



# **Transforming Pathology Services For East of England**

Strategic Outline Business Case

Work Package

Draft v0.2

A shared vision for the future



## Transforming Pathology Services

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### Amendment history

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### Distribution List

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Hemal Desai	Transforming Pathology Services Lead & Clinical SME
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## 1. Introduction

### 1.1 Purpose

The work package plan contains a detailed specification of the tasks, responsibilities and plans for work package based on the overall Project Plan, in order to determine the method, resources, tools and techniques with time aspects to implement and achieve the goals set for work package

This detailed plan is applied for progress control in the project, and to evaluate if the goals of work package can be realistically achieved.

### 1.2 Scope

This document is applicable to

- Work Package Leader / Project Director to supervise and approve the WP plan.
- Affected Project Leads, Managers, and Coordinators to review the WP plan and to know main requirements of the WP referring to their deliverables.
- Quality assurance to review the WP plan if it fulfils quality requirements.
- WP participants to know their own work plan

The WP covers

- detailed schedule with all the tasks to be performed in this Work Package,
- WP Goals,
- resource assignments for the tasks,
- stage risks and related action plans,
- WP communication requirements
- WP-related meetings and reviews,
- Dependencies,
- Sign off Requirements

The WP does not cover

- Entire project plan or detailed plan of other WPs
- Detailed progress data
- Daily issues

WP will be revised periodically and will be modified if require according to the decision of the WP Leader/Project Director.

### 1.3 Definitions and Abbreviations

Abbreviation	Explanation
WP	Work Package
WPL/ PD	Work Package Leader / Project Director
PL	Project Lead
SPT	Strategic Project Team
WPO	Work Package Owner

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## 2. General Work Package description

### 2.1 Work Package scope

The development of the Strategic Outline Business Case for Transforming Pathology Services to identify a Strategic, Economic and Financial justification for the project

### 2.2 Work Scenario

The Strategic Outline Business Case will be developed taking into accounts 5 main areas listed below:

1. Strategic Fit: the strategic case
2. Options Appraisal: the economic case
3. Commercial aspects: the financial case
4. Affordability : the financial case
5. Achievability: the project management case

### 2.3 Work Package goals and measures

Project-related goals to be achieved in the WP; the goals must be consistent with the mission of the project and must contain measurable criteria.

WP Goals	Criteria
To identify the structure, tasks and deliverables required to develop the strategic outline Business case which demonstrates the benefits of system change from transforming pathology services across the east of england	To meet the expectations of Transforming Pathology Services Project Board for initial approval and the EoE Operations Board for final signoff and approval.

Table 1: WP Goals Table

### 2.4 Risk Management

Based on the project-related, risk factors will be identified and needs to be included in the WP

Risk factor table shows assessment data and actions needed to perform to reduce potential negative influence.

Identified Date	Risk Description	Likelihood HML	Impact Analysis HML	Planned Action
19/05/2010	Provider Resistance to Change	H	H	Commissioners Prepare themselves to be able commission pathology services through a market approach if providers are resistant for direct access. Also to engage providers at all steps within the process to capture any early signs of resistance. Send out directives to acute trusts to

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Identified Date	Risk Description	Likelihood HML	Impact Analysis HML	Planned Action
				hold off on any significant service changes and log term contractual commitments
19/05/2010	Clinicians resistance to change	L	H	Establish clinical leadership Subgroup to propose clinically led delivery model Having a substantial number of clinicians on the project board including one from each major speciality and from GP.
19/05/2010	Impact of current local plans/procurement in the project	M	H	Directive from SHA to acute trusts and guidance to foundation trusts to hold off on longterm procurement and contract commitments
19/05/2010	Capacity and capability of commissioners to commission proposed service delivery model	H	H	To establish a commissioning subgroup to review and address any gaps in capability of the commissioners
06/07/2010	The change of commissioners from PCTs to the GP clusters	H	H	Engaging GPs within the process to ensure any service change meets their needs.
19/05/2010	IT Systems Barrier	M	H	Work with DH to develop IT capabilities and specification to inform commissioners with the future commissioning requirements.
30/06/2010	Requirement for public consultation	M	M	Liaise with appropriate body to gain advice bout the need for public consultation
14/07/2010	Lack of resource to execute identified tasks in the work package	M	H	Work package to be discussed thoroughly prior to approval and available resources to dedicate reasonable time to completing tasks identified on the work package tasks list.
09/07/2010	Getting required number of delegates at the workshop due to holiday period	H	H	To give sufficient notice to delegates to prevent the risk from occurring. 6 weeks notice toi be issued
12/07/2010	Having pathology service delivery options available for testing from the Clinical Design Workgroup	H	M	Organise a conference call with members of the Clinical design workshop early August to discuss timescales for submissions of service delivery options and how it informs the workshop in August Project Board Chairs to advice members of Clinical Design workgroup on the timescales and the importance of having the recommended options by latest the 9th of August 2010.
14/07/2010	Availability of a suitable venue to meet location and size requirements	L	H	Early serach of a venue as soon as possible with size and location requirements in mind.

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### 3. Detailed Work plan

#### 3.1 Organisation

This chapter assigns people to the roles which were defined in the work-flow scenarios. In addition tasks are described which are managed by the roles to achieve the results and goals of the work package.

In the below table the responsible persons are assigned to the roles defined in the standard working scenarios.

Role	Assigned Person	Planned effort (+ tolerance)	Costs (+ tolerance)
WPL/ PD	Andrew MacPherson	5 days a week	N/A
WPO	Ian White	1 day a week	N/A
Project Lead	Hemal Desai	4 days a week	N/A
Programme Manager	Diekola Sulu - Das	5 days a week	N/A
Commercial Lead	Martin Peat	1 day a week	N/A

Table 1: Organisational Structure

#### 3.2 Tasks

**1. Strategic Fit:** the Strategic case will be informed by the following below and tasks are as follows

- The Carter Report
- Bob Jenkins Report
- Frontline Report
- EoE Operations Board Report

Task no	Task name	Responsible person	Planned Start date (+ tolerance)	Planned End date (+ tolerance)
1	Outline the Business need for the Project	HD/ DS	09/08/2010	21/09/2010
2	Describe the organisational overview	HD/ DS	09/08/2010	21/09/2010
3	Describe how project will contribute to key objectives; QIPP etc	HD/ DS	09/08/2010	21/09/2010
4	Outline the main stakeholders groups and their contributions the projects	HD/ DS	09/08/2010	21/09/2010
5	Outline the current service delivery arrangements	HD/ DS	09/08/2010	21/09/2010
6	Summarise the potential scope of the project:	HD/ DS	09/08/2010	21/09/2010
7	Summarise the main project constraints	HD/ DS	09/08/2010	21/09/2010
8	Outline the internal and external factors upon which the successful delivery of this project are dependent	HD/ DS	09/08/2010	21/09/2010
9	Outline high-level strategic and operational benefits	HD/ DS	09/08/2010	21/09/2010
10	Outline the main business risks such as continuing need for the project and changes in business direction	HD/ DS	09/08/2010	21/09/2010
11	Define the critical success factors for the project	HD/ DS	09/08/2010	21/09/2010

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Table 2: Task plan

**2. Options Appraisal:** the economic case will be informed by the following below and tasks are as follows

- Clinical Design Workgroup output
- Commissioning workshop output
- Data Gathering Analysis
- QIPP Work stream input

Task no	Task name	Responsible person	Planned Start date (+ tolerance)	Planned End date (+ tolerance)
1	Outline options identified for analysis with key objectives and critical success factors	HD	09/08/2010	21/09/2010
2	Describe the opportunities for innovative approaches	HD	09/08/2010	21/09/2010
3	Outline opportunities for collaboration with others	HD	09/08/2010	21/09/2010
4	Investigate Service delivery options	HD	09/08/2010	21/09/2010
5	Approach used to calculate project costs and Benefits	IW	09/08/2010	28/10/2010
6	Show results of identifying key benefits criteria,	HD	09/08/2010	21/09/2010
7	Describe preferred option and summarise findings from economic appraisals, benefits evaluation	HD	09/08/2010	28/10/2010

**3. Commercial aspects:** the financial case will be informed by the following below and tasks are as follows

- Clinical Design Workgroup output
- Commissioning workshop / workgroup output
- Data Gathering Analysis
- Financial model costing output
- Commercial, Legal, HR input/ implications

Task no	Task name	Responsible person	Planned Start date (+ tolerance)	Planned End date (+ tolerance)
1	Summarise the requirement in terms of outcomes and outputs	Martin Peat	09/08/2010	28/10/2010
2	Outline the options for sources of provision of services to meet the business need	Martin Peat	09/08/2010	28/10/2010
3	Outline the proposed payment mechanisms that will be negotiated with the providers	Martin Peat	09/08/2010	28/10/2010
4	Describe risk management approach	MP/DS/HD	09/08/2010	28/10/2010
5	How will value for money be tested and achieved.	Martin Peat	09/08/2010	28/10/2010

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**4. Affordability:** the financial case will be informed by the following below and tasks are as follows:

- Financial model costing output
- Clinical Design Workgroup output
- Data Gathering Analysis

Task no	Task name	Responsible person	Planned Start date (+ tolerance)	Planned End date (+ tolerance)
1	Produce estimates of the whole life costs of the project	TBC	09/08/2010	28/10/2010
2	Provide details of, the expected costs, when they will occur, how they will be monitored and who will pay for each cost.	TBC	09/08/2010	28/10/2010
3	Produce income and expenditure account	TBC	09/08/2010	28/10/2010

**5 Achievability:** the project management case will be informed by the following below and tasks are as follows:

- Commissioning Subgroup/Workshop outputs
- Updated implementation Project Plan
- Updates Risks and Issues Log
- Clinical Design Workgroup output
- Data Gathering Analysis

Task no	Task name	Responsible person	Planned Start date (+ tolerance)	Planned End date (+ tolerance)
1	Provide evidence of similar projects that have been successful, to support the recommended project approach or the	Diekola Sulu	09/08/2010	21/09/2010
2	Provide project management approach to be adopted and how risks will be managed including any identified contingencies plans	Diekola Sulu	09/08/2010	21/09/2010
3	Provide a project plan with timescales and set up the Project Organisation structure and governance for project assurance	Diekola Sulu	09/08/2010	28/10/2010
4	Agree indicative timetable and justification for the proposed approach	Diekola Sulu	09/08/2010	21/09/2010
5	Summarise outline arrangements for contract management	Martin Peat	09/08/2010	28/10/2010
6	Summarise outline arrangements for benefits management	HD/ DS	09/08/2010	21/09/2010

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### 3.3 Deliverables

Deliverables, Sub-deliverables and related documents are determined in tables below. The described deliverables relate to the tasks described above.

Deliverables		
Del No	Description	Quality Criteria
1	Commissioning Subgroup/Workshop outputs: <ul style="list-style-type: none"> <li>Updated pathology service delivery model</li> <li>Confirmation of satisfaction from the GPs and commissioners</li> <li>Vision for the methodology for commissioning pathology services</li> <li>Commissioning tools and support required for transformation delivery.</li> </ul>	Subject to internal audit process
2	Clinical Design Workgroup outputs: <ul style="list-style-type: none"> <li>Stratified tests by TAT for each major discipline</li> <li>high level potential options for service delivery model for a managed network within each major discipline</li> </ul>	Subject to internal audit process
3	Data Gathering Analysis	Subject to internal audit process
4	Updated Risks and Issues Log	Subject to internal audit process
5	Updated Implementation Project Plan	Subject to internal audit process
6	Financial model costing outputs	Subject to internal audit process
7	Develop Strategic Outline Business Case for Transforming Pathology Services for East of England covering: <ul style="list-style-type: none"> <li>Strategic Fit: the strategic case</li> <li>Options Appraisal: the economic case</li> <li>Commercial aspects: the financial case</li> <li>Affordability : the financial case</li> <li>Achievability: the project management case</li> </ul>	Board Approved

Table 3: Deliverable plan

### 3.4 Schedule

Schedules	Dates
Transforming Pathology workshop for EoE commissioners	06/08/2010
Transforming Pathology Services Project Board meeting for OBC approval	04/11/2010
EoE operations Board meeting for OBC endorsement	18/11/2010

Table 6: Schedule Dates

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### ***3.5 Interfaces and Dependencies***

1. NHS Institute for Innovation
2. NHS Networks and improvement
3. Transforming Pathology Services Project Board
4. Commissioning Subgroup
5. Clinical Design Subgroup
6. EoE Operations Board
7. 13 PCTs within the region
8. 18 Acute Trusts within the region
9. Other NHS organisations and staff for consultation and engagement

### ***3.6 Project constraints to be observed***

To be Agreed

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## 4. Communications

### 4.1 Reporting Arrangement

Progress will be managed between the TPS project Team including Patsy and the NHS Institute for Innovation and Improvement.

### 4.2 Escalation Process

During work package completion, encountered issues or risks beyond agreed tolerance level are to be logged and escalated to the Project lead or Director

### 4.3 Sign off Requirements

Completed tasks and deliverables will be captured on a weekly update report to Andrew MacPherson or Ian White.

### 4.4 Communicating Project Completion

N/A

In order to manage performance against plan the following actuals are required.

	Plan	Actual	Variance
Duration			
Effort / time (+ tolerance)			

Table 7: WP Completion