

Sonic Healthcare UK Education & Training Annual Report

July 2018 - July 2019



SONIC
HEALTHCARE UK

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Introduction

It is a pleasure to introduce this year's Sonic Healthcare UK Annual Education and Training Report which provides an opportunity to share the extraordinary amount of learning being undertaken in our laboratories.

Across the organisation, in large and small facilities, we have supported staff to undertake, among other qualifications, apprenticeships, IBMS registration and specialist portfolios, Diplomas, Masters and also provided support towards College examinations and PhDs.

Continuous Professional Development is a prerequisite for the provision of high quality scientific and medical healthcare and fits with the Sonic core values of commitment to service excellence and enthusiasm for continuous improvement.

In my role as the chair of the Education and Training Faculty I am able to see the breadth of education and training we support, from work experience attachments to leadership development courses for aspiring directors.

The provision of course funding is one way in which we as employers support and show commitment to our staff. We want all employees to reach their full potential within Sonic Healthcare UK. The applications

for funding are assessed by the members of the Faculty (below) using their knowledge and experience of pathology education and training.

- Dr Rachael Liebmann, Group Medical Director (Chair)
- Wendy Leversuch, Head of Scientific Training
- Tim Herriman, Group Laboratory Director
- Dr Keith Gomez, Head of Medical Training
- Matthew Gibbins, Head of Human Resources
- Gill Swain-Coad, Learning & Development Co-ordinator
- Beverley Wallace, Staff Side Representative (nominated from our trade union partners)

From everyone on the Faculty, I hope you enjoy reading about the education and training achievements of June 2018 to June 2019 presented here and can take pride in the contribution made to developing the skills required for great patient care.

Dr Rachael Liebmann

Group Medical Director &
Chair of Education and Training Faculty



Dr Rachael Liebmann

Career Progression

SAMPLE RECEPTION: A NEW CAREER PATHWAY

Increasing workloads, slow adaptation of technology within organisations and other healthcare providers, high staff turnover and staff joining sample reception as a springboard for a career as a Biomedical Scientist is a familiar story across the country. It is acknowledged that the sample reception area (SRA) is the engine room of any pathology service and an error made in reception can lead to a misdiagnosis and take many senior management hours to resolve.

The SRA at the Halo building, in the heart of London, supports the TDL arm of the Sonic Healthcare UK pathology service. The SRA department has just under 100 staff and provides a multidisciplinary service processing over 6000 samples per day operating 24/7.

We responded to the challenge of finding a way of getting staff into reception with the skills we need, engaging with them and to have SRA as a career choice rather than as a stepping stone elsewhere. Our solution was to create a professional career pathway within SRA, to identify this area of pathology as a career choice in itself, separate from the laboratory. We ensured this was attractive in terms of remuneration, development and stability and established measurable progression within the pathway.

The initial departmental structure comprised Medical Laboratory Assistants (MLA), Team Leaders, a Deputy Manager and the Head of Department. We chose to expand this to a six stage pathway, using the terminology Specimen Reception Processing Officer (SPRO) with the first three levels automatically progressing once set criteria were met and the last three levels requiring suitable skills and competitive interviews for entry.

The first level (SPRO1) allowed for recruiting staff, using a competency assessment which had the skill sets needed for a career in SRA. The training in the first year focused on becoming competent in one area of SRA, completing mandatory training and supporting corporate objectives. Once the staff have met the requirements to progress, typically a one year period, they become a SRPO2 which includes a pay rise. The level 2 staff are expected to complete the IBMS Certificate of Achievement Part I, focusing on the SRA modules. They will also begin to expand their competence across more than one area within SRA. Once this is complete, typically a further year, they then progress to SRPO3 which also includes a pay rise. The objective is that by level 3 the staff are well rounded experienced staff that can move to any task in SRA. Training is now focused on individual needs and progression into management roles, where staff will need to compete for vacancies and further training is a combination of business and personal needs.

Following implementation of this career pathway, turnaround times have vastly improved and staff turnover has reduced by 94% allowing for a stable workforce and a subsequent reduction in errors.



“The new structure helps me to allocate tasks and rosters with a clear understanding of skill sets. It allows me to implement more effective training”
John Zapata, SRA Manager

“I feel like I have more career progression, this opens up training opportunities, I am able to make this my long term career pathway”
Oznur Sakar, SRPO3

SCIENTIFIC STAFF CASE STUDIES

Once again, a number of staff have excelled themselves whilst gaining qualifications via the Education & Training faculty over the past 12 months. Below are some of our staff's achievements.



Damion Cotterell **Biomedical Scientist - The Halo Building**

Damion works in our hub Infection Sciences Department and also supports the high level isolation unit pathology laboratory (HLIUPL) which handles category 4 infections, most recently dealing with the wide spread Ebola outbreaks. Damion has just completed a fully funded MSc in Medical Microbiology at Queen Mary's University.

"I am extremely lucky to get one of the first opportunities HSL offered to do an MSc. I received support to attend class while still working full time and the project I did will be able to be utilised to help future patient's diagnosis and treatment."



Timothy Tang **Biomedical Scientist - BMI Ridgeway Hospital**

Tim joined TDL in 2012 as a multidisciplinary Biomedical Scientist. He soon took on the role of Quality Representative for the lab. As a result of gaining knowledge and experience in both technical and quality aspects, he was promoted to Senior Biomedical Scientist in 2017, managing the Blood Transfusion lab at the BMI Ridgeway Hospital. Tim applied to undertake the BBTS Specialist Certificate in Transfusion Science Practice and after a year's hard work; in May 2019 he has successfully passed the exams with distinction.

"I'm very grateful to be given the opportunity and support to further my professional development."

It feels great to be a part of a company that is continuously investing in staff training and development. It shows that your work and future is appreciated and valuable to the overall growth of the organisation."



Rebecca Gorton
Senior Clinical Scientist - The Halo Building

Rebecca is an important part of the Infection Sciences team and recently completed her PhD, studying the molecular diagnosis of Invasive fungal disease at UCL as part of the Chief Scientific Officer (CSO) NIHR scheme. This opportunity has enabled Rebecca to develop her own translational skills as well as the wider Mycology diagnostic service at HSL.

“My PhD focused on research that would translate to new approaches for the diagnosis of fungal infection. It gave me the opportunity to develop working relationship with many experts in the Mycology field. I was subsequently invited to lead an international group investigating Candida PCR with the fungal PCR initiative (FPCRI) and I am the secretary of the British society for medial mycology, two roles which I enjoy a lot.”



Pedro Mataloto
Biomedical Scientist - TDL Manchester

Pedro started at TDL as an MLA, during which time he completed his IBMS registration portfolio and achieved HCPC registration. He then successfully applied for a Biomedical Scientist post at our Manchester site working in blood sciences.

“The company has supported my professional development by giving me the opportunity to complete my IBMS registration portfolio.

Currently I am employed as a BMS which would not have been possible without the support of everyone at TDL. I fully identify with values of the organisation and I believe that this is the right place to achieve my professional goals.”

Learning Initiatives

PREPARING TO LEAD (PTL): A LEADERSHIP PROGRAMME FOR OUR NEXT GENERATION

In partnership with Krystyna Ruskiewicz, our Organisational Development Consultant we developed a bespoke course aimed at developing leadership skills for our aspiring, new and experienced managers. Launched in February 2019, a total of 24 participants took part in a nine month programme which aims to:

- Create strong and inspirational leadership at all levels in the organisation, and contribute to building sustainable operational teams across the organisation, led by people who can inspire, motivate and manage our services and the workforce that provides them.
- Sharpen our leadership and management offer and expectations by articulating those behaviours that make the difference to the delivery of excellence within a challenging and sometimes ambiguous context.
- Develop our readiness for working with the opportunities and challenges that growth brings, by providing space for collective meaning, complemented by exposure to the latest thinking around change, transition and systems evolution.
- Provide a learning experience that is unlike anything offered before and exemplifies our values (particularly passion for excellence), capturing and incorporating global best practice thinking, from both private and public sectors, through a combination of structured content and action learning approach.

The programme comprised of three phases:

Phase One: Launch & Inquiry Event

The 24 participants took part in a launch and inquiry event which identified core leadership behaviours and skills needed to operate effectively. This included personal action plans for individuals to enhance their management and leadership offer locally and articulated behaviours to be used for individual participant development plans, coaching and mentoring.

Phase Two: Skills Workshops & Action Learning

The programme includes six full day sessions on a monthly basis, based on a combination of input and content followed by facilitated action learning in the afternoon. Each Action Learning Set (3 with 8 members each) is led by a facilitator to follow each of the workshops shown below. This provides a further chance to focus on practical issues including team action plans arising from phase one, explore the practical application of the skills covered by the workshops and also contribute to the development of a more supportive community.

• *Managing Self - Days 1 & 2*

Themes included: understanding personal style and preferences, influencing, collaborating and maximising own impact, adaptive / situational leadership. Developing resilience, reflective practice and self-care.



The attendees of the first Preparing to Lead course

• **Leading Others - Days 3 & 4**

Themes included: creating and inspiring a culture of high performance. Productive conflict and having courageous conversations. Coaching skills for managers to move from directive to enabling conversations.

• **Improving Services - Days 5 & 6**

This will include: leading service change in an environment of complexity and ambiguity - people and processes, from policy framework into practice. This will include the design of a real service innovation including a change programme, implementation plan and presentation to a “Dragons Den” panel, chaired by David Byrne, Chief Executive.

Phase Three: End of Programme Event (Friday 18th October 2019)

Professor Paul Dolan, Professor of Behavioural Science at the London School of Economics will close the programme, following agreement of

individual and collective next steps. The outcome will be a cohort of dynamic and energetic skilled individuals with development programmes in place to provide us with our leaders for the future.



Group discussions a vital part of the programme

CASE STUDY - JOSEPH BLACKWELL



Joe is a team leader within the IT Department based at the Halo Building and is taking part in the first Preparing to Lead (PTL) programme - here are some of his thoughts on how he was finding the course.

Why did you apply to do the PTL programme?

“This programme came at just the right time. I had taken on a new role as Team Leader and had gone from being part of the team to leading the team which can be a difficult transition for both parties and my Head of Department encouraged me to apply.”

What do hope to get out of it?

“There are many things I want to get out of this as I know what an amazing opportunity it is for me. We have been allocated into Action Learning Sets (ALS) which allows us to work through issues raised during the programme by meeting regularly and working collectively. Any problems that have arisen at work can be discussed within the group. The members of the ALS act very much as mentors to each other. This course already has me thinking differently about how I go about my work and I interact with the team.”

What aspects of the programme have you enjoyed so far?

I have enjoyed the sessions on ambiguity, conflict and having courageous conversations. I realise that I would avoid having difficult conversations as I really wanted everything to be harmonious which can be tricky to achieve sometimes. I feel I now have the skills to deal with the more challenging aspects of leading people.

Is there anything so far in the course that you haven't enjoyed?

To be absolutely honest, no there isn't. It is true that some of the sessions have been quite emotional and exposing, but it feels like such a safe place to be open that I found it to be constructive and a very important part of the programme.

What have you learnt about yourself so far?

"I now realise I am more capable than I thought. I suppose there is always an element of what will the unknown brings, but I have come to realise that not everything is a threat and every problem has a solution."

Will you change anything about how you work or interact with others?

"I was very interested in the results of the Myers - Briggs Interpretive report and how people perceive the world and make decisions.

My personality type was definitely "Let's do it" which I agreed with, but came to realise that I need to take a step back and think things through before acting. I have already started doing this and have already noticed I am more successful with tasks."



Joe is already utilising what he has learnt in his daily role

ENGINEERING TEAM

Our dedicated In House Engineering Team comprise of fully qualified Mechanical and Electrical Engineers with extensive laboratory equipment experience, in addition they attend comprehensive manufacturer led training courses prior to taking responsibility of our in house assets. With over 26 years of combined laboratory experience our team ensure we remain able to offer maximum analyser uptime to our laboratories.

As part of our commitment to continuous development HSL have invested in apprenticeship schemes within the engineering department allowing us to offer positions to candidates who are interested in creating a career within this field. In addition we are the only organisation in the UK which is accredited to carry out maintenance and servicing to both Roche and GLP Automation equipment by manufacturers.



The Engineering Team

Medical Training

The reconfiguration of pathology services through the joint venture has created new opportunities for the education of doctors in training. These opportunities have been exploited through several initiatives across various specialties.

Centralisation of the previously sector-wide Specialist Integrated Haematological Malignancy Diagnostic Service (SIHMDS) in HSL has allowed the creation of short training placements for registrars. Trainees now have a dedicated two week attachment during which they get intensive training in cytogenetics, flow cytometry and molecular diagnostics. E-learning for morphology has become possible through the development of searchable collections of peripheral blood and bone marrow smears.

Training leads in the consolidated Infection Sciences service have worked closely with clinical leads from each trust to create a training programme that meets the needs of doctors at various stages of their training. This required careful mapping of the service to the laboratory training curriculum. Staff have provided specific training to enable completion of workplace based assessments and preparation for the FRCPath exam. Dr Surjo De, consultant medical microbiologist commented that:

“The feedback from trainees has been overwhelmingly positive and the thoroughness / spectrum of their DOPS assessments has ensured their satisfactory progression through training based on assessment by London Deanery Annual Review of Competence and Progression (ARCP) panels, which assess all the medical microbiology trainees. Our structured laboratory training is becoming an example to others and should act as an incentive to attract high-quality trainees to our centres.”

The HSL Advanced Diagnostics laboratory uses cutting edge next generation sequencing to assess the genetic basis for cancer. The laboratory now has placements providing molecular training for registrars in histopathology. One trainee commented that:

“Witnessing the practical aspects (of genomics) in conjunction with the reporting made me realise the inter-dependency of genetic profiling with routine histological assessment. This placement will help me in my routine practice by enabling me to select and preserve appropriate material for testing and interpretation of reports.”

HSL Advanced Diagnostics



Scientific Training

TRAIN THE TRAINER

We ran our first train the trainer workshop in July 2018 which took place at Hamilton House in Central London. Wendy Leversuch, Head of Scientific Training, led the day alongside Victoria Moyses, Blood Sciences Manager at Northwick Park Hospital and Ashleigh Dadson-Butt, Learning and Development Manager in Infection Sciences. The aim of the day was to support trainers in their role, giving them a chance to network with other trainers and share best practice. Lots of trainers experience very similar challenges and therefore ask very similar questions. Train the trainer workshops are the perfect opportunity for us to help answer these questions in a relaxed, informal setting.

The full day workshop covered everything to know about being a trainer at Sonic Healthcare UK, from an overview of education and training to best

practice around competency. Other topics covered during the day included the internal training website, IBMS portfolios and portfolio evidence. Feedback from the day has been excellent with 100% of attendees prepared to recommend the workshop to a colleague

“I’m really pleased the day went well and we’re looking forward to getting even more trainers across the organisation involved. According to feedback from the day, 100% of attendees now feel more confident and competent in their role, which just goes to show how valuable these kinds of training sessions are.”

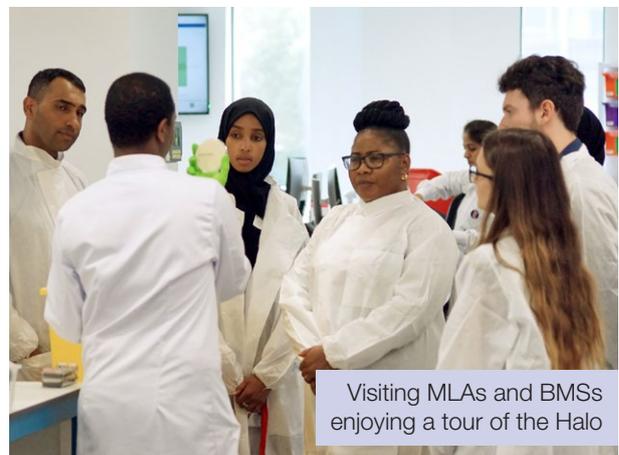
Wendy Leversuch, Head of Scientific Training

BMS / MLA OPEN DAY: YOUNG PERSON OPEN DAY

Sonic UK’s first biomedical scientist open day took place in January 2019. Showcasing our world-class facilities and excellent education and training opportunities, the day brought together 17 HCPC - registered biomedical scientists, all at varying stages of their careers, to find out what we have to offer. Each half day session included a guided tour of our flagship laboratory, the Halo, as well as dedicated networking time with various heads of department.

Our education and training programme was another real focus of the day. We are committed to the personal and professional development of all members of staff. For biomedical scientists, this includes opportunities to study for a Master’s degree or complete the IBMS Specialist Portfolio.

Learning and Development Co-ordinator, Gill Swain-Coad and Head of HR, Matt Gibbins, outlined the scope of these education and development opportunities, while Lisa Manze, Group Laboratory Operations Manager, spoke about Sonic Healthcare UK more broadly.



“The Halo is a hugely impressive space, and for the scientists it was a chance to see the latest techniques and cutting edge technology in action. Overall the day was a huge success. It was a chance to highlight the outstanding opportunities we offer in terms of professional development and career progression. It was great to see a real mix of people learning about what we do - and to hopefully inspire them to come and work with us in the future.”

Alwyn Neyton, HR Advisor

MANAGING IBMS PORTFOLIOS

A total of 75 trainers attended tutorials over the course of four months ensuring trainers had a clear understanding of how to support portfolios in line with local and IBMS guidelines. Again, feedback on the session was really positive with attendees

feeling more confident in supporting portfolios going forward. In addition to ‘train the trainer’ sessions, we also ran a series of bite-sized sessions specifically focusing on IBMS portfolios.

FACTS & FIGURES

IBMS Portfolios

We were the first to achieve company-wide training approval for IBMS portfolios, working with the IBMS has enabled us to support portfolio training across multiple sites. We recognise the value of a grow your own strategy and consider IBMS portfolios a crucial part of this, in line with the professional biomedical scientist career pathway. During this period we have supported a total of 44 registration portfolios and 66 specialist portfolios.

Clinical Scientist

We have supported 8 clinical scientist training portfolios for HCPC registration via the ACS route which involves trainee clinical scientists compiling a portfolio of evidence of work based learning over a 4 year period.

IBMS Registration Portfolio Tutorials

In support of the IBMS registration portfolio we run a series of tutorials linked to each module of the portfolio. These tutorials are open to all staff completing a portfolio or wishing to attend for a refresher. We ran tutorials across multiple sites allowing greater access for staff.

Infection Science Training Sessions

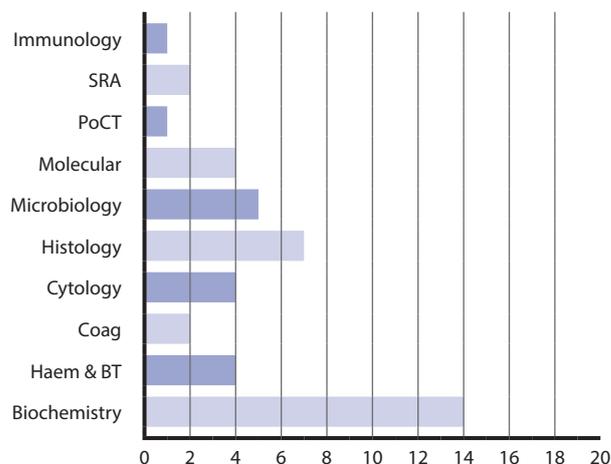
Our infection sciences hub run a mixture of training sessions in partnership with our medical staff:

- **In-lab case study** by the consultants (20 minutes).
- Hour long **back to basics** in a meeting room over lunchtime.
- **‘Bug of the month’** which can be an organism or process, 20 minutes in the lab.
- **External speakers** from other disciplines join in once a month. There are also short ‘in-lab’ sessions at least once a week for the MLAs on essential skills.

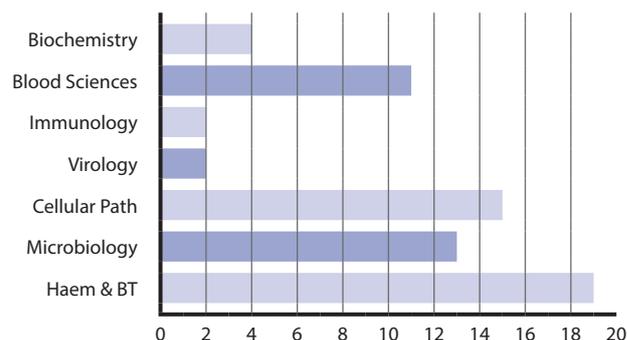
BT Tutorials

It was identified that Blood Transfusion was a discipline that staff would benefit from additional education support. To this end, external experts were invited to deliver a series of bespoke tutorials.

IBMS Registration Portfolios Supported



IBMS Specialist Portfolios Supported



External Recognition

VERIFIER / EXAMINER REPORT QUOTES

We support both IBMS registration and specialist portfolios and have had a number of staff complete them successfully.

“Experience in portfolio process evident in training team. This has guided the trainee well in completing her portfolio to a standard that reflects well on all contributors.”

“The tour was of an exceptional standard! The trainees’ knowledge and understanding of the benches were up to very high standards demonstrating a high quality of training.”

“Very well structured training programme that has been mapped to the HCPC Standards of Proficiencies.”

RCPATH EXCELLENCE AWARDS

This year the Royal College of Pathologists launched its RCPATH Excellence Awards: a scheme to help celebrate excellence in pathology practice and promote high standards in pathology education, training and research. HSL staff Ashleigh Dadson-Butt, Dr Rebecca Gorton, Professor Peter Chiodini and the UK NEQAS parasitology team all received awards at the College’s annual dinner on 12th June.

Ashleigh Dadson-Butt is an advanced specialist biomedical scientist and training and development manager for HSL’s infection sciences department. She won an award for her work developing a structured curriculum in laboratory practice for core infection trainees, an induction day for rotational doctors interacting with the laboratory, and case based sessions for higher specialist trainees. The highly-regarded programme has received excellent feedback and would not have been possible without Ashleigh’s dedication and passion for delivering the highest standards of training.

Dr Rebecca Gorton is a senior clinical scientist with specialist experience in the field of medical mycology. Based in a dedicated mycology laboratory at HSL, Rebecca’s work focuses on the advanced diagnosis of invasive fungal infections (IFI) in immunocompromised patients. In the design of a new mycology service, she has led a team of highly dedicated scientists who together have transformed the care of patients at risk of IFI, such as those with haematological malignancies, at the Royal Free Hospital. She has personally led every step of the journey from design to delivery to where it matters the most - patient care.



HSL staff recognised at the RCPATH awards

Professor Peter Chiodini and the UK NEQAS (External Quality Assessment Services) parasitology team won an award for their trailblazing approach to education and training. The team is renowned for its high-quality training workshops and educational roadshows which have helped to improve standards of parasitology practice across the UK, Ireland and worldwide. Sessions are extremely popular, and delegates particularly appreciate being taught by staff with many years of laboratory experience and expertise.

Announcing the winners, Professor Jo Martin, President of the Royal College of Pathologists, said: “The winners of the RCPATH Excellence Awards for 2019 exemplify the best of pathology practice. It’s wonderful to celebrate the amazing contribution pathologists and colleagues make to patient care. The winners combine dedication and commitment, going beyond the day-to-day to improve the working lives of their colleagues and the health and care of patients.”

ANDROLOGY AT E.S.H.R.E 2018

The ESHRE (European Society of Human Reproduction and Embryology) annual meeting took place in July 2018 in Barcelona, Spain. Dr Aideen Killeen, Head of Andrology at TDL, attended the conference in support of three posters that had been submitted by the TDL Andrology team.

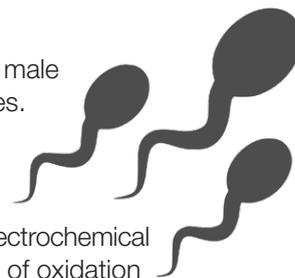
ESHRE is the largest reproductive medicine conference in Europe, highlighting cutting-edge research in the fields of reproduction, embryology and andrology to scientists, clinicians, patient associations and the general public. A record breaking 12,179 participants from 130 countries attended this year's meeting.

As a clinical reproductive scientist, this was an excellent opportunity for Aideen to network, share best practice and learn about new developments within reproductive biology and medicine. Aideen was particularly interested in new research showing a link between male reproductive health and overall health status, and has since been working on a comprehensive 'male health profile' for men presenting with subfertility.

Although the majority of Aideen's day-to-day work focuses on managing the Andrology team, she also takes a keen interest in research and development in

the area, in particular novel male fertility diagnostic techniques.

The team's main poster submission focused on the validation of one such test, the MiOXSYS system, an electrochemical assay for the measurement of oxidation reduction potential in human semen.



Oxidative stress is a major contributing factor to male infertility but is not yet routinely assessed in conventional semen analysis. The MiOXSYS study, led by Consultant Clinical Lead Professor Sheryl Homa, sought to validate this assay - a test which is more efficient, less time-consuming and cheaper to run than any existing technique for measuring oxidative stress.

The study found that the MiOXSYS assay is robust, consistently meeting the requirements and specifications to reliably and accurately measure static oxidation reduction potential in human semen. This is an exciting development for the TDL team and for the field of andrology in general, with the new assay hopefully becoming a routine part of diagnostic testing and aiding more effective management of male infertility in the near future.

LEARNING THROUGH EXTERNAL QUALITY ASSESSMENT

In addition to hosting the award-winning parasitology NEQAS scheme as part of the programme of external quality assurance, all of the laboratories across both TDL and HSL take part in technical EQA schemes and these provide important feedback to guide quality improvement and learning for laboratory personnel.

Below are some EQA scheme comments from external assessors demonstrating the group-wide commitment to education and training:

“There is confidence that training programmes and competence assessment processes are firmly embedded within the laboratory culture.”

“Laboratory staff confirmed that access to courses is available to them and meetings are on notice boards for CPD activities.”

“There is an overall consistency of approach to training, competency review and record keeping that is being maintained at a high level and is subjected to continuing ongoing development, providing confidence of firm establishment into the quality culture.”

“Assessments are comprehensive and include a variety of evidence of different types (e.g. required reading, observation performing activities, questions / written answers and record review of worksheets etc). These also include five levels of competency from ‘procedure understood’ to an ‘expert level’ indicating ability to perform’ advanced troubleshooting with the recording of objective evidence seen to be much improved and developing suitably.”

Corporate Training

MENTAL HEALTH AWARENESS

Sonic Healthcare UK understands the importance of Mental Health Well-being both at work and in the home. As part of Mental Health Awareness week, we ran a series of workshops attended by 50 staff to understand this important area.

The workshops were delivered by “Re-Think”, a Mental Health Charity based in Camden. People who experience mental illness and those that care for them are at the heart of everything they do. With that in mind they delivered 3 full day workshops which highlighted the issues that many people with mental health concerns face.

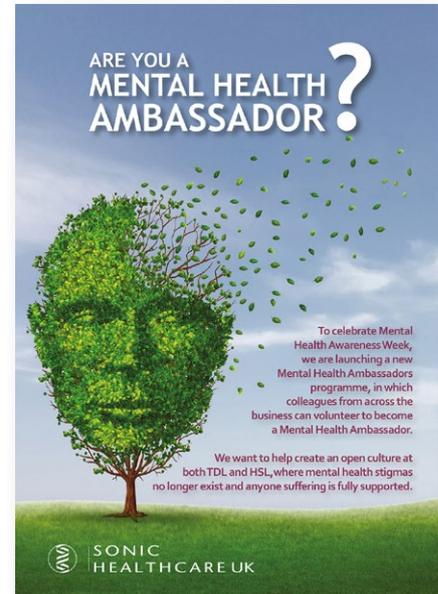
Sonic Healthcare UK has introduced around 45 Mental Health Awareness Ambassadors within the organisation as a first point of call if staff should be experiencing difficulty and are unsure where to access help. Our Mental Health Ambassadors are able to signpost staff to the most appropriate support available. Staff from across the company and across all grades and levels volunteered to become a Mental Health Ambassador.

This initiative has been very well received:

“I too found it most helpful and am proud we have an outlet for colleagues who may need to reach out.”

“You have been brilliant organising this course - it will be a great support for those that need it at TDL.”

“I have heard really good feedback about the Mental Health awareness seminar from staff who have attended.”



BITE-SIZE LEARNING

A larger programme of Soft Skills courses is now available for staff to book onto via our Pathology Training website.

New courses include:

- Absence Management
- Recruitment
- Interview
- Maternity, Paternity and Shared Parental Leave
- Disciplinary Procedure

These run alongside established courses such as Telephone training and the Annual Joint Review workshops.

Other courses such as the Grievance Procedure, Code of Conduct and Diversity and Equality will become available over the next few months.

It is an exciting time as we are starting to build up a very good training library.

SONIC CONNECT

We were delighted to be able to welcome back Dr Stephen Fairy, Sonic's Chief Medical Officer and Virginia Re, Head of Culture, Learning & Development. After an extremely successful visit last year, we were very keen to get them back so more staff could experience this excellent training.

Colleagues attended a number of workshops including Emotional Intelligence, Conflict Management, High Performing Teams and Situational Leadership. A total of 252 staff attended workshops across 6 days delivering an impressive 1187 hours of training. As ever these workshops were extremely well received and the feedback from staff has been extremely positive.

Emotional Intelligence

This course enabled participants to examine self-awareness as the foundation of EI using a behavioural profile tool. Participants learned to develop and show an understanding of the feelings of others.

- "Well suited to all and easy for me to place this within my HOD position."
- "This tackles a large amount of issues I come across on my daily work day."
- "Extremely relevant to managers / leaders and dealing with everyday issues which are integral to all employees."
- "The information provided will definitely be useful going forward. Considering the fact that I am new to the leadership role, this has been very informative."

Conflict Management

This course enabled participants to recognise difficult behaviours and self-awareness around how an individual responds. Understanding empathy and explore and acknowledge difference, diversity and others' point of view.

- "This was very useful for managing difficult conversations with staff."
- "Thought provoking - lots to work with."
- "There is a fair amount of small time/petty conflict in my department and this course will help me deal with these issues."
- "Very relevant as there are several personalities that do sometimes clash. Useful in understanding how to spot, understand and diffuse situations."

High Performing Teams

This course covers why teamwork and communication are essential to team productivity and success. Understanding dysfunctional team dynamics and how to foster functional team behaviour.

- "Useful day to reflect, I was a little cynical about the exercises to begin with, but I was won over in the end."
- "Very engaging workshop. Not only a great way to understand how leaders from different departments have similar challenges, but also a great opportunity to understand how collectively and individually we can make changes we want to see!"
- "Really good workshop - very interactive and informative. Virginia was a great host."

Situational Leadership

This course allows participants to understand levels of others' development as a tool for effective leadership. Identifying areas to increase personal motivation.

Sonic Connect Evening Presentation

In addition; for the first time this year we organised an evening presentation for Sonic Healthcare UK staff at BMA House in Tavistock Square. This meant colleagues who had not been part of the Sonic daytime workshops could still be part of the Sonic experience.

The evening started with a drinks reception and then the presentation began with an update on Sonic Healthcare by Dr Stephen Fairy and Virginia followed with a brief introduction to Emotional Intelligence. It was a wonderful evening with 75 people attending.



Apprenticeships

Following the launch of our apprenticeship scheme last year we are continuing to expand our offering. In partnership with Westminster Kingsway & Capital City College Training we are currently supporting apprenticeships in the following qualifications:

- Level 3 Business Administration
- Level 3 IT, Software and Telecoms Professionals
- Warehouse Operative

Starting in the 2019-20 academic year we will have staff starting the following apprenticeships:

- Team leader
- Intermediate Engineering
- Level 3 Business Administration

We have also agreed to partner with the University of Westminster to offer the Degree Apprenticeship in Applied Biomedical Science with staff due to start in Autumn 2019.



APPRENTICESHIPS CASE STUDIES



Edilauzer (Eddy) Sanca
Laboratory Support - Northwick Park Hospital

Eddy works at our Northwick Park site as part of the lab support team. He has been with the organisation for over 4 years and is currently undertaking an apprenticeship in Supply Chain Warehouse Operative. He is due to complete his apprenticeship in early 2020.

What made you want to do an apprenticeship with TDL?

“I want to progress in terms of career and expand my knowledge to the next level - this apprenticeship seems to be a good opportunity for me.”

What is your typical day?

My typical day is checking my email every morning, being in contact with the supplier when necessary, place my orders, unpack deliveries, do GP supplies, chase up suppliers about the deliveries and receipt orders on the system.

How have you found your time with TDL?

“So far my career with TDL has been amazing. It's has been almost 5 years and I'm really happy to be part of this company.”

What are you hoping to do in the future?

I hope I can evolve more in my area, have more knowledge and make a progress when the opportunity is right.



Summair Mehmood
IT Network Team - Halo Building

Summair started with HSL in January 2019 within the IT Department at the Halo. He began his career with us on the IT Helpdesk and then in September 2019 moved to the Network Team to gain more skills and experience.

What made you want to do an apprenticeship with HSL?

"I had actually started an IT Apprenticeship with another organisation, but I wasn't getting the support I needed to be able to complete it. As I really wanted to do this type of apprenticeship I made the decision to leave that post and look for something else. I was so thrilled when I discovered HSL were looking for an apprentice

for their IT Department, and even more thrilled when I was offered the position. I was the second apprentice to join the team. I have an interest in both Science and IT so this was an amazing opportunity to be part of something so interesting."

What do you most enjoy about working at the Halo and doing your apprenticeship with us?

"Firstly I really like being able to help people. It is very rewarding. The Halo itself is a lovely place to work and the working conditions are great. I'm not so keen on having to commute into London, but that wouldn't stop me from wanting to continue working here as I am very happy!"

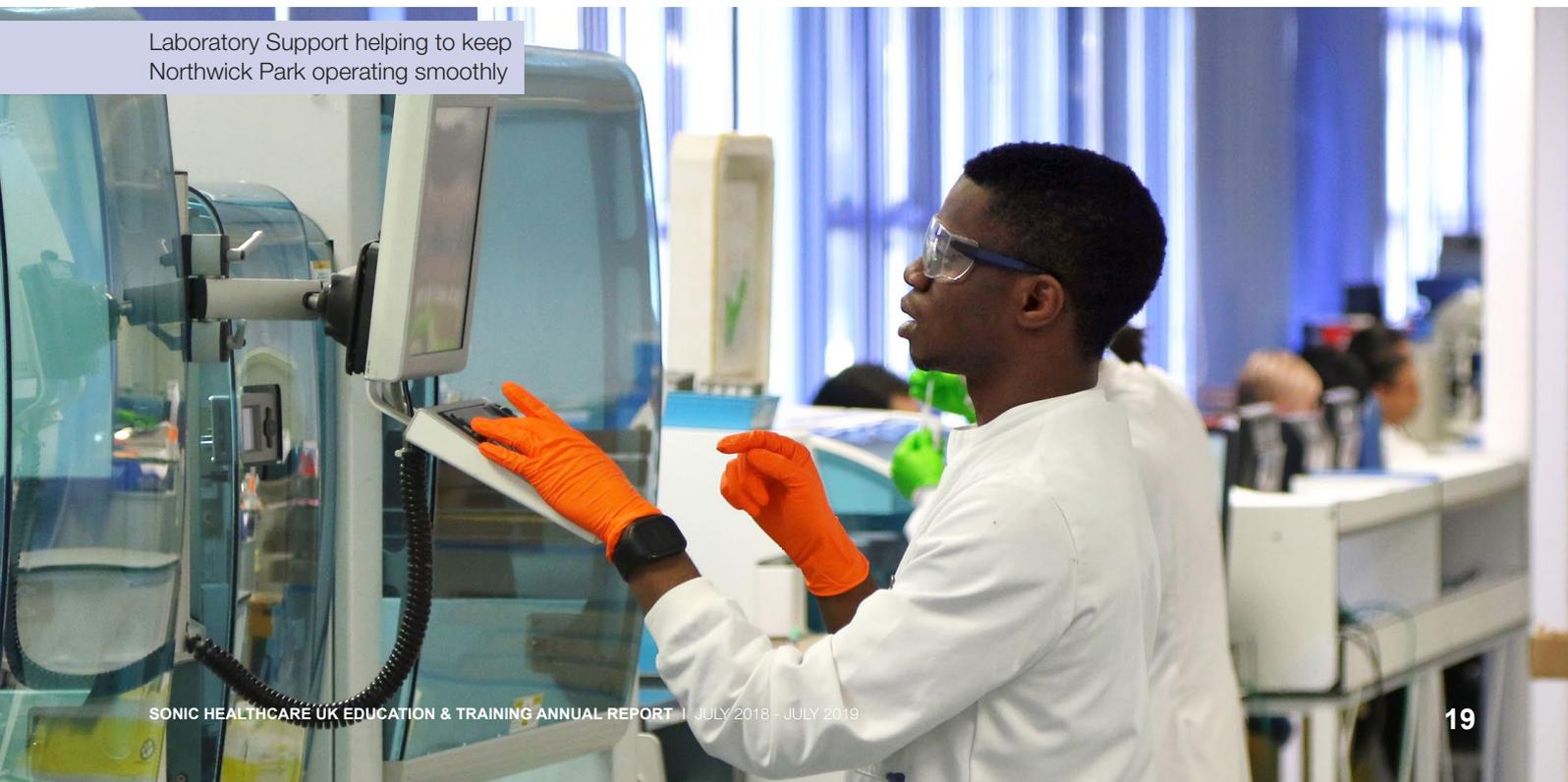
What is your typical day?

"If everything goes well I work through the IT tickets making sure I reply to each and every one if I am dealing with them. Quite often my work is reactive as issues crop up throughout the day. If I cannot deal with an issue I am very lucky to have plenty of colleagues that I can call upon to get help and advice. I am able to learn a great deal myself during my normal day to day work."

What are you hoping to do in the future?

Once I have completed my apprenticeship I would like to use the skills and experience I have gained and continue working for HSL. In time I would like to go onto do a Level 4 IT Apprenticeship as I want to make this my career.

Laboratory Support helping to keep Northwick Park operating smoothly



HSL Research & Innovation Symposium

HSL's 4th Annual Research & Innovations Symposium was held on Thursday 22nd November 2018 at the Wellcome Collection in London and was attended by 150 delegates.

Expert speakers from across HSL and its partner institutions gave a diverse array of talks highlighting some of the key developments in molecular diagnostics, data science and digital pathology over the past year.

From next generation metagenomic sequencing to highly effective adoptive cell therapies, the symposium showcased some extraordinary innovation that is already beginning to have an impact in clinical practice. This includes the development of pioneering IT and data analytic solutions which are improving workflow, aiding diagnosis and transforming opportunities for collaboration across the pathology sector.

In partnership with the NIHR UCLH Biomedical Research Centre, HSL is proud to support over 500 translational research projects. This year's poster competition was also its largest to date - a testament to the innovation and excellence of HSL's scientists, clinicians and laboratory support staff.

A full report of the 4th Symposium is available to download from the HSL website.



Another well attended symposium



Professor Bryan Williams



Dr Cormac Gahan discussing Gut Microbiome in Clinical Diagnosis

Training Investment

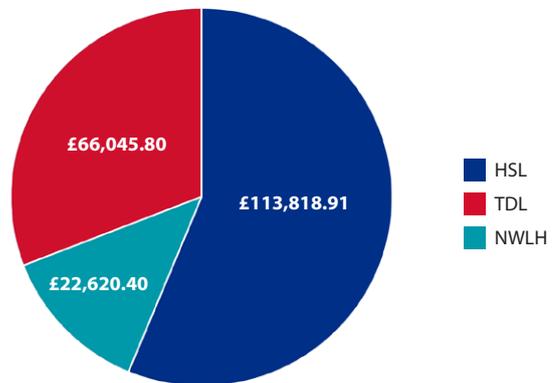
We have a dedicated training budget, available to support staff in their current and future roles. Sonic Healthcare UK group consists of multiple separate groups:

- HSL (Health Services Laboratories) a partnership with UCLH and the Royal Free providing pathology services to UCLH, the Royal Free, North Middlesex, Barnet and Chase Farm NHS Hospitals
- NWLH (North West London Hospital Laboratories) provides pathology services to Northwick Park, Ealing and Central Middlesex Hospitals
- TDL (The Doctors Laboratory) provide pathology services for a range of private hospitals including BUPA, BMI, Ramsey and HJE hospitals in addition to many private clinics

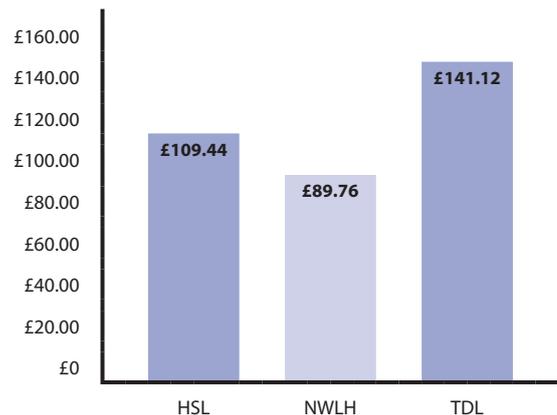
Sonic Healthcare UK committed approximately £202,500 spend on staff development and training. Each group has varying staff numbers. To put the above spend into context, the spend per FTE is an average of £113

The spend can be broadly broken down into categories ranging from investment in our new Learning Management System (LMS); attendance at user group meetings; completion of university courses such as MSc; room hire; pre and post HCPC registration relevant courses, the use of external companies to deliver training and attendance at a range of national and international conferences.

Total Spend Across Sonic Healthcare UK



Spend per Capital (FTE)



Total Spend by Category



Learning with Analytics

We recognise the importance of working with usable data in real time. Due to the large number of portfolios ongoing across the organisation, keeping track of their progress was a challenge. Previous tracking methods involved the use of spreadsheets and estimations from trainers, resulting in an inaccurate picture. We addressed this problem, making use of our training website and integration with Tableau (our data visualisation tool). Each portfolio had an online course created and access was restricted to those undertaking approved portfolios. Each course reflected the modules and evidence of achievement sections of the portfolios, so that real-time progress could be monitored. Questions were set up to allow trainees to mark off when a section within the evidence of achievement was completed. This is now the live marker, tracking progression. They are also able to enter the date of issue and their target completion date, giving us good milestones to track against.

Using Tableau we created a report that visually displays the progress of the portfolio. This took the form of a bar gradually being coloured in based on the number of sections marked as complete, with a constantly moving red line representing the current date. This allows for easy visualisation of whether a portfolio is on track or running behind. These reports are available to all trainers and are reviewed through our training groups. In addition, the data is now held centrally and not confined to local spreadsheets, so visibility is ensured across the business, wherever required. Managing any situation across a multi-sited operation requires data to be centralised and readily available.

The implementation of these reports have allowed:

- Increased visibility of portfolios across the business
- Identification of individuals who were falling behind and allocate appropriate support to help them finish
- Support for our staff development which in turn aid recruitment and retention
- Benchmarking portfolio management within the organisation



“Being able to see at a quick glance how portfolios are progressing across the organisation has been invaluable. Before it was difficult to identify those who were starting to fall behind and needed some extra support. Now we can spot potential issues early on and provide some targeted support and guidance. This information is reviewed by the trainees in their monthly review meeting and being able to see their progress visually has been really motivating.”

Wendy Leversuch, Head of Scientific Training

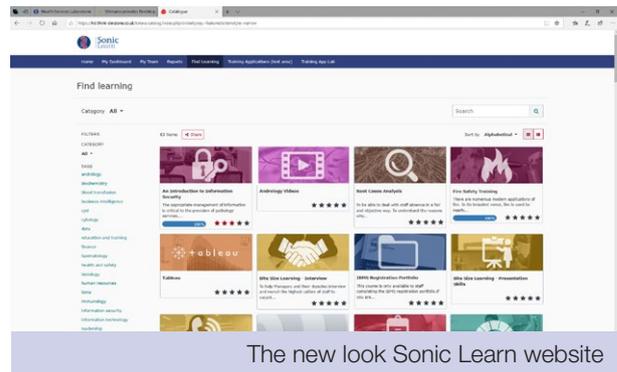
“The ability to clearly see the progress of all portfolios has allowed us to illustrate our commitment to supporting the development of our staff and ensure that the appropriate resources are allocated.”

Tim Herriman, Group Laboratory Director

Future Planning

LEARNING MANAGEMENT SYSTEM (LMS) DEVELOPMENT

In early 2020, we will be launching Sonic Learn, our new and improved education and training website. In addition to existing online courses and booking for face to face training, we will have courses linked to personal and professional development. We will also be developing an online research forum for our trainers.



CLINICAL SCIENTIST CURRICULUM

It is important that all biomedical scientists and clinical scientists are able to develop to their maximum potential and to work at the top of their license. To this end we in TDL and HSL are keen to support education to enable extended roles and the training to undertake appropriate IBMS, Modernising Scientific Careers STP, HSST and FRCPPath qualifications. This includes the Conjoint Board qualifications which are in place in Cytology, Histopathology Dissection and in Histopathology Gastrointestinal, Gynaecological and Skin Reporting.

Working together with the Consultants in our laboratories, Biomedical Scientists who feel this would be a suitable direction for their career development are encouraged to approach their line manager to discuss their options and the best way to take this forward. Education has a huge role to play in keeping staff (including senior scientific staff) interested and engaged and working hand-in-glove with medically trained colleagues in the best interests of our patients.

SECOND PREPARING TO LEAD COURSE

Following on from the success of the first Preparing to Lead (PTL) programme, we are hoping to deliver a second PTL course starting in the summer of 2020. We are keen to continue developing our workforce and inspiring leadership in all staff who supervise others.

MEDICAL TRAINING (CREDENTIALING)

As the curricula for doctors in training evolves to incorporate advances in clinical service delivery, our aim is to ensure that the next generation of doctors continue to get the training in laboratory medicine that they need. Accreditation is an essential part of that process and we look forward to working with our local commissioners and our NHS trust partners to ensure that our status as an education provider is recognised.

RESEARCH & INNOVATION

We are looking forward to our 5th Annual Research & Innovation Symposium which will be in partnership with the Royal College of Pathologists International Pathology day.



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