

Sonic Healthcare UK Education & Training Annual Report

July 2017– June 2018

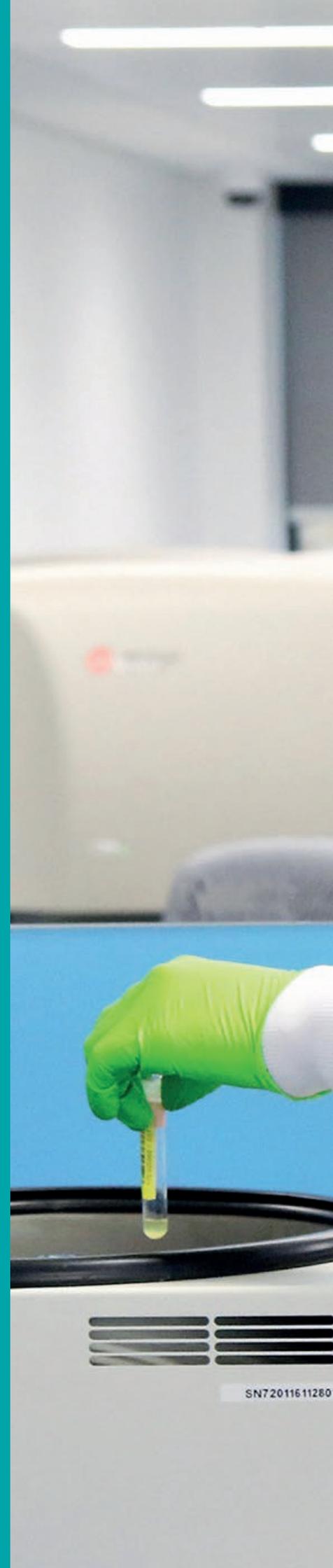


SONIC
HEALTHCARE UK



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Introduction

We were keen to ensure education and training remained a focus across Sonic Healthcare UK, and as a result we set up the Education and Training Faculty. Training is often an under-resourced area and we sought to address that through the allocation of a specific budget that would be solely for staff education and training.

Health Services Laboratories is a partnership between University College Hospital (UCLH), the Royal Free and The Doctors Laboratory (TDL). The challenge was to bring together different organisations' ways of working into a single approach. We viewed this as an opportunity to identify best practice from all areas to ensure we continued to provide a high quality pathology service by skilled staff.

The Education and Training Faculty exists to ensure our workforce has excellent knowledge and skills and provides a focus to share learning with partners in universities and beyond. It also provides group-wide strategic oversight. We have an excellent group of people to support us in achieving that aim:

- Michael Patton, Medical Director (Chair)
- Wendy Leversuch, Head of Scientific Training
- Tim Herriman, Group Laboratory Director

- Keith Gomez, Head of Medical Training
- Matthew Gibbins, Head of HR
- Gill Swain-Coad, Learning and Development Coordinator
- Beverley Wallace, Staff Side Representative (nominated from our trade union partners)

One key project we are proud to have achieved during this period is the introduction of a new learning management system. This supports on-line learning and has significantly improved mandatory training compliance across the organisation. We are also proud of our move away from paper based training records towards a digital format; the introduction of apprenticeships in-line with government directives; the continued financial support we provide to staff for completion of postgraduate Masters degrees and finally another successful Research and Innovations Symposium.

I am pleased to present the first annual report of the Education and Training Faculty which showcases the hard work and achievements of our staff, as well as highlighting our strategic targets.

Michael Patton, Medical Director
Chair of Education Faculty



Career Progression

We recognise the value of supporting our staff throughout their career and are keen to support their progression from within the organisation. Across Sonic Healthcare UK, we aim to offer a range of career options across multiple roles, disciplines and locations.

We support training across the organisation in various roles ranging from support staff through to advanced scientific roles, knowing that personal development can make a real difference in the organisation's growth. In addition all staff, whether laboratory based or not, have access to a range of internal courses to help them develop their potential as individuals and/or managers. These include personal effectiveness, supervisory/management skills and how to apply employment policies in practice. A range of support is provided including study leave and day release, plus funding for the courses themselves.

Training is essential across all aspects of the organisation, whether you work in one of our state of the art laboratories, or within one of our corporate departments. We facilitate CPD events for employees in technical and scientific posts, giving them the

opportunity to continue their training and progress their careers. Where applicable, each department has a dedicated training officer to support on-going development.

Sonic Healthcare UK supports the professionally recognised biomedical scientist (BMS) career pathway through completion of the IBMS registration portfolio (to become a HCPC registered BMS), the IBMS specialist diploma (to achieve a specialist BMS role) and then completion of either an MSc or IBMS higher specialist diploma to work as a senior BMS.

We offer a number of routes to progress within the organisation. There are a variety of choices on how to advance within your skill set and chosen field. We encourage anyone in our organisation to follow a career path that suits their requirements, and fulfils them professionally, whether that means you join as a medical laboratory assistant (MLA) and move into a BMS and Senior BMS role, or go from a MLA role through to a team leader and supervisor role. We also have great opportunities for career progression within our corporate functions.



Sample Reception, The Halo Building.

CASE STUDY – ARISTIDES MAPOURAS
SENIOR BIOMEDICAL SCIENTIST & TRAINING OFFICER



Aristides started as a trainee biomedical scientist at our Ealing Hospital Site. Once achieving his HCPC registration as a biomedical scientist he moved to our UCLH Biochemistry laboratory at 60 Whitfield Street where he completed his IBMS Specialist Diploma in Clinical Biochemistry and MSc in Biomedical Science. In summer 2018 he was promoted to senior biomedical scientist and Training Officer in the same department and has begun supporting the IBMS portfolio within the department.

“The company has supported my development by providing me with the tools and opportunity to develop my career, including funding my MSc. I am excited to now use my personal advancements to support others in their development as well.”

CASE STUDY – JOHN ZAPATA
SAMPLE RECEPTION DAY MANAGER, HALO BUILDING



John started as a cleaner at our 60 Whitfield Street location in 2011, and then progressed to a medical laboratory assistant. Shortly after learning the role and developing his skills within the organisation he was promoted into a supervisor post, exploring the internal opportunities to develop his management style. He was soon offered the deputy head of department role within Sample Reception. In June 2018, following a restructure within his department, John was promoted into the Sample Reception day manager post, and continues to lead and develop his department.

“One of our core values is to be ‘enthusiastic about continuous improvement’, it highlighted the importance to embrace change and it inspired me to continue to develop. After 5 years of hard work and dedication I have been given this great opportunity where I can contribute as part of the management team to the success of the company.”

Learning Initiatives

In March 2017 we launched a new learning management system (LMS). Using Totara software we have developed an easy to use training website that can be accessed via both desktop and mobile devices.

Our aim was to provide a robust and engaging online learning environment, supporting staff with their mandatory training and ongoing personal and professional development.

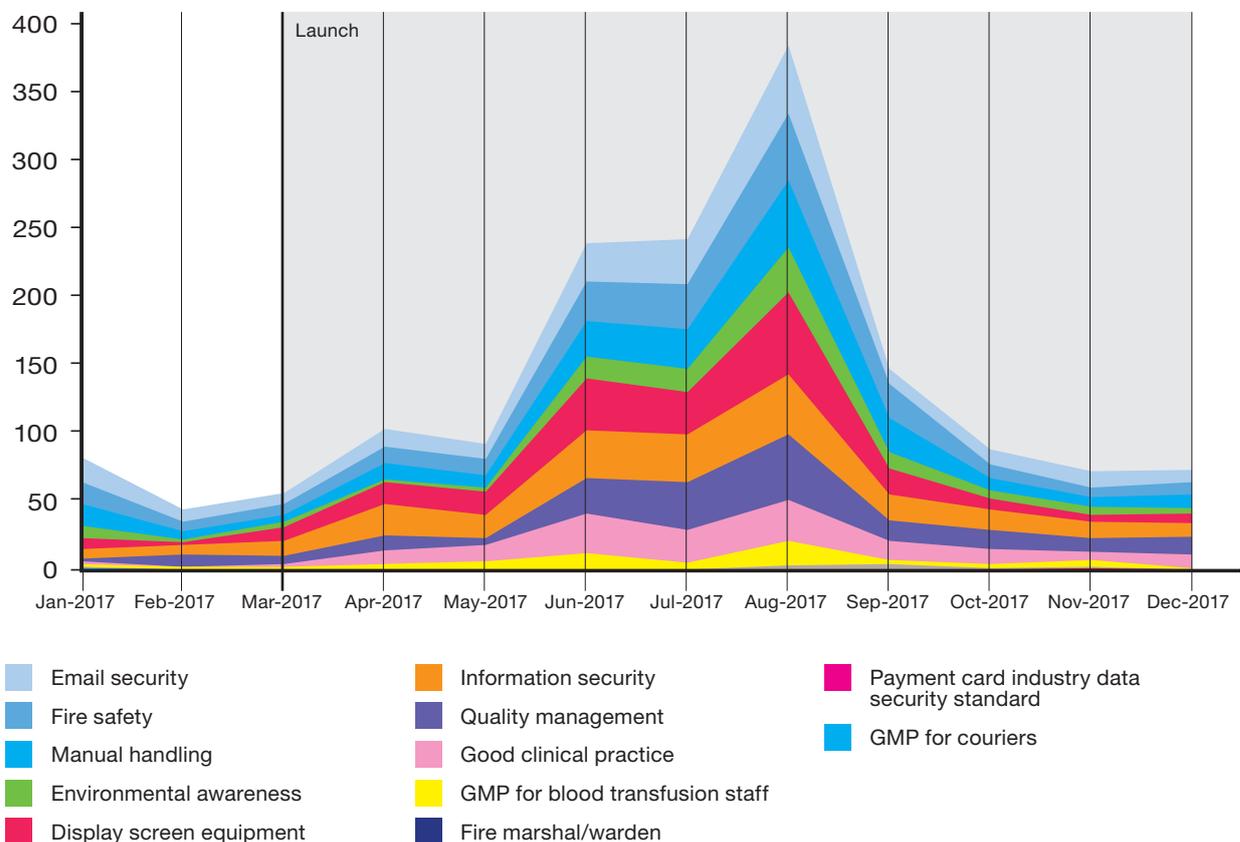
Following the implementation of the new system staff were asked for feedback and 98.5% of respondents said they found the website easy to use. Instructional videos were created to support staff as they

acclimatised to the new website. 68% of respondents found them useful whilst 21% felt the website was so easy to use they did not need them.

We have linked our LMS into Tableau, a data visualisation tool that can connect to multiple data sources and allows for rapid insight using interactive dashboards. Compliance reports used to be held locally making it difficult to get an overview across the whole of Sonic Healthcare UK. With the introduction of Totara and Tableau, however, in addition to the information still being available at a local level there is now a companywide overview.

Increased user engagement following the launch of the new training website

The graph shows the number of courses completed each month. Following implementation of the new LMS, there was a significant increase in completion rates as the new system gave greater clarity to users on which courses needed to be completed. Once all users had logged in and completed all outstanding courses the completion rate returned to a standard rate.



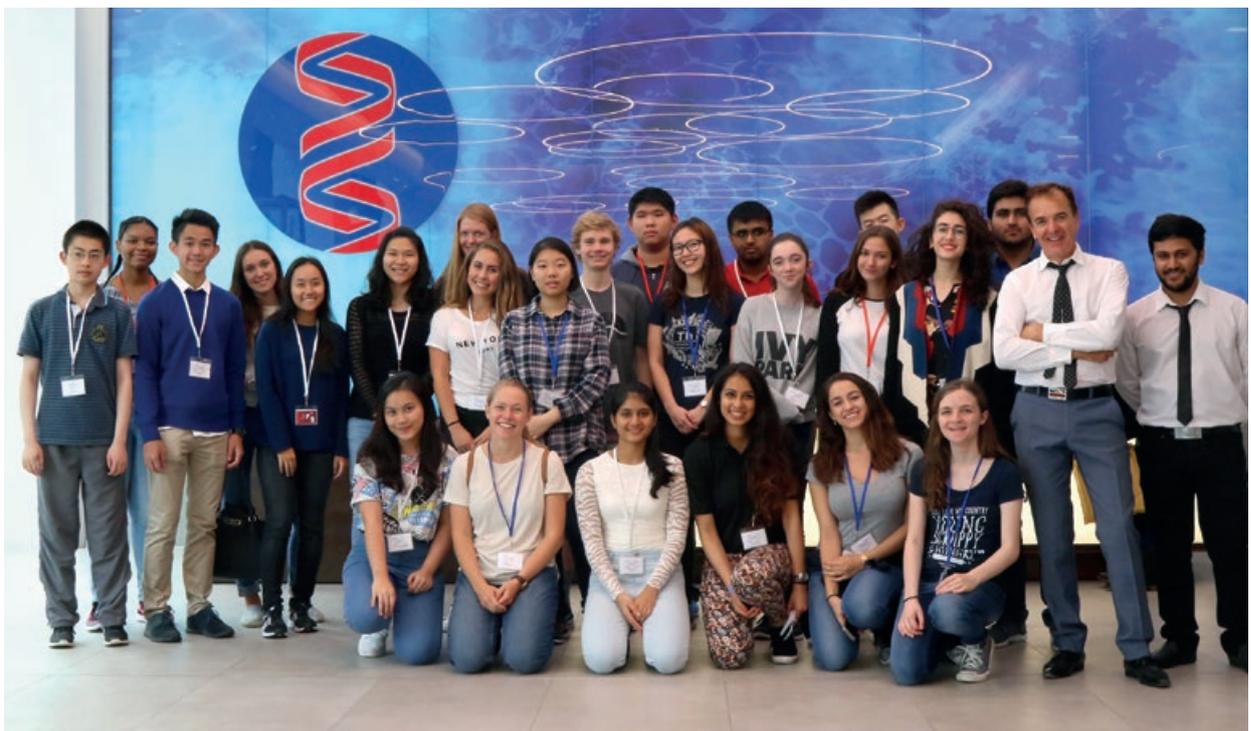
Sharing our learning globally

We are proud to support and inspire the next generation of biomedical scientists through our investment in education and training. As a IBMS-approved training laboratory, we have the expertise, resources and training in place to support undergraduate students during their placement year, ensuring they can complete their IBMS registration portfolio to the standards needed to qualify as a HCPC-registered biomedical scientist. Our Education and Training Faculty provides a focus to share this learning with colleagues across the world.

Wendy Leversuch, our Head of Scientific Training, was invited by the IBMS to be part of their degree accreditation panel at the International Medical University of Malaysia (IMU). Following on from this Wendy was invited to lead a webinar to discuss training experiences and share best practice to local university and laboratory staff.

London International Youth Science Forum (LIYSF) is a two week science enrichment programme held every summer at Imperial College London. Each year LIYSF attracts over 500 students, aged 17-21 years old, from more than 70 participating countries. HSL hosted 24 future young scientists from across the world, who took a tour of our laboratories at 60 Whitfield Street and the Halo.

As part of their tour, the young scientists had a chance to visit the automated and manual blood science departments at the Halo. This involved specialist talks from the flow cytometry and haemoglobinopathy screening teams, as well as a glimpse of HSL's state-of-the-art GLP track in action. Minn-E, a 17 year old student and budding life scientist from Malaysia, was very impressed with our laboratories: "The machines look great – it's really interesting to see how technology is advancing in the UK. I'd love to go to university here because we just don't have this kind of technology back home in Malaysia."



LIYSF students.

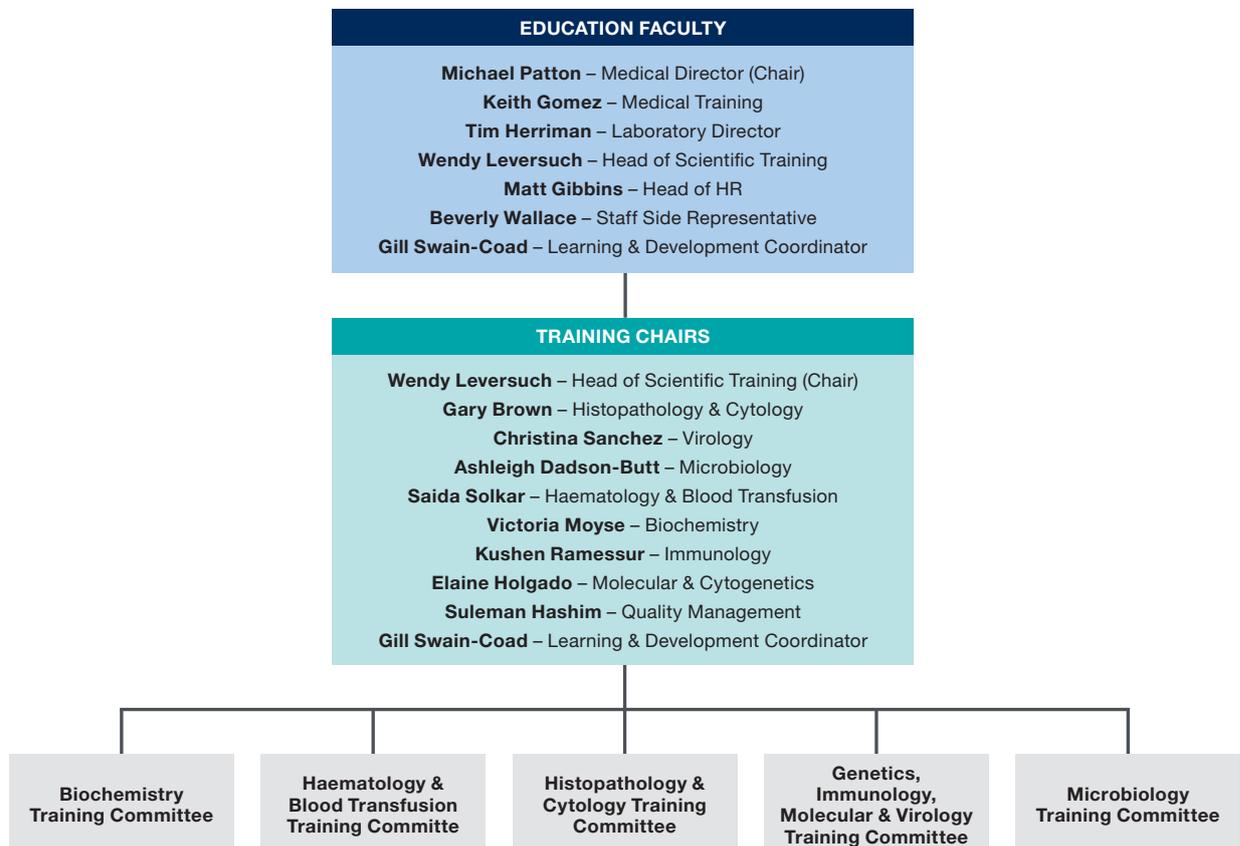
Scientific Training

Scientific training has a framework in place supporting training across Sonic Healthcare UK. This framework is overseen by Wendy Leversuch, Head of Scientific Training, who works with teams of trainers across the group. Each discipline has a training lead who chairs a training committee comprised of all training officers, on all sites, within that discipline. Together these groups develop training documentation, oversee competency compliance and review training progress including IBMS portfolios. They also provide an invaluable support network for trainers, allowing them to share best practice and input into shared training-related challenges.

We engage with local universities informing course development and support placements for completion of the IBMS registration portfolio.

A number of our staff are considered to be experts in their field and are often asked to contribute at local and international meetings. For example:

- David Ricketts, Head of Laboratory Process continues to contribute to the development of ISO standards and spoke at the last IBMS Congress on quality standards.
- Wendy Leversuch, Head of Scientific Training, spoke at the IBMS Congress and the International Medical University, Malaysia on laboratory training.
- Victoria Moyse, Blood Sciences Manager at Northwick Park, spoke at the Westminster University Train the Trainer day
- Keith Gomez, Head of Medical Training and consultant haematologist at the Royal Free, spoke at the IBMS Congress around coagulation assays and guidelines.
- Dr Lisa Levett, Director of Genetics and Molecular Pathology spoke at the Royal College of Obstetricians and Gynaecologists outlining key developments in non-invasive prenatal testing



Supporting staff development is imperative. We enable staff to attend a range of conferences, both at home in the UK and abroad. The IBMS Congress is the biggest conference in the biomedical science profession and we were able to support a total of 53 employees to attend. Staff have also attended a number of other conferences and annual meetings organised by a range of organisations relevant to pathology, such as:

- National External Quality Assurance Scheme (NEQAS)
- British Blood Transfusion Society (BBTS)
- British Society for Genetic Medicine (BSGM)
- European Society of Human Genetics (ESHG)
- Serious Hazards of Transfusion (SHOT)
- British Association for Cytopathology (BAC)
- International Society on Thrombosis and Haemostasis (ISTH)
- European Congress of Cytology (ECC)
- The International Society for Human and Animal Mycology (ISHAM)

As well as organising our own Research and Innovation Symposium.

In early 2017 we began a graduate trainee scheme, aimed to support university graduates to complete the IBMS registration portfolio over a 2 year period. The first cohort is due to finish in early 2019.

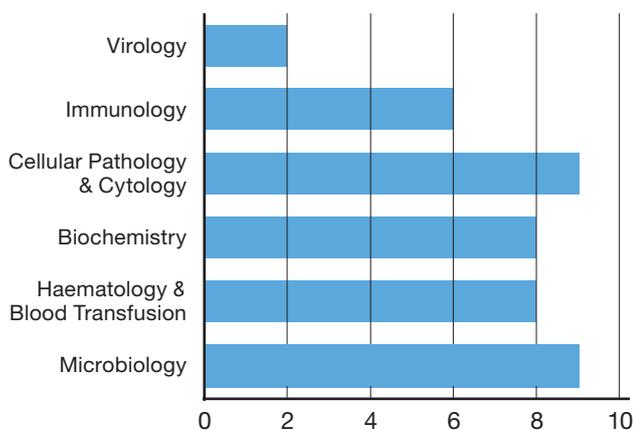
Facts & figures – IBMS portfolios

A large proportion of our staff operate within biomedical scientist roles and it is crucial both for staff development and the delivery of a high quality service that we support the training of new biomedical scientists and their development into specialist roles.

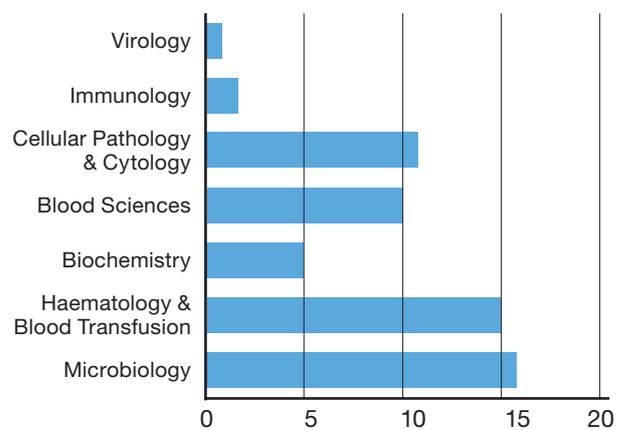
We therefore undertake a large number of IBMS registration portfolios in order for successful trainees to achieve HCPC registration as a biomedical scientist. Staff then progress by completing the IBMS specialist portfolio in a particular discipline.

During this period we have supported a total of 42 registration portfolios and 60 specialist portfolios.

IBMS registration portfolios supported



IBMS specialist portfolios supported





Histology, Northwick Park Hospital.

CASE STUDY – SAIDA SOLKAR RRL MANAGER, ROYAL FREE



“Since the creation of HSL in April 2015 training in the Rapid Response Laboratory at the Royal Free site has vastly improved and staff have had more opportunities to attend external seminars, conferences and courses. Before HSL, although the department was IBMS approved for training, there was no opportunity to appoint trainee biomedical scientists. The department now has an embedded training programme for registration and specialist portfolios. This has produced highly skilled and knowledgeable BMS staff, gaining praise from the IBMS assessors.

HSL has afforded staff a once in a lifetime opportunity to gain hands on experience of service transformation and be instrumental in delivering change to provide a high quality patient focused service.”

External Recognition



Rapid Response Laboratory, North Middlesex Hospital.

Sonic Healthcare UK is committed to providing a high quality service, and places a high value on the recognition of this from external bodies such as UKAS, MHRA and HTA. We support staff to become UKAS peer assessors to both support external bodies and also allow feedback and the sharing of best practice from other laboratories. Below is a selection of comments from the numerous audit inspections carried out across the group during this period.

UKAS comments from reports

North Middlesex RRL

"All grades of BMS and MLA staff are well trained, suitably qualified and have valid and current competences. They can enthusiastically demonstrate knowledge in their fields and show with confidence, an in-depth theoretical understanding of the subjects underpinning the processes."

Andrology Department

"As this is a specialist Andrology laboratory, all staff are suitably qualified in Andrology techniques. The files evidence all mandatory and other additional training and evidence suggests that the laboratory actively supports staff development and aim to allow staff to attend both internal and external training and continuous professional development (CPD) events."

BMI Chaucer Hospital

"The BMS staff observed are all knowledgeable and carried out procedures in all areas carefully and competently with evidence of detailed competency assessment identifying different skill levels required for different roles. There is evidence of recent development of the competency documentation to include a mixture of interview and observations as objective assessment criteria."

Cellular Pathology Department Royal Free Hospital

"Records of qualifications and examples of CPD were seen for staff and deemed to be current and appropriate for their posts with staff witnessed, demonstrating very good levels of knowledge and understanding of the processes being followed. Several examples were verified of staff completing IBMS Specialist Portfolios, IBMS Certificates of Competence, MSc degrees with dissection staff participating in the IBMS Certificates of Extended or Expert Practice such that there is good evidence for ongoing qualifications."

Rivers Hospital

"Each staff member has a Training Portfolio which includes their training plan, mandatory training, course or lecture attendances and competency assessments. In addition, the service has identified staff to undertake key roles such as Quality Management and training; these staff are sufficiently experienced and qualified to undertake these in line with requirements."

Corporate Training

In addition to our scientific staff we have a significant number of corporate staff who have different educational and training needs. Staff working in areas such as finance, IT, phlebotomy, health and safety, HR and quality have access to training opportunities in support of their planned and personal development.

Examples of relevant training courses we have provided financial support for are:

- Association of Chartered Certified Accountants – ACCA
- Association of Accounting Technicians – AAT
- Foundation degree in Payroll Management
- Diploma in Occupational Health and Safety Practice
- HSE Inspectors Guide to Risk Assessment
- The safe and effective use of an Automated External Defibrillator (AED)

Bite-size learning – future planning

We are also aware that all staff need support in the development of soft skills that enable them to succeed at work and are better able to support their colleagues and ultimately contribute to the success of the business.

A large programme of training events and workshops will be created, aimed at providing managers and all those with supervisory responsibilities with necessary information about the process and possible legislation behind these topics. These will be short and quick but with enough content to be useful.



Laboratory Service Centre, The Halo Building.

Workshops will include:

- Absence management
- Recruitment process
- Interview process
- Maternity, paternity and shared parental leave
- Disciplinary procedure
- Grievance management

These courses are in addition to the existing telephone training and annual joint review training.

We will also be looking at courses to help existing and new managers in their roles by providing an in house leadership and management course.

CASE STUDY – ANETA KONTROVA HEAD OF CREDIT CONTROL



Aneta joined TDL in 2008 as a Credit Controller and was keen to develop her role and was able to provide maternity cover for the cashier. As a result of gaining experience in all aspects of Credit Control, she took on the role of Credit Control Supervisor and began to lead a team.

In 2014 Aneta was offered the Deputy Head of Credit Control and moved onto the role of Head of Credit Control in 2016 where she has been able to use her knowledge and leadership skills to support her team.

“Work hard and you get recognised!”

Apprenticeships

In the spring of 2017, the government reformed the way apprenticeships are delivered and introduced an apprenticeship levy to be paid by all large organisations with a pay bill over £3 million each year.

It is thought apprenticeships will help address a number of requirements for future skills:

- The critical need for high numbers of new technical and professional skilled workers.
- The provision of 5 million new and replacement higher skills job openings.
- Growing shortages in the STEM (science, technology, engineering and mathematics) and digital sectors.
- Increased productivity combined with the low levels of both youth and general employment.

An apprentice is expected to complete a qualification whilst working in a full time post. They are supported in this with 20% of their time being allocated to work on assignments and complete online modules.

We have partnered with Westminster Kingsway and Capital City College Training to deliver a range of apprenticeships to both new and existing staff. We are keen to use the changes in apprenticeships to both recruit and retain enthusiastic and motivated staff.

Our current apprentices are all completing a Level 3 Business Administration apprenticeship which maps well against the medical laboratory assistant (MLA) job description.

“CCCT has been working with HSL for just under two years now. We work very closely with Gill Swain-Coad on any new apprenticeship vacancies which come up, HSL provide us with a detailed vacancy template and very competitive salary. Our recruitment team short list the candidates and arrange interviews. As being one of the largest London training providers we work with a varied number of employers from the very small to the very large. Some employers really struggle with integrating apprentices in to their organisation but HSL have been great. Their line managers have not only been very supportive but Gill also acts like a mentor to the apprentices and is always there for them throughout their journey.”

Capital City College, Account Manager



Blood Sciences, The Halo Building

CASE STUDY – JESSICA RIVERA AUTOMATED BLOOD SCIENCES LABORATORY



Jessica joined HSL as an apprentice in the Automated Blood Sciences Laboratory based at the Halo in April 2018. She is currently working towards a Level 3 Apprenticeship in Business Administration.

Why did you want to do an apprenticeship with HSL?

I had been thinking about doing Midwifery, but had not made a final decision.

I have friends who were doing apprenticeships and I had heard only good things about them. Knowing that my friends were learning while being paid I thought I would like to look into this myself.

What is your typical day?

There is no typical day! I have been very lucky and been trained on most of the analysers in the department. I am currently working on the Architect, and immunoassay analyser in the Autolab.

My job entails so many things such as daily maintenance checks, running QCs and calibration. Each day a list of 'incomplete' samples is printed off and it is vital we can account for each sample. I have to spend time chasing samples, processing them and sometimes rerunning them. It is pretty full on!

What do you most enjoy about working at the Halo and doing an apprenticeship?

I think the best thing has been learning new things. I cannot believe I have learnt so much in such a short amount of time. The people I work with are great and I have made lots of friends.

Working at the Halo is great. It is such a nice building and the working conditions are good. I am proud to work in a laboratory like this.

What are you hoping to do in the future?

I want to finish my apprenticeship and perhaps eventually go onto do a biomedical science degree. I understand that there are degree apprenticeships so that might be an option for me in the future too.

Of course I still haven't ruled out Midwifery as a career, but I feel I have many more options since starting my apprenticeship with HSL.

Medical Training

HSL provides laboratory experience for doctors in training in all pathology specialties in North Central London. In conjunction with lead educational supervisors, training leads for specific specialties have developed programmes for delivering the laboratory components of the higher specialty training curriculum. These are:

- Tailored to the requirements of the trainees in each speciality
- Take advantage of the developments in service delivery that have been realised through the HSL partnership
- Provide support for extra-curricular activities such as research projects and audits.

For example, Infection Sciences accommodates junior doctors at various levels providing training for core infection trainees and those in higher specialist training. Specific programmes have been designed with input from both clinical and laboratory staff to produce a standardised consistent training programme offered to clinical staff from all hospitals. Feedback from trainees has been very positive:

“Overall it was a really enjoyable three weeks – the staff are friendly”

“People made considerable efforts to let me be fairly hands on”

“As a new ST3, very useful to gain overall experience of multiple benches”

“Helpful to understand how the Halo specifically works as a laboratory for when calling with queries”

Our parasitology department, in conjunction with UK NEQAS Parasitology, designed a one day course for microbiology/infection trainees on parasitology, to show material which they would be unlikely to see during their training in general microbiology laboratories. Public Health England kindly hosted the day in their designated teaching laboratory at Colindale.

The format consisted of lectures followed by hands-on practical sessions covering important parasitic protozoa and helminths. These sessions will be run twice a year, initially covering the London and KSS Deaneries and opening to others in future years.

We provide placements for trainees undertaking out-of-programme-experience or training (OOPE or OOPT) where there is a laboratory project or research study involved under the supervision of academic clinicians working in our laboratories. For example in haematology there are 40 to 45 trainee haematologists in the North Central sector and, as these doctors rotate through the trusts over five years, we provide placements to cover the laboratory components of the curriculum. At any time there are up to three haematology trainees receiving bench experience in our labs.

We are committed to working with consultants to provide a safe, reliable and efficient medically-led diagnostic service. We are proud to work closely with our clinicians to create standardised laboratory training programmes supporting core training and higher speciality training. This ensures that local hospital requirements are incorporated into training while a consistent high quality level of training is delivered.



Blood Transfusion, Ealing Hospital.

HSL Symposium

HSL's 3rd Annual Research and Innovations Symposium was held on Tuesday 7 November 2017 at the Wellcome Collection in London and was attended by 121 delegates.

The first session in the morning focused on cancer. Professor Adam Rosenthal gave an overview of the organisation of cervical screening which was greatly appreciated by the cytology staff who gained an insight to the clinical aspects of the screening programme. The second talk by Dr Chris McNamara provided an update on the fast changing world of diagnosis in lymphoproliferative disease.

The second session looked at three topics in infectious disease. Professor Paul Griffiths who is an international expert on Cytomegalovirus (CMV) gave a provocative talk on the prospects of eliminating CMV infection. Then Professor Tim McHugh who leads international trials on tuberculosis treatments showed that TB is far from eradicated and now is being complicated by multiple drug resistance. In the last talk in the morning Dr Simon Edwards described the clinical delivery of the sexual health service and illustrated how rapid diagnosis with the direct delivery of results by smartphone is changing practice and reducing HIV risk in the capital.

Following feedback from the previous year's event, a complete session on training opportunities within the organisation was provided. This included hands on talks about the training opportunities and how to complete the IBMS training portfolio. There was also a talk from Orine Musonda who had completed her MSc part-time and gave a personal perspective of the highs and lows of doing a MSc degree. The session included an active questions and answers session and generated good feedback from the attendees.

There were also research posters and short presentations from HSL staff demonstrating the range of research being undertaken by our staff. This year the prize for the best poster was awarded to Shirley Wambui on the development of a liquid chromatography-tandem mass spectrometry method for the measurement of prednisolone.

The final talk of the day was a personal perspective from the Medical Director Professor Michael Patton on how research had been a consistent part of his medical career and why research in medicine is so important. He concluded by summing it up with the statement "Today's research is tomorrow's treatment".

A full report on the 3rd Symposium is available to download from the HSL website.

The Annual Research and Innovation Symposium is now part of the regular programme of events at HSL and planning for the next meeting to be held in November 2018 is already well underway.



Training Investment

We have a dedicated training budget, available to support staff in their current and future responsibilities.

Sonic Healthcare UK 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
- **TDLG** (The Doctors Laboratory Genetics) provide a genetics service for range of clients including the NHS and international hospitals.

Sonic Healthcare UK committed approximately £179,000 spend on staff development and training

Each group has varying staff numbers. To put the above spend into context, the spend per full time equivalent (FTE) is an average of £110.

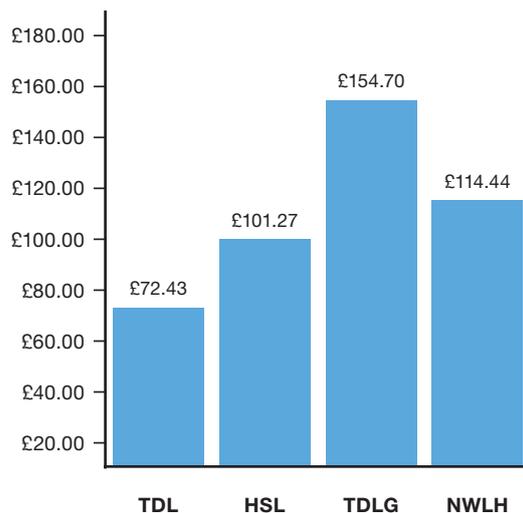
The spend can be broadly broken down into categories ranging from investment in our new Learning Management System (LMS); attendance at user group meetings; completion of university courses such as MSc; room hire; pre and post

HCPC registration relevant courses, the use of external companies to deliver training and attendance at a range of national and international conferences.

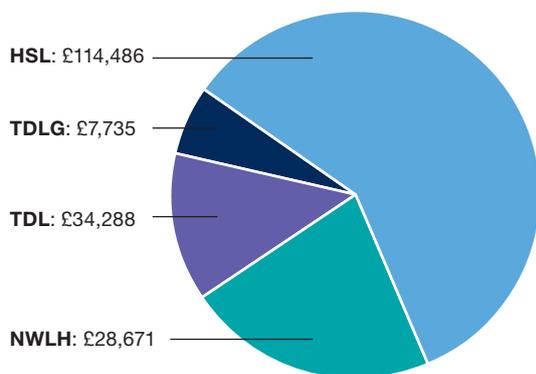
MSc Funding

A total of 13 staff had their university degrees fully funded including 11 MSc courses at a variety of universities and at an average cost of £3,776 per person. Several have gone onto achieve Senior BMS posts.

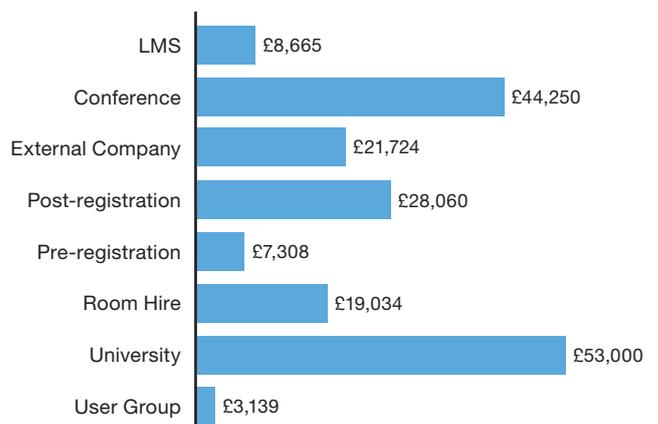
FTE per capita



Total spend across Sonic Healthcare UK



Spend by category



Future Planning

I am excited at the upcoming projects we have planned for 2018-19.

We look forward to welcoming The London School of Pathology into our Halo building for an inspection on the medical training we support in our main site, the Halo building.

November 2018 will bring our 4th HSL Research and Innovation Symposium which we will host at the Wellcome Collection.

We will be launching our series of bite sized learning sessions on soft skills and a bespoke leadership programme for our current and future managers.

I am sure we will continue to build on existing areas, particularly apprenticeships and our online learning catalogue.



The Doctors Laboratory

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