader** in adopting and operationalising a fully digital pathology model, pioneering this approach in 2013. This transformation has had a **profound impact** on diagnostic efficiency, workflow flexibility, and the evolution of my own professional practice. And numerous others.

Dr Essam Raweily
Consultant Cellular & Dermatopathologist

A defining strength of this lab is its **bespoke, internally developed LIMS**. Unlike off-the-shelf solutions, this system is continuously refined to support **lean workflows**, evolving clinical needs, and the laboratory’s strategic direction.

”

Why Use Source LDPATH

Integration Project Management Support | End-to-End Validation Testing | Post-Integration Support



Making Outsourcing Feel Inhouse



Source LDPath

Contact the Team

sourcebioscience.com

enquiries@sourcebioscience.com

Connect with Me
on LinkedIn

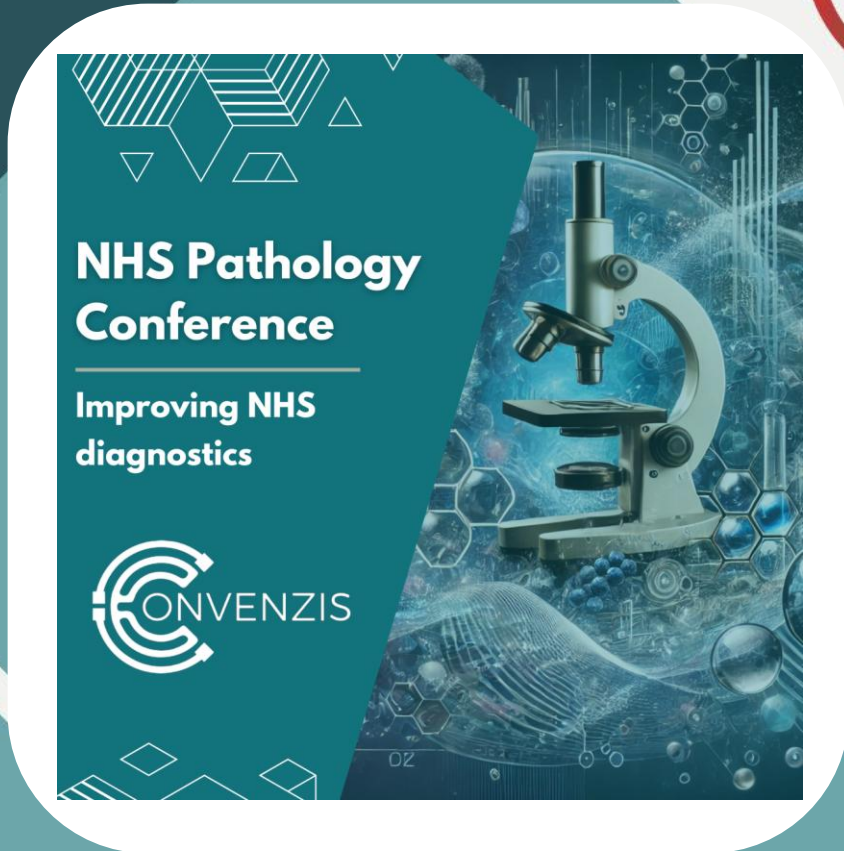


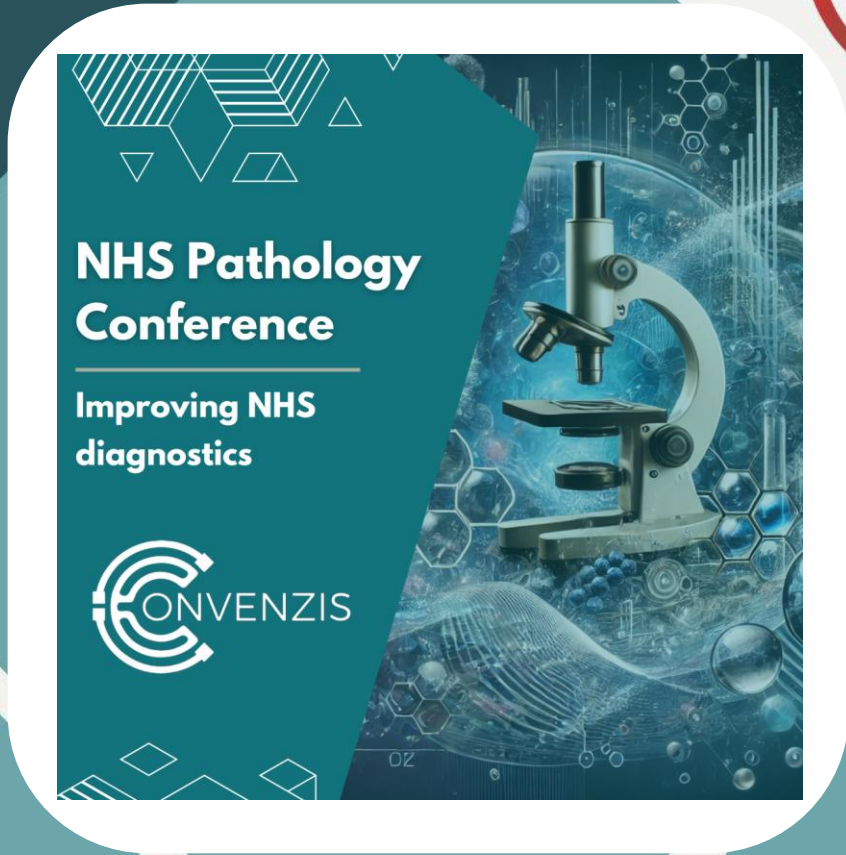
Jade Erwin
Digital Integration Manager



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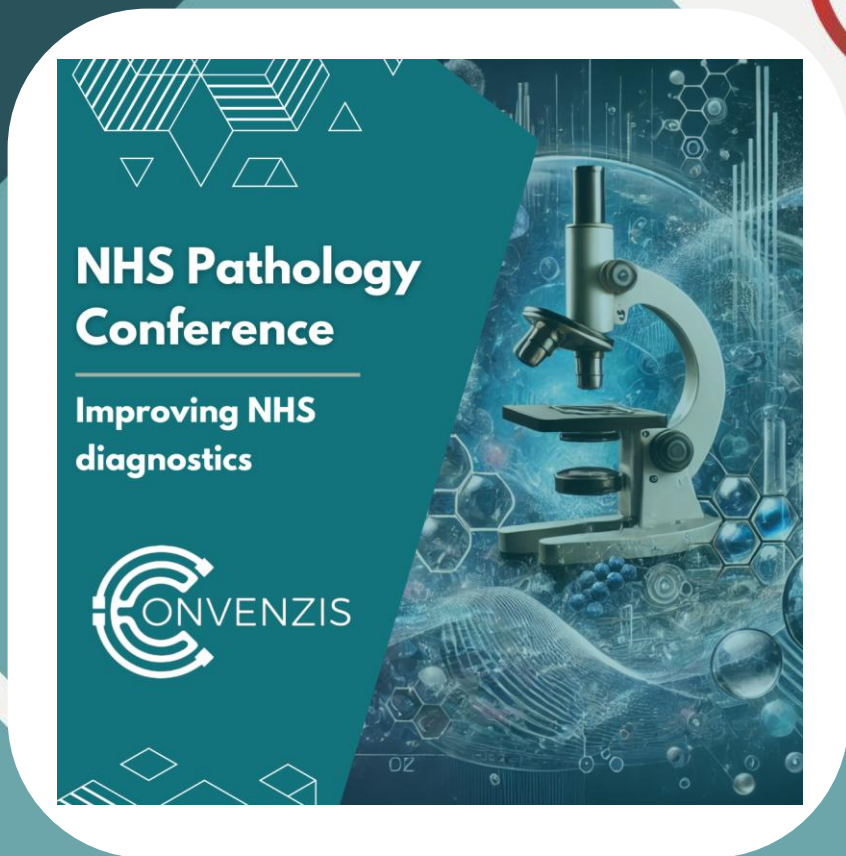




Refreshments & Networking



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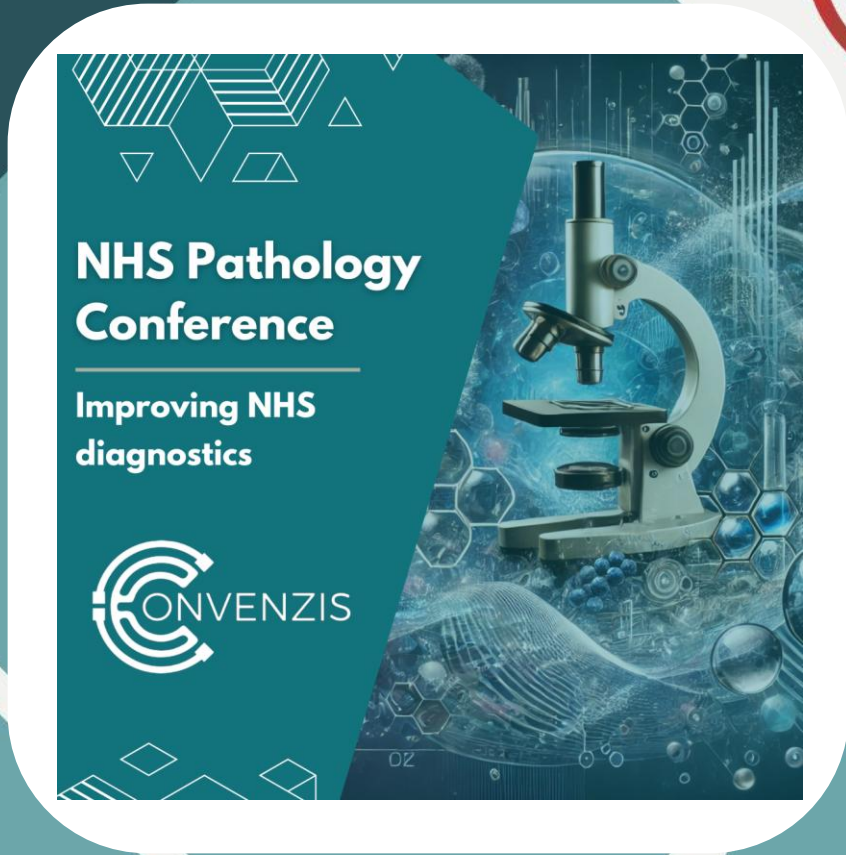
Chair Morning Reflection



Mr Chris Sleight MSc BSc FIBMS
Ex Diagnostics Leader within the NHS

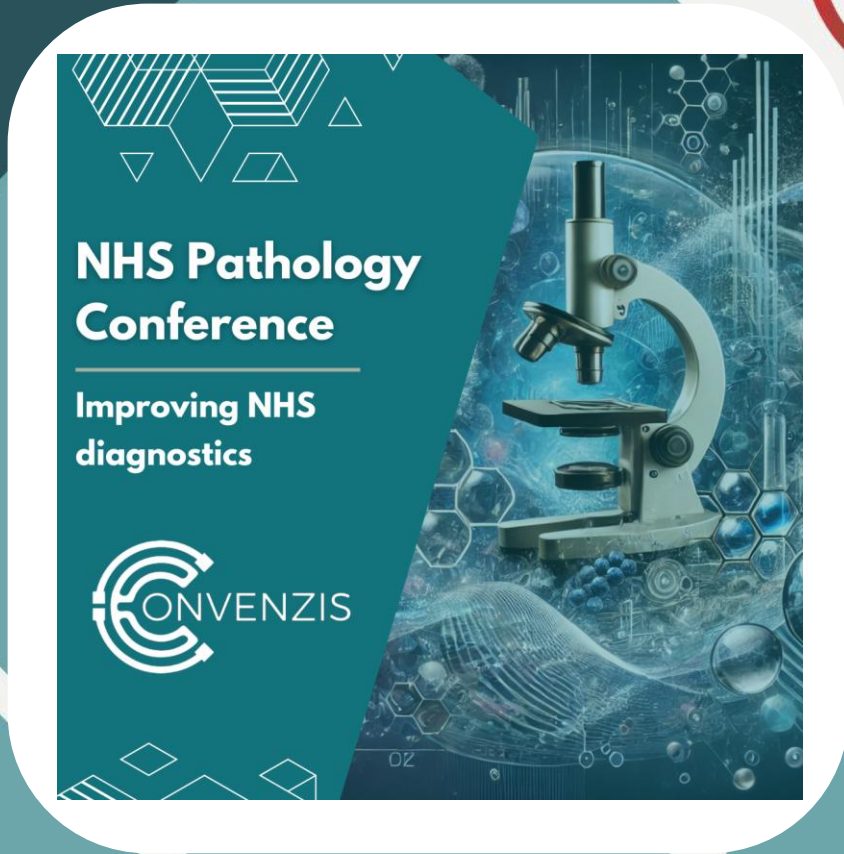


Case Study





Case Study

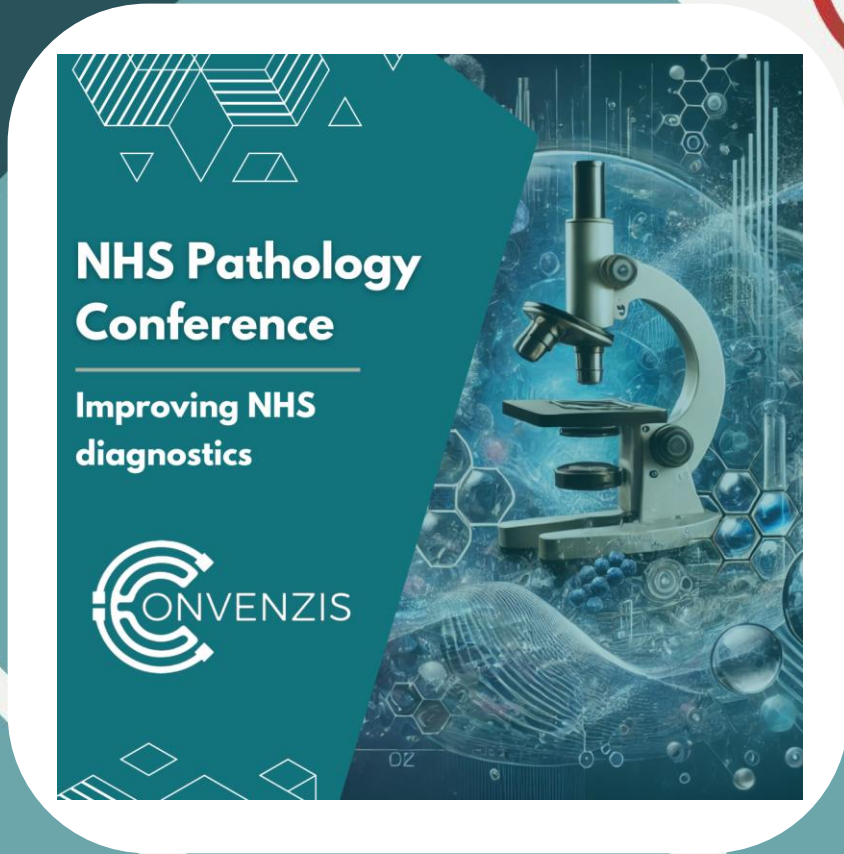


Donal O'Shea
Chief Executive Officer
Diagnexia



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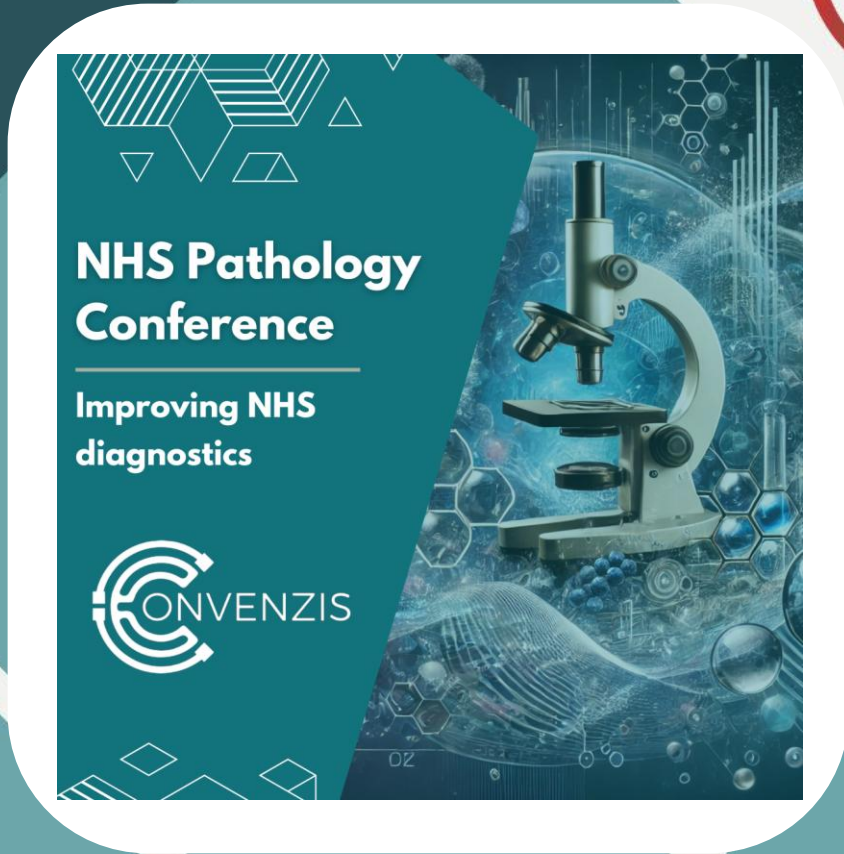
Case Study



ProfilerLive



Case Study



Simon Brewer
Managing Director
South West London Pathology



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Leadership Lessons from the Front Line



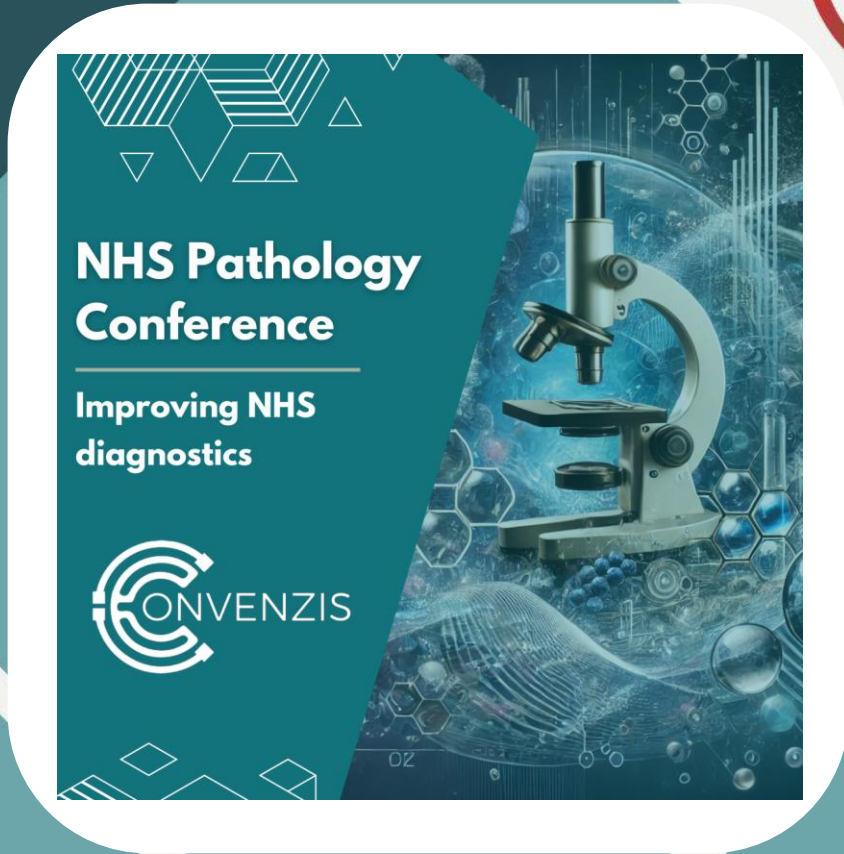
Chris Elliott

Assistant Director Pathology: Business Development and Transformation
NHS Blood and Transplant



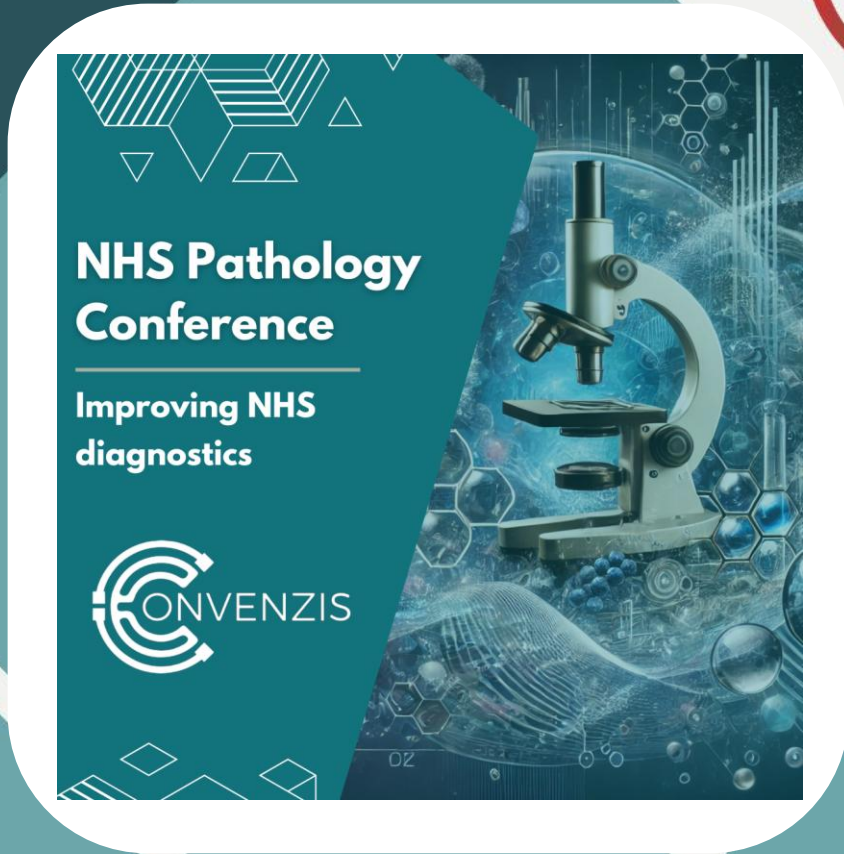
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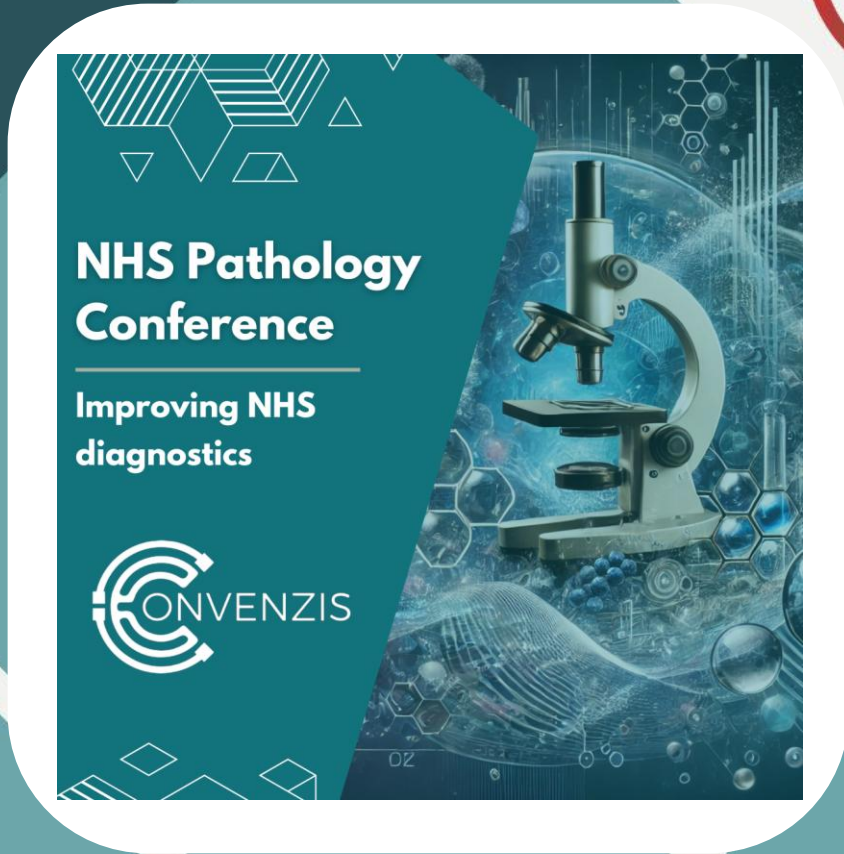


Case Study





Case Study



Mrs Chantell Hodgson
Scheme Director
UK NEQAS Cellular Pathology
Technique



Ms Lorren Mitchell
Scheme Manager
UK NEQAS Cellular Pathology
Technique



UK NEQAS

Cellular Pathology Technique

BUILDING DIAGNOSTIC CAPABILITY THROUGH PEOPLE

Presented by Chantell Hodgson and
Lorren Mitchell

UK NEQAS Cellular Pathology Technique



WHY WORKFORCE CAPABILITY MATTERS

70%

of all clinical decisions rely on
diagnostic information

85%

clinical care pathways are informed by
diagnostic information

**DIAGNOSTICS
ARE DELIVERED
BY PEOPLE**



From Quality Assurance to Workforce Support

Long standing role in quality and assurance

Deep understanding of laboratory practice

Education rooted in real world diagnostics

UK NEQAS CPT: A TRUSTED PARTNER

Supporting professionals to grow, adapt, and practice with confidence



WE OFFER EDUCATION AND LEARNING

Education is one of the
strongest tools for improving
quality and maintaining safe,
consistent practice





OUR EDUCATIONAL ECOSYSTEM

Supporting Safe, Sustainable Practice

- Strengthen knowledge and practical competence
- Build confidence and professional judgement
- Support long-term workforce sustainability



AN INTEGRATED 3 PILLAR LEARNING APPROACH

Education That Fits Real Working Lives

DIGITAL LEARNING	LIVE LEARNING	TAILORED SUPPORT
eLearning	Webinars Masterclasses Roadshows APM	Bespoke training Expertise Support and advice
Flexible, structured Year round	Interactive learning Peer engagement	Responsive to laboratory needs



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Learning Grounded in Practice

Reflecting Modern Cellular Pathology





SUPPORTING THE WHOLE WORKFORCE

From Early Career to Advanced Roles

- Supports progression at every stage
- Strengthens workforce development
- Builds recognised professional evidence

**Generic and Cellular Pathology specific
learning**



SUPPORTING ROLE DEVELOPMENT

Evolving Diagnostic Services

- Enables advanced and extended roles
- Builds and reinforces diagnostic assurance and decision making
- Supports safe, consistent quality practice and governance

Assuring capacity building



ALIGNMENT WITH PROFESSIONAL FRAMEWORKS

CATEGORY		 IBMS Registration	 IBMS Specialist	 IBMS Higher Specialist
	Introductory Learning	✓		
	Advanced Learning		✓	✓
	Staining Practices	✓	✓	✓
	Laboratory Techniques		✓	✓
	Quality & Compliance	✓	✓	✓
	Cytopathology		✓	✓
	Immunohistochemistry		✓	✓
	Tissue Specific Pathways		✓	✓



FREE E-LEARNING CONTENT

Coming 2nd
March 2026

Quality & Compliance	Effective Internal Auditing
	Verification, Validation, Uncertainty & Calibration
	Communication Skills
	Customer Care & Service Management
	Equality, Diversity & Inclusion (EDI)
	Health, Safety & Wellbeing
	Introduction to Research & Development
Introductory Learning	Patient Records & Data Handling
	Performing Standard Investigations
	Personal Responsibility & Development
	Professional Knowledge
	Professional Relationships
	Reflective Practice & Maintaining eLearning Portfolio
Understanding Quality	



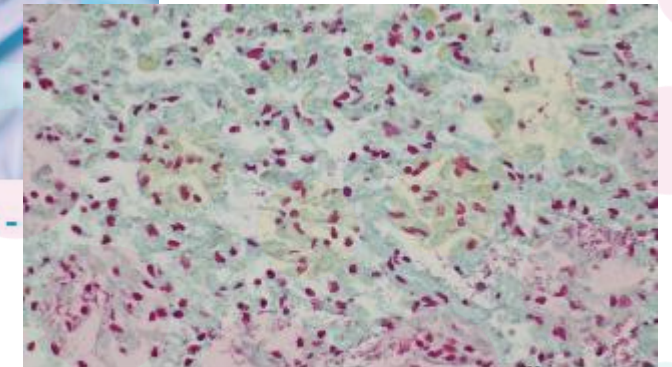
An International Study of Stair Variability in Histopathology U Quantitative and Qualitative Analysis



The Benefits of Becoming an Expert Peer Assessor



New EU IVDR Regulations - Implications for Clinical Laboratories



Best Method: Gram



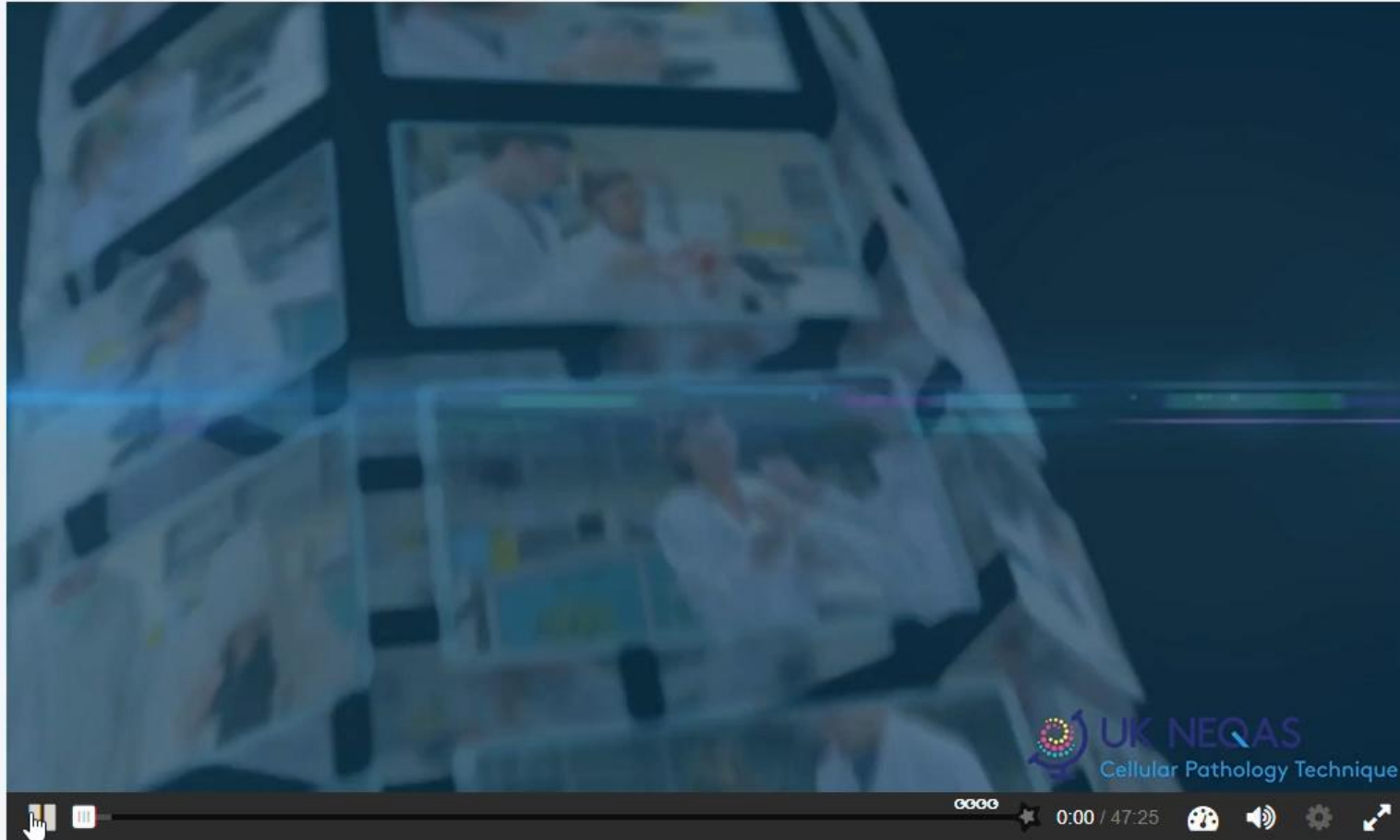
PAID FOR CONTENT

Quality & Compliance	Back to Basics – Quality Management Systems
	Data Review, Trending & Improvement
	Non-Conformity, Root Cause Analysis & CAPA
Advanced Learning	Personalised Cancer Profiling
Cytopathology	Cell Block Preparation
	Diagnostic Cytopathology - Beginners
	Diagnostic Cytopathology - Intermediate
	ROSE Service
Immunohistochemistry	Cytokeratins – Their Significance in Cancer Diagnostics
	ICC & Cytology Cell Blocks
	Controlling Controls
	Formalin Fixation
Laboratory Techniques	IVDR (EU)
	Microtomy – Improved Sectioning
	Specimen Preparation (Pre-Gross Dissection)
	Tissue Fixation
	Tissue Processing



Staining Practices	High-Quality H&E Staining
	Troubleshooting AB / PAS Staining
	Troubleshooting Copper Associated Protein Staining
	Troubleshooting DPAS Staining
	Troubleshooting EVG Staining
	Troubleshooting Gram Staining
	Troubleshooting Grocott Staining
	Troubleshooting HVG Staining
	Troubleshooting Masson Fontana Staining
	Troubleshooting MSB Staining
	Troubleshooting Perls Staining
	Troubleshooting Reticulin Staining
	Troubleshooting Trichrome Staining
	Troubleshooting ZN Staining

E-LEARNING



How to complete this module

- Click on the presentation to begin.
- You'll find extra learning tips and questions that check your understanding.
- To make the presentation full screen, use the icon at the bottom right of the presentation window.
- Once you've finished the module, confirm below that you're ready to proceed.



**EDUCATION IS THE
FOUNDATION OF
SERVICE
SUSTAINABILITY**



BUILDING CONSISTENCY AND SUSTAINABLE QUALITY

Structured Learning Strengthens

- Skills, knowledge, and confidence
- Alignment and standardisation in and between laboratories
- Supports quality frameworks, accreditation requirements and diagnostic standards





500+
Professionals
Supported



56 New
assessors
trained



255 Webinar,
masterclass
participants



186 eLearning
participants



159 APM
Delegates



90%

of all learning objectives fully met

93%

of shared learning across the organisation

**“STRIVE NOT TO BE A
SUCCESS, BUT RATHER
TO BE OF VALUE.”**

Albert Einstein



SUPPORTING NATIONAL AND NETWORKED MODELS

Education That Works Across the NHS

- Strengthens diagnostic services
- Supports clear development pathways, retention and engagement
- Scalable across networked diagnostics and ICSs



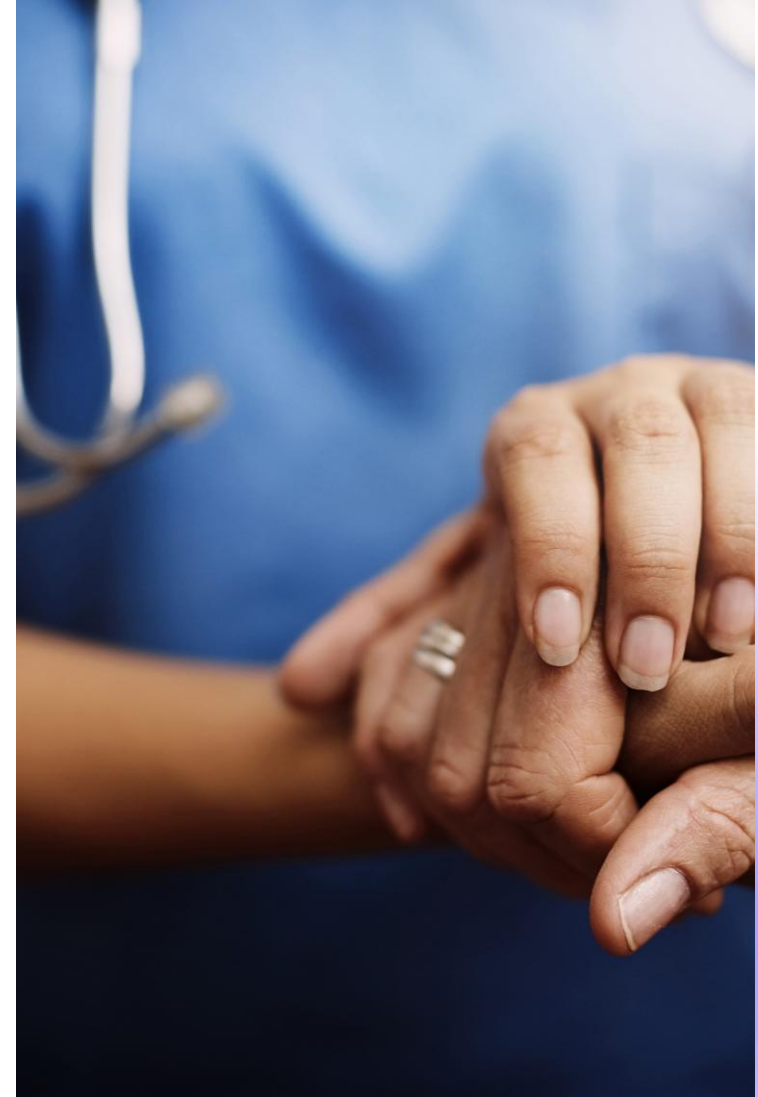
IMPACT ON PRACTICE



IMPACT ON PATIENTS

From Education to Patient Outcomes

- Better trained professionals make safer, more accurate diagnostic decisions
- Consistent, confident interpretation reduces variation in practice
 - = Improved patient outcomes and stronger patient safety



WORKING IN PARTNERSHIP

Shared Responsibility

Access to high quality education across the NHS
Supporting workforce resilience and sustainability
Complementing service delivery and transformation
Working alongside the needs of NHS



WHY THIS MATTERS NOW

CALL TO ACTION



Embed education into diagnostic strategy



Use UK NEQAS CPT to support:

Workforce readiness

Role development



Partner with us to shape future ready diagnostics





Scan me for access

Q & A

Thank you



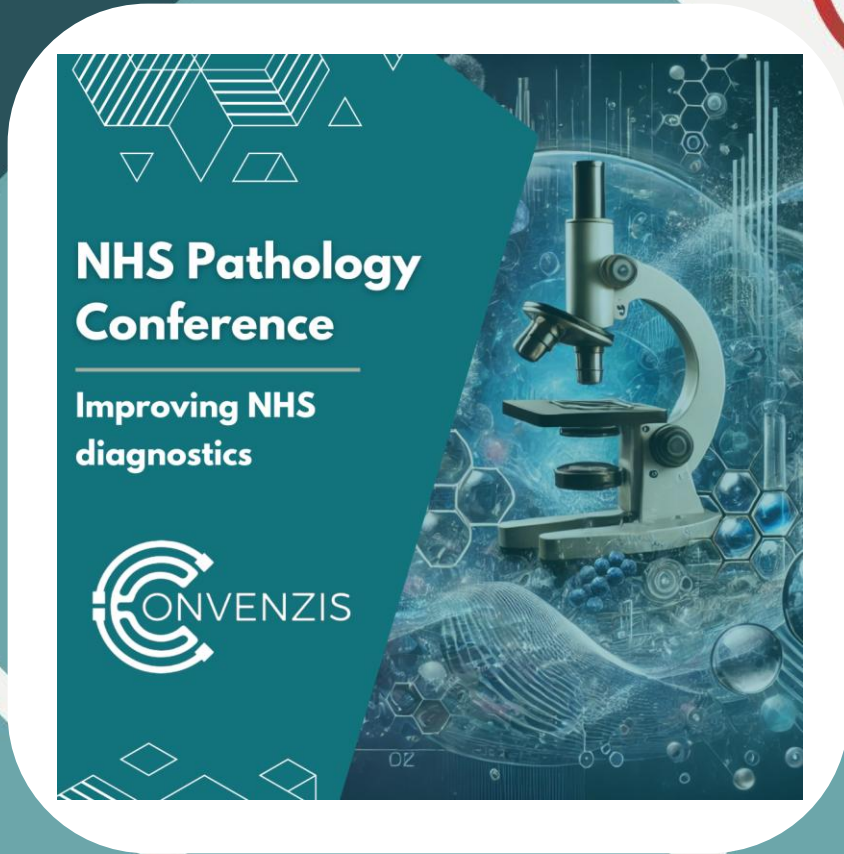
UK NEQAS

Cellular Pathology Technique



Slido

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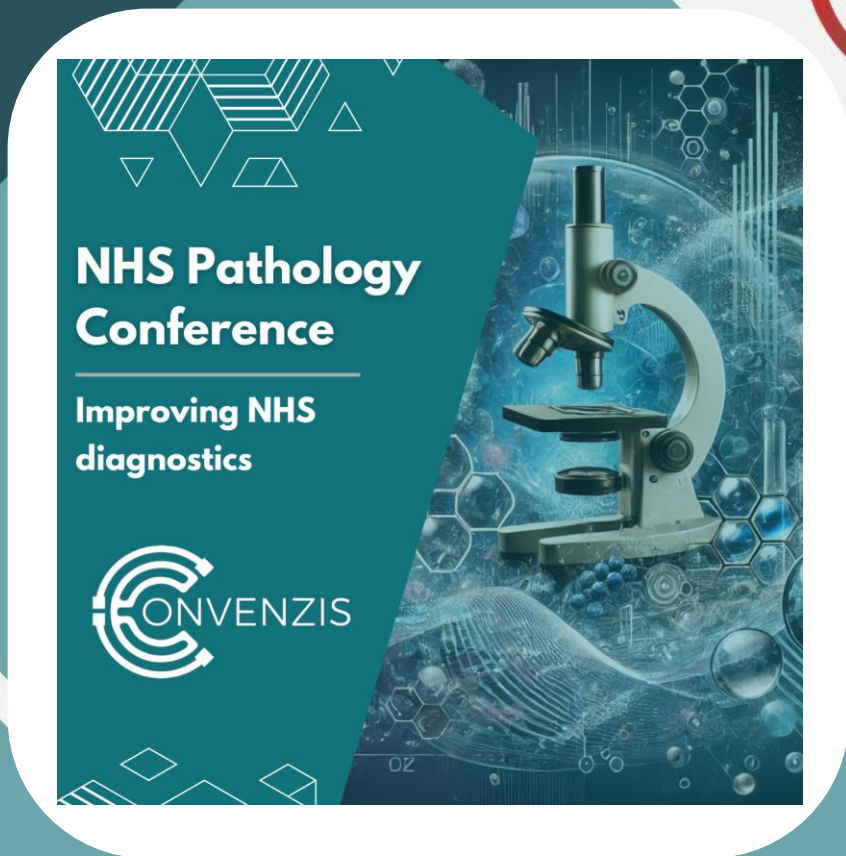




Lunch & Networking



Welcome to the NHS Pathology
Conference!



24th February 2026
Hyatt Regency Manchester, 55 Booth St W
M15 6PQ



Please scan the QR Code on the screen below to register your interest for our accredited training courses.

Register your Interest





Powered by -



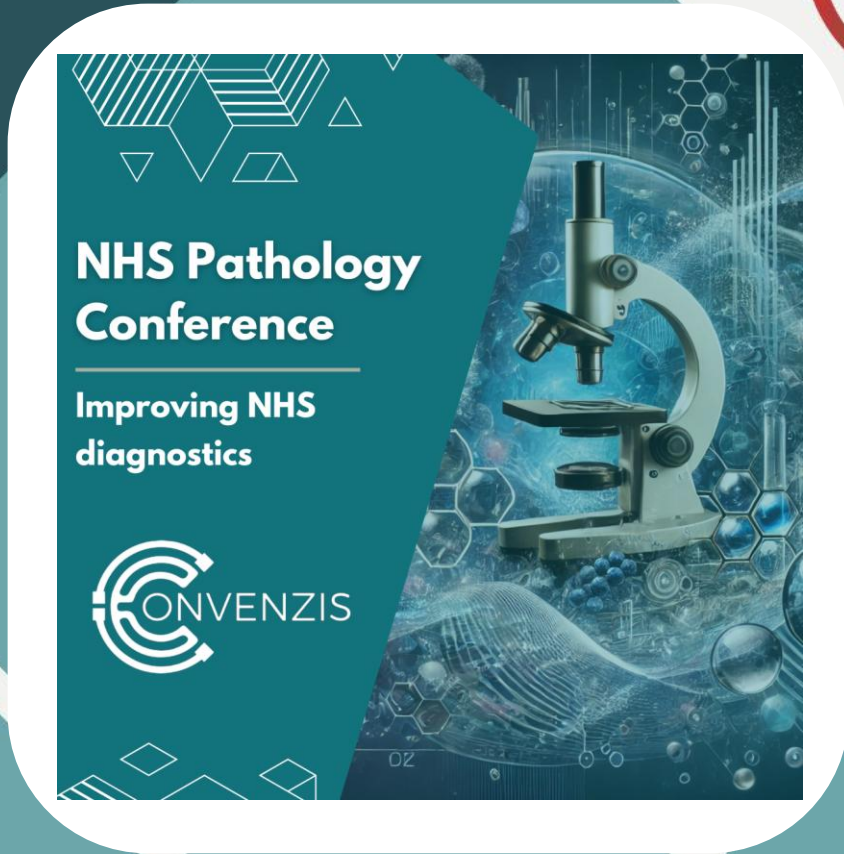
Join the Healthcare Engagement Society (HES)

- **What it is** – A secure, year-round platform bringing NHS professionals together across six specialist communities.
- **Why it matters** – Stay connected beyond today's event, share challenges, and learn from peers facing the same priorities.
- **Your benefits** – Exclusive access to interviews, insights, best practice, and real-time discussion threads with colleagues nationwide.
- **How to join** – Simply scan the QR code, choose your community, and start connecting today.





Chair Afternoon Address



Mr Chris Sleight MSc BSc FIBMS
Ex Diagnostics Leader within the NHS



Case Study





Case Study



Professor Kevin Moore
Co-Founder and CMO
SALUTARE LTD GROUP

Time to be Healthcareful[®]

Convenzis PATHOLOGY NORTH 2026

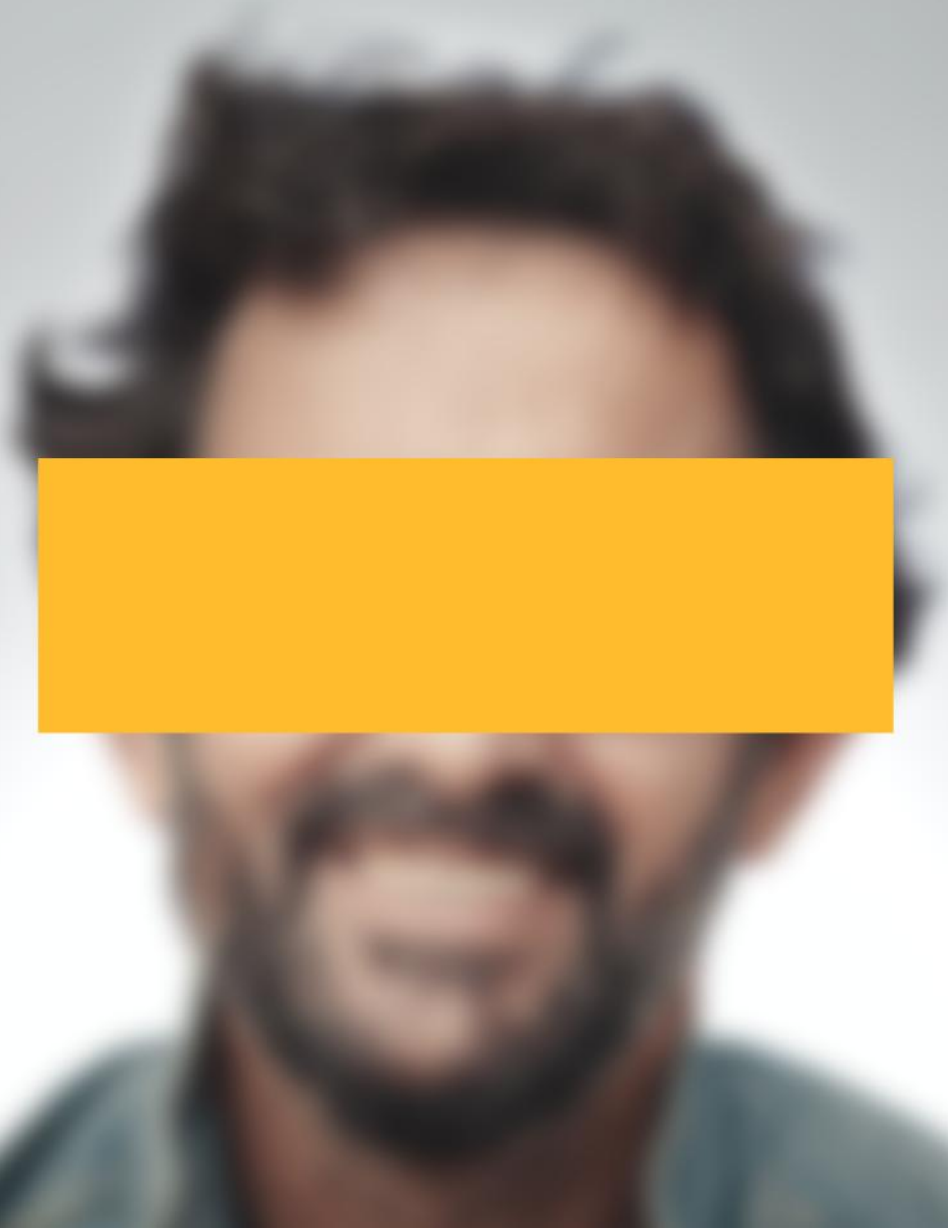
February 2026

Professor Kevin Moore
Co-founder and Chief Medical Officer

Dr Dara Vakili
Head of Product

Chris Dial
Co-founder and CEO

Salutare:



Salutare:

Pathology is the foundation of medicine

Context

Efficiency

Quality

Turn-around
times
[TAT]

Salutare:

Improve the whole workflow

Clinicians

- Easy Orders
- Visual Trends
- Same Orders with Results
- Critical Alerts

Patients

- Digital Blood Form
- Easy booking blood tests
- Never turned away
- Fast Results

Phlebotomists

- Easy Print Barcodes
- No manual labelling
- Never turn away patients
- Nice working environment

Laboratories

- Samples analyser ready
- No relabelling
- No manual booking in
- Full tracking online

Pathologists that handle critical results shown clinical information and context from Summary Care Record

Salutare:



OPPORTUNITIES IN PRE-ANALYTICAL ERRORS

Sub-optimal specimen quality generates additional cost for the overall healthcare system

60–70%

of the pre-analytical process are **outside the laboratory**

60–70%

of Testing Errors are in **Pre-analytical Phase**

57.6%

of Pre-analytical Errors Lead to **Delayed Treatment**

19.2%

of Pre-analytical Errors Lead to **Inappropriate Treatment**

MOST PROBLEMATIC PRE-ANALYTICAL ERRORS

Peer Reviewed Study	Mis-labeled Sample	Inadequate Volume	Wrong Tube Type	Clotted	Hemolysed	TOTAL Errors
% of Total Errors	43%	13%	14%	6%	15%	100%

1. J Clin Diagn ResNov; 7(11): 2491–2493. . 2013

2. LabMedicine, 41, 89-92. (2010)

3. Clinical Chemistry 53:7, 1338–1342 (2007)

4. DOI 10.1515/cclm-2013-0597 Clin Chem Lab Med 2013; aop



Healthcareful®
means patients
are not lost

Salutare:



BD Vacu

BD Vacutainer™
Z

57612
7092709
2008-09
STERILE

BD Vacutainer™
Z

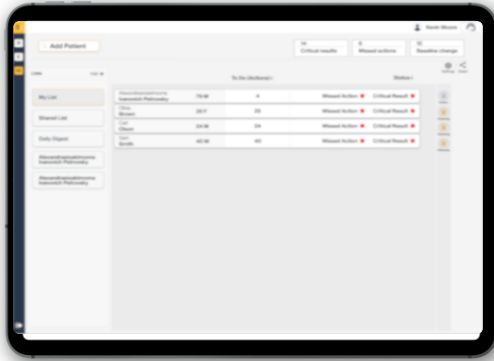
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2008-09
STERILE

SALUTARE ONE

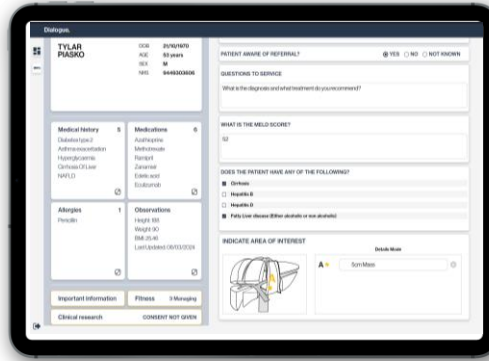
Simplify care

Salutare™ creates software that keeps patients safe

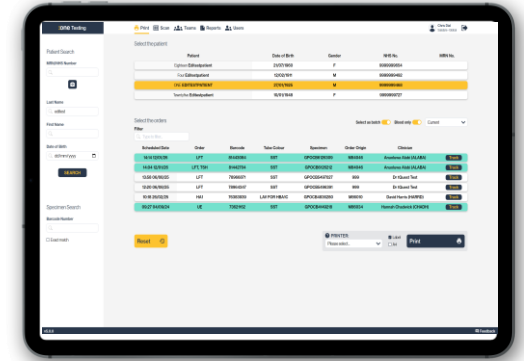
Monitor medicines safety and chronic disease progression



Refer patients for review



Simplify pathology ordering, sample collection and tracking



A new ordercomms for communities and neighbourhoods

Easy to use
 Cloud-based SaaS
 Scalable and reliable
 Healthcareful™



Easier for patients is easier for staff

Digital Phlebotomy and Digital Blood Forms



Track samples easily

Find out who has processed a sample, where, and when

The screenshot displays the ONE Testing software interface. On the left, there is a 'Patient Search' sidebar with fields for MRN/NHS Number, Last Name, First Name, and Date of Birth, along with a 'SEARCH' button. The main area is titled 'Select the patient' and shows a table of patient records. A table below is titled 'Select the orders' with a filter field and a list of orders with columns for Scheduled Date, Patient, and Order details. A 'Reset' button is at the bottom left. A central 'Order Tracker' pop-up window shows a timeline of events for a specific order (FANA) on 02/07/25, including 'Order placed by Kevin Moore', 'Received by Salutare', 'Printed on A4 by Kevin Moore of Salutare at Global', 'Taken and scanned by Kevin Moore of Salutare at Global', and 'Scanned by Kevin Moore of Salutare at Global'. To the right of the pop-up, there are controls for 'Select as batch', 'Blood only', and 'Current'. Below these is a table with columns for Specimen, Order Origin, Clinician, and a 'Track' button. At the bottom right, there is a 'PRINTER:' dropdown menu, checkboxes for 'Label' and 'A4', and a 'Print' button. The footer shows 'v5.0.0' and a 'Feedback' icon.

Patient	Date of Birth	Gender	NHS No.	MRN No.
ZZZZ ZZZZ	15/04/2001	F		60675637
BROTHER ZZZZTEST	02/04/1967	M		60318206
TUR ZZZZTEST	12/10/1981	F		20396055
ZZZZZ ZZZZZ	15/04/2001	F		60675640

Scheduled Date	Patient	Order
10:05 03/10/25	M3	
09:18 02/10/25		
14:10 01/10/25	M3	
14:10 01/10/25		
11:17 29/09/25		
11:17 29/09/25		
11:17 29/09/25		
10:46 23/09/25	M3	3725745072 GOLD
09:19 02/07/25	FANA	37252590609 GOLD

Order Tracker

Tests requested: FANA

- 02/07/25 09:19 Order placed by Kevin Moore.
- 02/07/25 09:19 Received by Salutare.
- 02/07/25 09:23 Printed on A4 by Kevin Moore of Salutare at Global.
- 02/07/25 09:24 Taken and scanned by Kevin Moore of Salutare at Global.
- 02/07/25 09:24 Scanned by Kevin Moore of Salutare at Global.

Specimen	Order Origin	Clinician	Track
CHEMISTRY	TO BE ASSIGNED	Kevin Moore	Track
IMMUNOLOGY	TO BE ASSIGNED	Kevin Moore	Track
CHEMISTRY	TO BE ASSIGNED	Kevin Moore	Track
HEMATOLOGY	TO BE ASSIGNED	Kevin Moore	Track
CHEMISTRY	TO BE ASSIGNED	Kevin Moore	Track
VIROLOGY	TO BE ASSIGNED	Kevin Moore	Track
HEMATOLOGY	TO BE ASSIGNED	Kevin Moore	Track
CHEMISTRY	TO BE ASSIGNED	Kevin Moore	Track

Go completely paperless with pre-labelled tubes

Save money, easily expand operations, remove labelling errors and delays

Benefits

Simplify sample collection infrastructure materials and related costs

Take all paper out to reduce costs and improve sustainability, lower carbon impact

Stop all paper relabelling errors



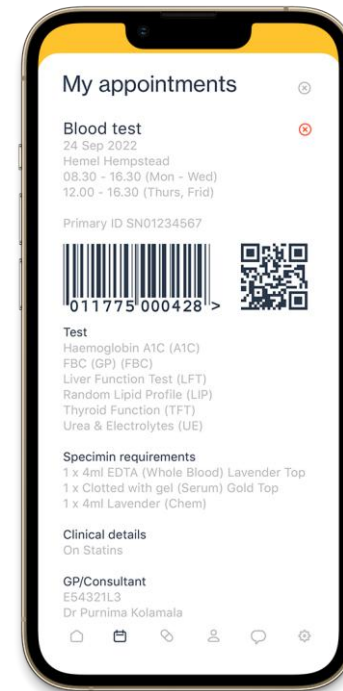
How it works

Electronic test orders pass to Salutare ONE

Phlebotomists find orders and select to collect at any location

ONE scans tubes and assigns to test order with accession from tube

Option to print paper labels if required for some orders – new accessions created and assigned



+



Salutare:

Manage performance, demand, and costs better

Automate collection times, create standard reporting and analytics

Gain better insight through operational metrics on phlebotomy and lab reception

1. Daily counts, weekly summaries
2. Performance
3. Team and staff engagement
4. Efficiency and costs



*example analytics dashboard

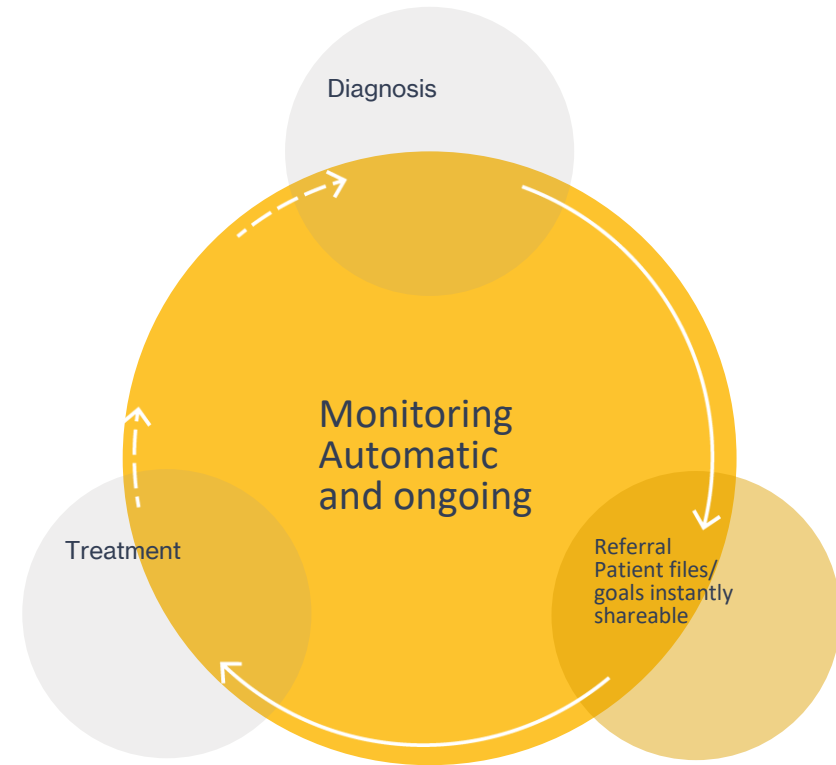
Salutare:

Salutare

Software made with clinicians for clinicians
so patients don't get lost in the system

We believe simpler is safer

Circular flows
with Salutare software



<https://www.salutare.co.uk>



Salutare:

Team and Strategy

Clinical team

Our clinicians understand technology's transformative power for healthcare.



Prof. Kevin Moore
Co-Founder, CMO

A Professor of Medicine, hepatologist and clinical pharmacologist, and biochemist [B.Sc. and Ph.D]

More than 100 publications with an H-index greater than 65. Led teaching of therapeutics at UCL and course creator and director for Applied Medical Sciences.



Dr Dara Vakili
Head of Product

A nationally leading clinical researcher and cardiology consultant.

Experience in clinical trials and digital innovations in the NHS. A researcher with a history of change and innovation in the hospital and healthcare industry.



Dr Amar Bhogal
Clinical Product Lead

A clinical doctor in the United Kingdom and lead product manager for ONE Referral.

Amar has a robust background in medical research, exploring remote technology for acute inpatient and transitional care, particularly for individuals with chronic obstructive pulmonary disease (COPD).



Dr Christopher Ross
Clinical Product Lead

In charge of ONE Ordering and Monitor that streamline ordering and patient monitoring.

He began his career in clinical medicine before specialising in pathology, where he contributed to national-scale digital pathology programmes and AI-driven cancer diagnostics.

Salutare:

Current engagements in the UK

A variety of NHS and private engagements across the country

More than a dozen ICBs
Several international hospitals

Deployments



In NHS in 2+ years

1,500,000 patients attending pathology tests

200,000 not turned away

60 locations

600+ staff using the service



Proof of value / evaluations / research



Certifications

A commitment to quality

Three years of investment and work to gain important certifications



NHS

NHS Digital certifications on DSP Toolkit, SPINE access for patient records



Care Quality Commission

Passed certification and approval for private blood testing service with public offers: thePharmacyClinic



ISO 27001 and 9001

Core digital safety and quality management in place



Crown Commercial Service

Accepted and approved both major products for purchase by UK public organizations

“The path to lower cost
is the same as the path
to safer care.”

Gary Kaplan



Salutare:



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Keynote Presentation



**Debra Padgett, MSc, FIBMS, CSci,
FRCPath (Hons), FAHCS (Hons)**
Clinical Pathology Service Manager |
Operational Lead | Previous President
Northumbria Healthcare NHS
Foundation Trust | North East &
North Cumbria Pathology Network |
Institute of Biomedical Science



Hannah Bacon
Pathology Programme
Manager
Northumbria Healthcare NHS
Foundation Trust



Northumbria Healthcare
NHS Foundation Trust

THE NORTHUMBRIA WAY

PEOPLE CARING FOR PEOPLE

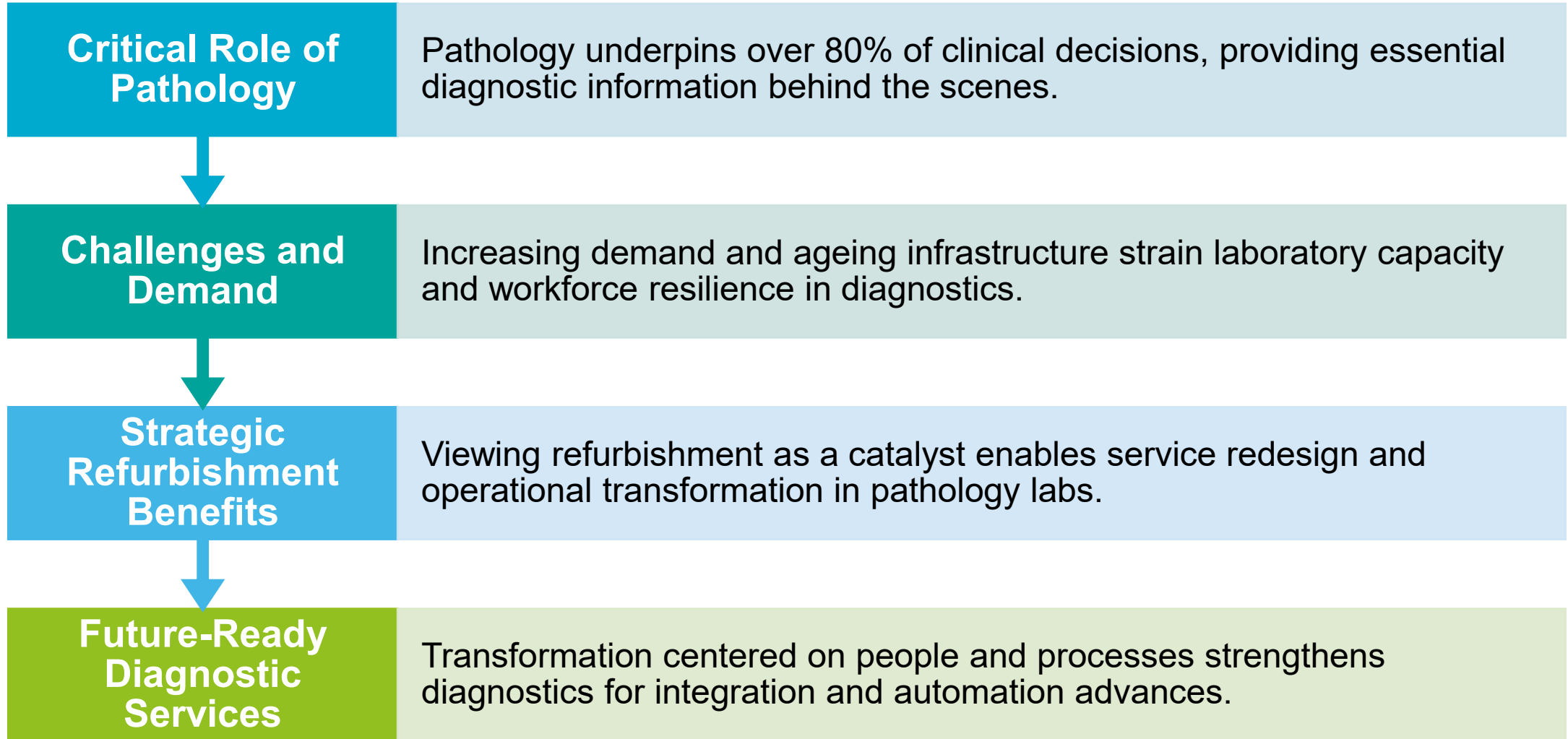
Pathology Laboratory Refurbishment: Enhancing Diagnostics and Sustainability

Debra Padgett – Clinical Pathology Lead
Hannah Bacon – Pathology Programme Manager

www.northumbria.nhs.uk | building a caring future

HOSPITAL | COMMUNITY | HOME

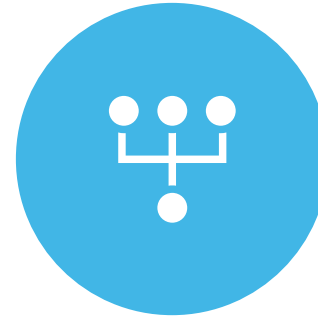
Pathology Laboratory Transformation



Northumbria Transformation Key Outcomes



A modernised, open plan working environment for Blood Sciences laboratory teams



A single 'Blood Sciences' staffing model with combined management structure, roles & responsibilities



Automated tracked analyser incorporating key areas of Blood Sciences (including Serology)



Improved staff satisfaction and working patterns

Phasing Approach



PHASE 1 - COMPLETE

WGH decommissioning
Staff Consultation
Chemistry Lab at WGH decommissioned if approved
Haematology analysers switched to match HGH POCT footprint and service delivery



PHASE 2 – COMPLETE

Capital Investment of £285k for enabling works
Sign off Beckman 5-year contract extension
Implement redevelopment of NTGH site
Scope revisited due to change in timelines for Phase 3
Movement towards shared Blood Sciences ways of working

PHASE 3 – BUILD COMMENCED

Move to NSECH site for consolidated Blood Sciences provision
Single staffing rota & introduction of fully tracked equipment / workflows
Estimated for building to be complete approx. September 2026

Operational Challenges / Case for Change

The Challenge of Legacy Workflows



Fragmented Specimen Reception

Legacy workflows cause fragmentation and inefficiency in specimen reception, impacting quality and increasing delays.

Paper-Based System Issues

Reliance on paper systems leads to transcription errors, processing delays, and increased waste from plastic and print materials.

Physical Space Constraints

Older laboratories face space limitations that hinder specimen flow and staff movement, causing bottlenecks.

Need for Integrated Workflows

Standardised workflows improve reliability, reduce cognitive load, and create a foundation for digital automation.

Clinisys ICE and WPE Implementation



Northumbria Healthcare
NHS Foundation Trust

Electronic Requesting System

Clinisys ICE replaces paper forms with electronic requests, improving data quality and reducing incomplete submissions.

Barcode Specimen Tracking

Barcoded labels ensure accurate patient-sample linkage, reducing specimen rejection and improving turnaround times.

Enables Automated Accessioning with WPE

WPE automates accessioning with barcode-driven routing and real-time tracking, enhancing operational efficiency.

Quality Management and Reporting

Integrated audit trails and automation support quality assurance, audit readiness, and improved clinician-lab communication.



00 WinPath
Enterprise

Clinisys
ICE



LIMS

Upgrade
ICE

Numbering
at source

Sustainability Through Digitalisation



Paper and Plastic Waste Reduction

Eliminating paper forms and plastic specimen bags significantly reduces waste and environmental impact in pathology.



Improved Workflow Efficiency

Digital workflows minimise lost requests and reduce repeat testing, optimising pathology operations sustainably.



Lower Carbon Emissions

Streamlined processes and reduced waste contribute to decreased carbon emissions and energy consumption.



Alignment with Sustainability Goals

Digital pathology supports NHS sustainability, national net-zero targets, and global environmentally responsible healthcare.

Refurbishment and Laboratory Design

Efficient Laboratory Layout

Rethinking lab layouts supports ergonomic workflows and minimises unnecessary specimen handling and motion.

Ergonomic Workspace Design

Improved workstation spacing and bench heights reduce physical strain and improve staff wellbeing.

Sustainability and Efficiency

Using energy-efficient equipment and LED lighting lowers operational costs and supports sustainability goals.

Automation-Ready Infrastructure

Building infrastructure to support future automation enables integration of track systems and automated sorters.



Building a Cohesive Blood Sciences Team

Aligning Workflows and Skillsets

Integrating disciplines like chemistry, haematology, and specimen reception fosters teamwork and reduces silos.

Shared Training and Tools

Common training on digital tools and standardised procedures builds a unified understanding among staff.

Collaborative Leadership and Communication

Unified leadership with daily huddles and problem-solving enhances clarity, collaboration, and continuous improvement.

Enhanced Resilience and Morale

A cohesive team identity strengthens resilience, reduces practice variability, and improves staff morale.



Transformation Milestone



Northumbria Healthcare
NHS Foundation Trust



Symbolic Ribbon-Cutting

The ceremony marks the culmination of long-term planning, collaboration, and change in laboratory refurbishment.

Investment in People and Technology

Milestones celebrate investments in staff, digital capabilities, and service transformation in healthcare.

Boosting Morale and Pride

Staff engagement during events strengthens workplace pride and acknowledges collective effort for complex change.

Showcasing Future-Ready Services

The milestone communicates the laboratory's readiness as a modern, efficient service aligned with future healthcare needs.



Phase Three – NSECH Build

Future NSECH Blood Sciences



Northumbria Healthcare
NHS Foundation Trust



** Please note image is for visualisation purposes only and is NOT a finalised or agreed layout or positioning.*

Lessons Learned



Process Optimisation Before Digitisation

Fixing workflows before adding technology ensures efficiency and prevents amplifying existing problems.



Support Through Training and Standardisation

Effective digital tools require staff training, standard procedures, and a clear process understanding.



Sustainability from Efficiency

Improved processes reduce waste and energy use, naturally leading to sustainability benefits.



Culture Change and Engagement

Transformation success depends on staff engagement, open communication, and shared ownership.



Strong Industry Partnerships

Collaborations with specialists and equipment providers accelerate transformation and lifecycle management.

Looking Ahead....

Optimising Digital Pathways

Focus on optimising Clinisys ICE and WPE to enhance digital workflows and reduce process variation.

Future Automation Opportunities

Automation of track systems, digital morphology, and middleware will increase efficiency and standardisation.

Strategic Service Positioning

Taking what we learned and growing it....

- Cellular Pathology have their own story of change, digital revolution and transformation.
- Microbiology start their journey in the coming months with Total Laboratory Automation



Thank you & Questions

Acknowledgements

No transformation can be a success without the support of the Teams.

Thanks to:

- Northumbria Pathology Teams!!
- Beckman Coulter – especially Sammi, Alex, Maria & Daria
- Danaher Performance Partnership – Hugo, Naseera and Kian
- Clinisys – WPE and ICE Teams
- Kayte and our LIMS Digital Team
- GP Liaison
-and Hannah, keeping us on the straight and narrow!



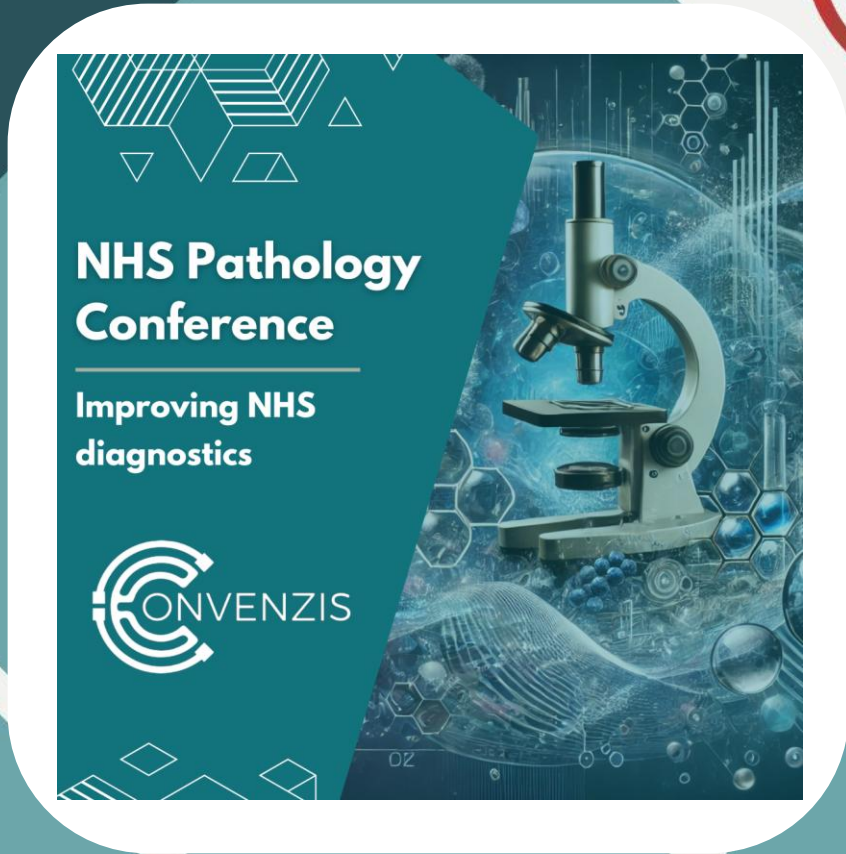
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NHS Deep Dive



Matthew Connell
Director of Digital, Data and IT
North West London Pathology



Angela Jean-Francois CSci FIBMS
HCPC
Managing Director
North West London Pathology

NWLP Operating model - a thriving pathology network



Patient focused



Collaborative



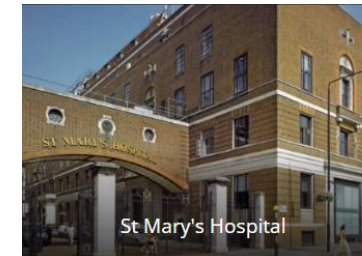
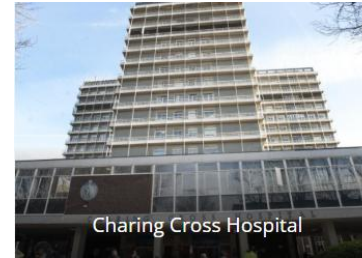
Expert



Caring

2026

Who we are



Patient-focused



Collaborative



Expert

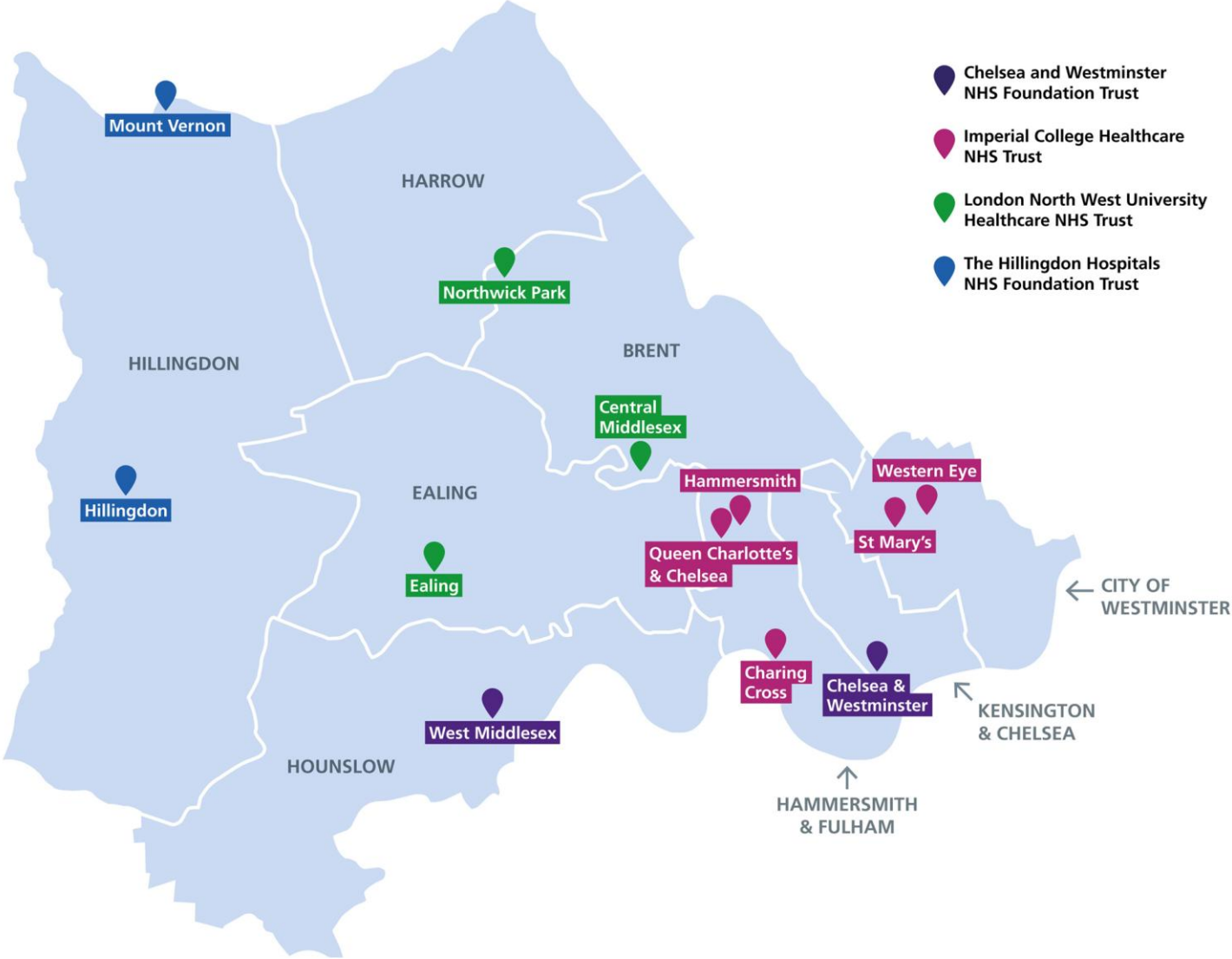


Caring

Our geography



North West London Pathology



NW London demographics – key comparative insights



NWL's population is large and diverse;
Inner-west boroughs like Westminster/Kensington & Chelsea skew more working-age
Outer boroughs (e.g., Harrow, Hillingdon) have relatively older profiles

Within NWL, intra-borough gaps are stark:
Westminster reports up to **18 years difference in male life expectancy** between wards

Ethnic and Cultural Diversity

North West London has a highly diverse ethnic makeup with large Asian, Black, Mixed, and Other populations supporting vibrant multicultural life.

Religious Diversity

The area hosts significant Jewish, Muslim, and Hindu populations, enriching local traditions and places of worship.

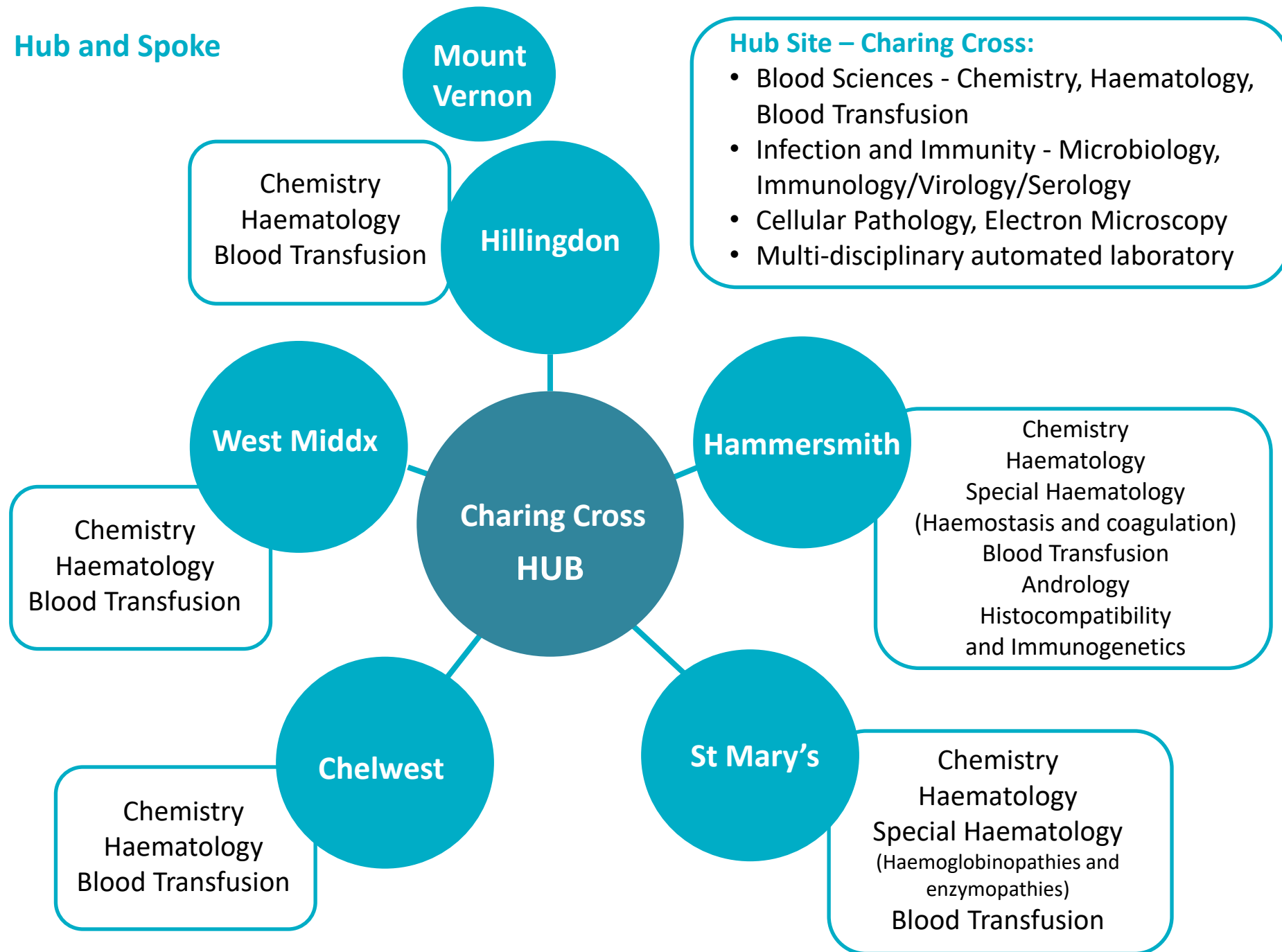
Transport and Mobility

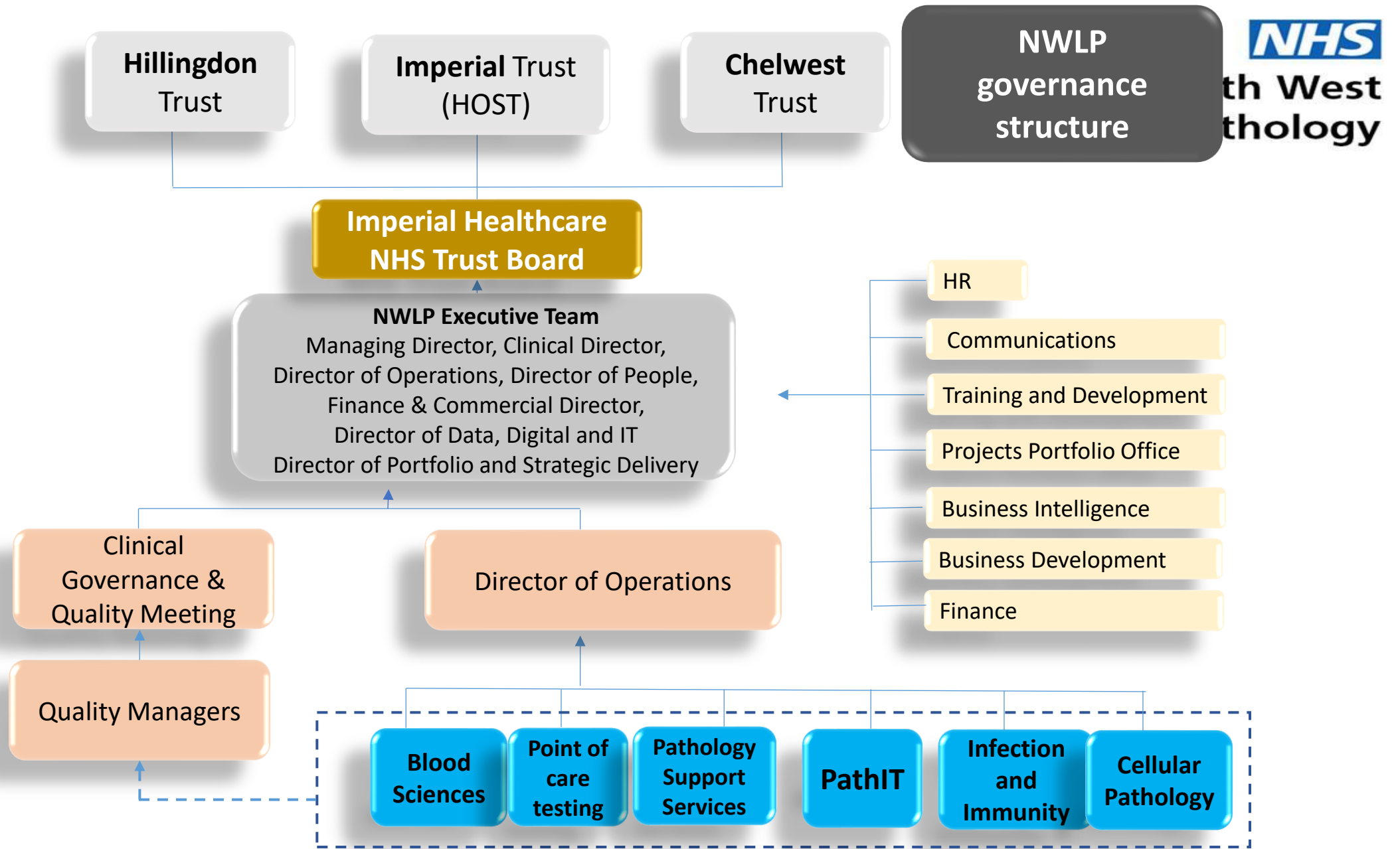
Residents rely heavily on public transport like buses and the Tube due to lower car ownership, reflecting urban connectivity.

Youthful and Entrepreneurial Population

The population is younger with more students and working-age adults, showing higher self-employment and entrepreneurial activity.

Hub and Spoke





DELIVERING SCIENCE SUPPORTING HEALTHCARE

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 values and behaviours



Expert



Patient
focused



Caring



Collaborative

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.



Strategic priority areas



North West London Pathology
North West London Pathology

G1 Workforce

- ✓ G1.01 Cultural Development
- ✓ G1.02 Talent Attraction and Retention
- ✓ G1.03 Training and Development



G2 Innovation and Technology

- ✓ G2.01 Innovation and Development
- ✓ G2.02 Digital Pathology Toolset
- ✓ G2.03 Data Utilisation and Clinical Decision Support Unlocking the value in our Data and Services
- ✓ G2.04 Research and Partnership Development

G3 Operational excellence and sustainability

- ✓ G3.01 Evolve our corporate governance model
- ✓ G3.02 Our Estate: creating a leading Diagnostics Laboratory
- ✓ G3.03 Operational Excellence
- ✓ G3.04 Green Plan
- ✓ G3.05 Commercial enablement

G4 Growth and Customers

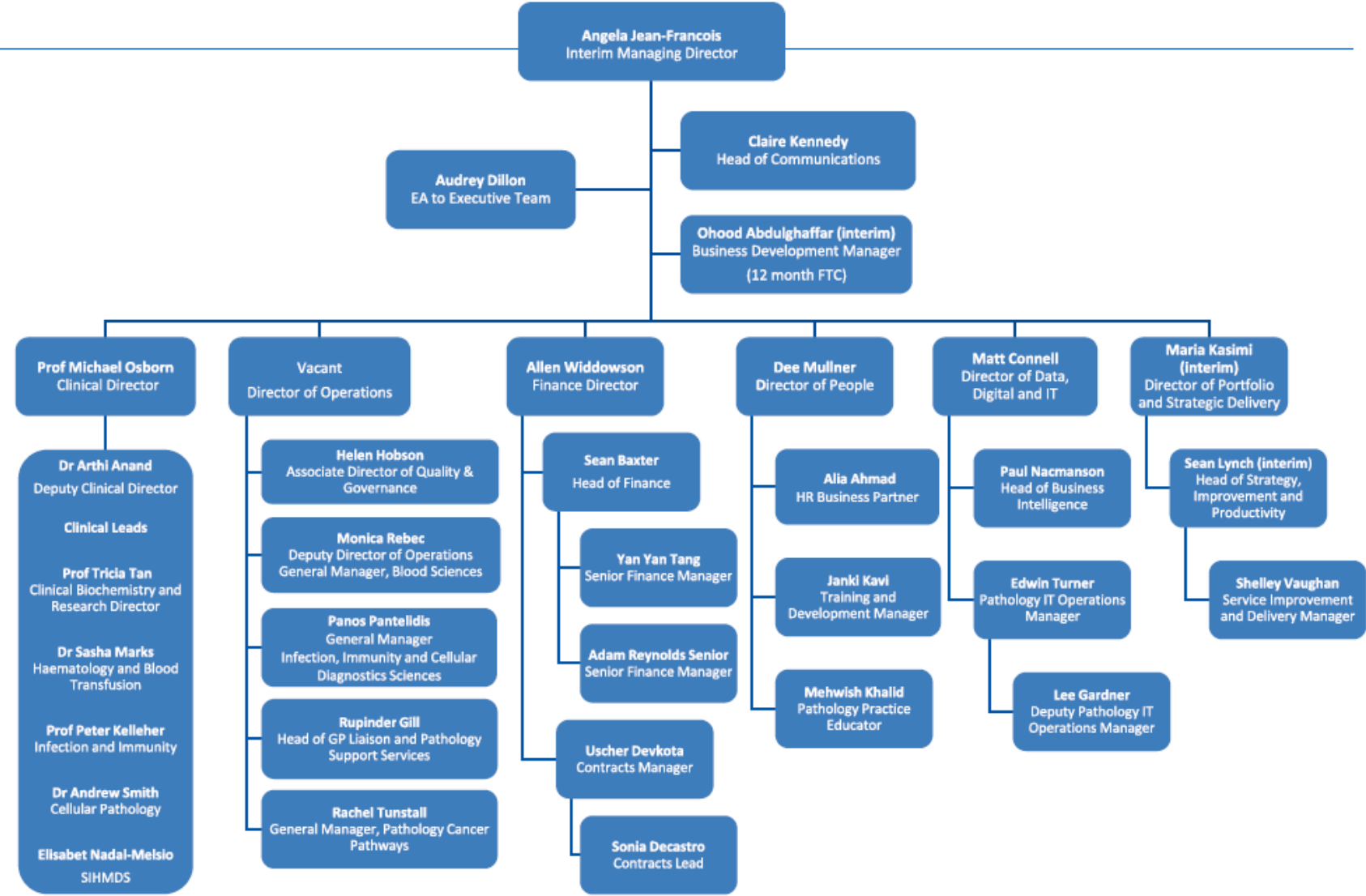
- ✓ G4.01 Brand and Identity
- ✓ G4.02 Excellence in Customer Care
- ✓ G4.03 Availability of Products and Services to a broader client portfolio

Review and revise functions and processes of our organisation to deliver our vision

Our corporate and support services are essential for driving excellence within our organisation and play a pivotal role in enabling us to achieve our strategic objectives and maintain a competitive edge in the market. These services encompass a wide range of functions, each integral to maintaining the seamless operation of NWLP.



Office of the chief executive North West London Pathology





North West London Pathology



Our people are at the heart of everything that we do and are key to providing a great service to our owners, our customers, our patients and our colleagues.

People Strategy

At the heart of everything



Key Themes for change

At the heart of our work is our commitment to make NWLP a better and fairer place for all people – celebrating their talents, whatever their background or needs

ATTRACTING
PEOPLE

PEOPLE
DEVELOPMENT &
LEADERSHIP

SUPPORT AND
BELONGING

ENGAGEMENT &
WELLBEING


KEEPING GREAT
PEOPLE

WORKING AS
A TEAM TO
TRANSFORM

**People
Strategy**

At the heart of everything

Our Value and Behaviour Framework




Patient focused

Expect to see

- I am motivated by the impact I have on patient experience, whether indirectly or directly.
- I complete my role to the best of my ability to provide high quality results as efficiently as possible.
- I treat patient information and samples with respect and confidentiality.
- I learn from feedback and mistakes that impact patient experience and share the learning with colleagues to promote continuous improvement.
- I escalate concerns that may impact patient care in a timely manner and ask for help if needed.

Don't expect to see

- Allowing feelings to impact on how you behave towards patients and colleagues.
- Blaming others; putting individual agendas before patients/colleagues/teams; focusing on quantity rather than quality.
- Acceptance of poor practice; being uninterested.
- Allowing barriers to impede or deny service improvement; doing what is easy or convenient, with little or no regard for the patient or colleagues.
- Being disengaged; ignoring/ covering up mistakes.




Expert

Expect to see

- I understand and comply with policies, procedures and reporting.
- I demonstrate competence in practice, and engage in continuing my professional development and learning.
- I strive to do what I say I will to deliver on my commitments.
- I use time, money and other resources as efficiently and sustainably as possible.
- I use quality improvement methods to tackle problems and make improvements.

Don't expect to see

- Ignoring best practice, policies and procedures; taking unwarranted risks or short cuts.
- Making no attempt keep up to date or maintain knowledge and best practices.
- Failing to follow through on commitments; missing deadlines and neglecting to highlight actions when not on track.
- Showing disregard for resources, time and facilities.
- Failing to recognise or act on opportunities for improvement.




Collaborative

Expect to see

- I work as part of a team, co-operating with everyone around me and demonstrate flexibility.
- I respect others' expertise and value advice, welcoming a diverse range of views.
- I contribute to partnerships and collaborations to achieve a common goal.
- I openly and freely share information with others where appropriate.
- I respond positively to reasonable requests for support from others.

Don't expect to see

- Excluding others and working in isolation; resisting others' attempts at collaboration.
- Disregarding others' expertise or views; ignoring or dismissing ideas; avoiding seeking input.
- Acting in your own interests or to the detriment of other teams or partners to achieve your own goals.
- Providing incomplete or inaccurate information; withholding information.
- Being elusive or hard to contact; failing to respond to others in a timely or positive way.



Caring

Expect to see

- I celebrate diversity and value everyone's voice, promoting inclusion.
- I treat everyone with respect, non-judgement and empathy, always creating a welcoming environment.
- I check in on the welfare of my colleagues and take the time to listen to them.
- I address challenging behaviour in a professional and calm way.
- I recognise the efforts of my colleagues and say thank you.

Don't expect to see

- Ignoring others' feelings or needs; making others feel bullied, excluded, belittled or judged.
- Making others feel they are a burden; being unhelpful; ignoring visitors who are lost.
- Condoning or ignoring disrespectful or unkind behaviour in others; failing to challenge it directly or indirectly.
- Appearing disinterested, distracted or dismissive; talking over others.



Training Academy

Delivering Knowledge, Supporting Talent



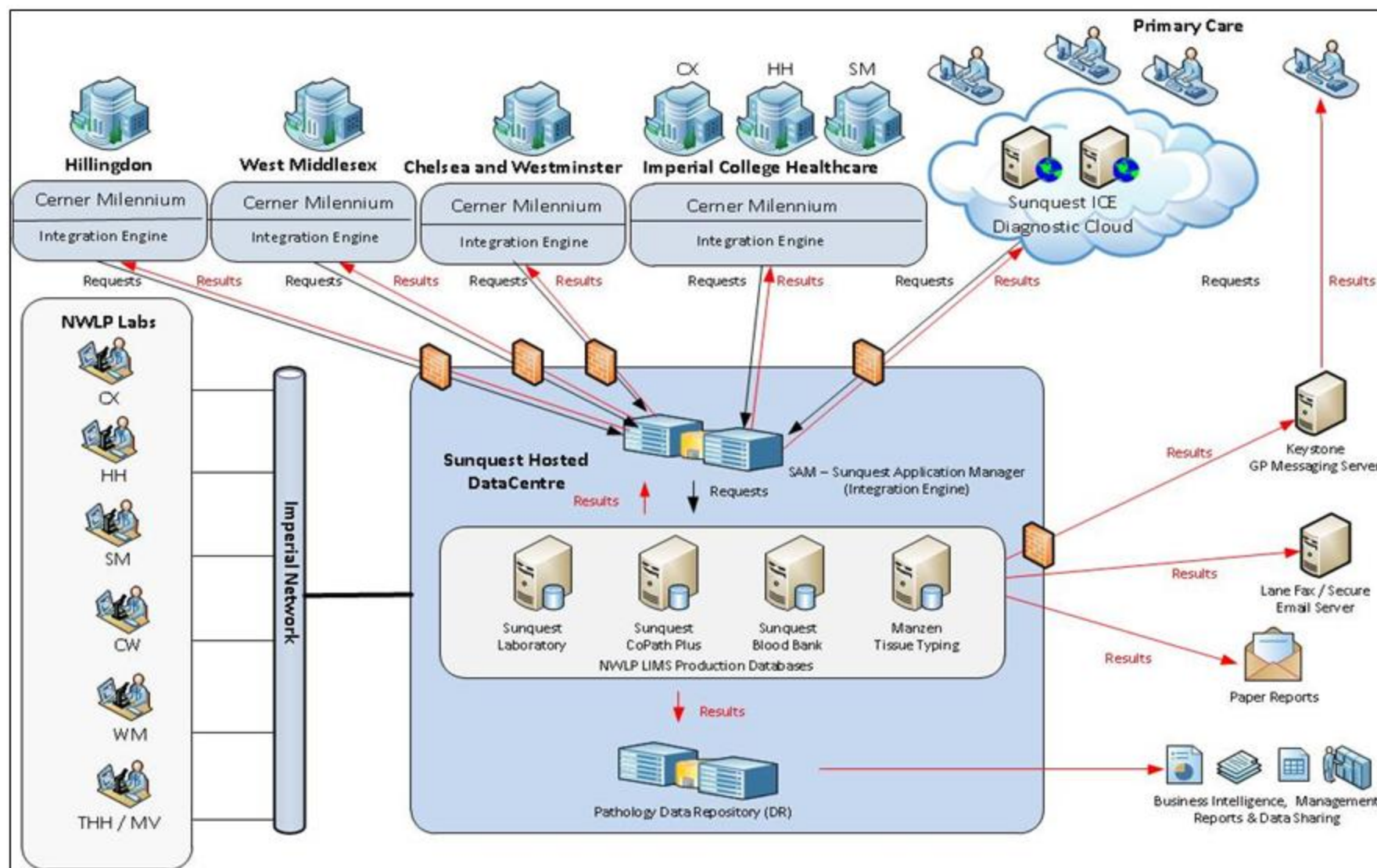
North West
London Pathology



NWLP training and development opportunities are overseen by our Workforce Committee and include:

- Award winning induction programme
- Customer care training
- Student and Voluntary Placements
- T Levels
- Work experience
- Apprenticeships
- Specimen Reception School
- HCPC registration School
- Return to practice Health Care Professions Council (HCPC) programme
- Specialist Portfolio School
- Higher Specialist qualifications
- Weekly and monthly MLT CPD talks
- Clinical and Higher Scientific training
- Talent Development
- Access to courses, conferences and other forms of CPD
- Multidisciplinary lab tours

LIMS System



Consolidated LIMS Benefits

- Facilitate interoperability between the Pathology networked sites
- Supporting NWL sector IT strategy of consolidation onto fewer systems across the Network (LIMS, EPR, Ordercomms)
- Integration, consolidation, standardisation
- Reduction in local variation between IT systems and processes to enable staff to work easily cross site - reduced staff training time
- Reduction in the number of legacy systems requiring IT support
- Mitigation of cybersecurity risks to the owner Trust that could lead to loss of service due to outdated lab systems.

Consolidated LIMS Benefits

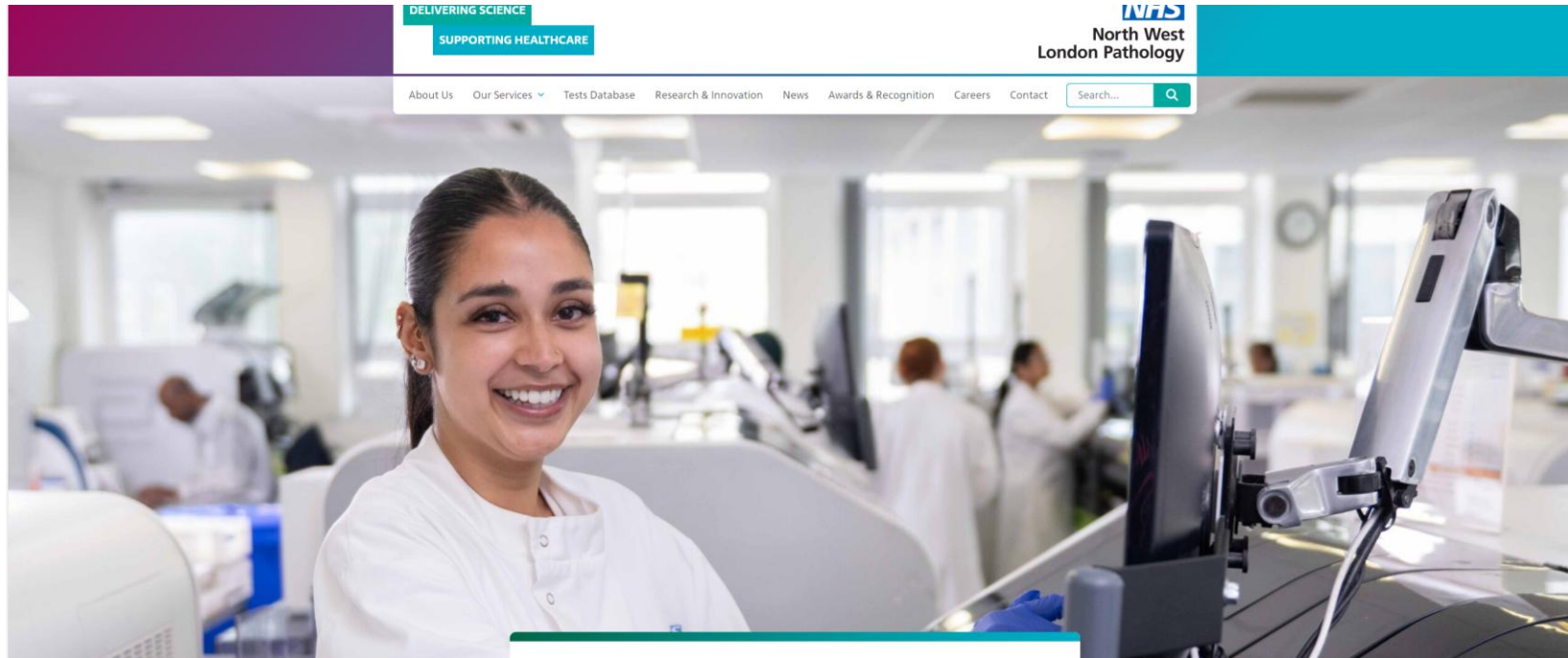
- Financial benefits leveraged from economies of scale and consolidated contracts - **Over £25 Million recurrent savings realised to date**
- Cost savings from improvements in workflow efficiencies
- Enhanced decision making and strategic planning
- Centralised data management, single source of truth for activity, finance, clinical and operational - helping identify trends at scale
- Scalability of single system more straightforward
- Able to leverage improvements across whole service at same time rather than by system/site only
- Reduced IT infrastructure costs, decreased error rates

Consolidated LIMS Benefits for AI

- **Improved diagnostic accuracy and consistency** – Large, unified datasets allow AI models to be trained on far more diverse pathology examples.
- **Faster diagnoses and workflow efficiency** – When data from all labs is digitised and standardised, AI tools can dramatically speed up pathology workflows.
- **Cross-site collaboration and equitable access** – With standardised digital data pathologists across different hospitals can easily collaborate and consult on cases, regardless of location.
- **Predictive analytics and proactive healthcare** – Unified pathology datasets can be integrated with other health data (like electronic patient records and genomics) to unlock powerful population-level insights.

<https://www.nwlp pathology.nhs.uk/>

**North West
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Main Plenary Skill Clinic



Dr Branko Perunovic
Chief Medical Officer
Black Country Pathology Service



Bruce Daniel
Head of Pathology
NHS England – South West Region



Chris Elliott
Assistant Director Pathology: Business Development
and Transformation
NHS Blood and Transplant



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Breakout Skill Clinic



Noman Manzoor

Pathology Laboratory Director, General Manager Pathology,
Transfusion and Mortuary Services
South 4 Pathology Partnership Great Western Hospitals NHS
Foundation Trust



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Food, Drinks & Networking