Laboratory consolidation
A Glasgow Experience
Janet Young
Service Manager
Microbiology NHS GG&C
History

• GG&C Acute Services Review 2008

• 6 hospitals → 2 major A&E/IP

• SGH (Adult & Paeds) and GRI

• Purpose built laboratories
Strategy Output

Major Laboratory Investment Program

Approx £120m
South
North – New Lister Building
Laboratory Medicine Strategy Discipline Changes

Pathology
- Reduced from 6 sites to 1 – new SGH Lab
- Required provision at other sites
  - ESLs: Gartnavel General Hospital, Royal Alexandra Hospital, Inverclyde Royal Hospital, Vale of Leven Hospital
  - RRLs: Victoria & Stobhill ACHs

Biochemistry & Immunology
- Reduced from 10 sites to 2 main Labs SGH & GRI
  - 4 ESLs and 2 RRLs

Haematology
- Reduced from 10 sites to 2 main Labs SGH & GRI
  - 4 ESLs and 2 RRLs

Genetics
- Whole service moving to new SGH Lab

Microbiology
- Reduced from 7 sites to 3 main Labs
  - SGH & GRI & RAH
- Virology will be located alongside Microbiology and the Reference Labs in NLB
- Mycology to SGH
- The Paediatric Laboratories at Yorkhill, including Genetics, will co-locate with adult laboratory services onto the new SGH Campus.
Impact on Staff

NHSGG&C Laboratory changes will have a major impact on staff, which will include:

- Significant re-location of workplace
- Staff will be asked to work differently
- Staff may be asked to perform a different role from present
Facts!

- All staff are covered by the NHSGG&C Workforce Change Policy
- No redundancies as a result of these changes
- All lab staff who wish to continue working in NHSGG&C Labs can do so
- If these changes result in potential financial loss then that loss will be protected with no time limit
- Excess travelling expenses will be paid for 4 years
Process

- Work on Laboratory Designs
- Project Plan Microbiology
- Migration Plan
- Migration
- Decommissioning
Work on Laboratory Design
## Project Plan Microbiology

### Operational Delivery and Commissioning Project Plan

<table>
<thead>
<tr>
<th>No</th>
<th>Milestone</th>
<th>% Work Complete</th>
<th>Resource Names</th>
<th>Task Name</th>
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<td>Benchmarking and Identify staff to transfer from GRI</td>
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<td>Inter lab staff transfers - exposure to different working practices/me</td>
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<td>Agree Staff structure and roles and responsibilities</td>
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*****KEY INFORMATION FOR LABORATORY STAFF AND SERVICE USERS*****

This page is now the Portal that takes you into Laboratory Medicine Projects taking place across GGC. It also gives you a direct link to the Diagnostics Directorate FTFT website.

Click on the following links to take you into the Specific Project Pages

GRI NEW LISTER BUILDING (FORMERLY KNOWN AS UTB)

IMMUNOLOGY LABORATORY SERVICE TRANSFER FROM GGH TO NEW SGH LAB

CLYDE IMPLEMENTATION PROJECT

We now have links to the Diagnostic Facing the Future Together website - please click on the following link:

http://www.staffnet.ggc.scot.nhs.uk/info%20Centre/FTFT/LocalFTFTAres/Diagnostics/Pages/Homepage.aspx

or send an email to: itservicedesk.nhss-ggc@atos.net
Migration Plan

• All labs Southern
• Microbiology
  • SGH & Yorkhill & GRI
  • MSC
• Workforce planning
• New LIMS
• Contingency plans
<table>
<thead>
<tr>
<th>Date</th>
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<td>04-Jan-12</td>
<td>Physical move of equipment.</td>
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<td>Audit Vales for early</td>
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<td>Full service operations</td>
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<td>Staff training on MSC equipment will take place in other sites (where applicable)</td>
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<td>Prior to training commencing in the SGHs</td>
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<td>NB: This plan is predicated on the MSC and IT delivering on its installation and commissioning timescales (starting 10 March 2013)</td>
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<td>Also predicated on all IT and telecommunication systems in place</td>
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Migration

• 17 physical moves
• 5 go-live days
• Double running
• MSC equipment Training
• New LIMS
MSC Equipment
Staff

Maslow's Hierarchy of Needs

- **Self-Actualization**
  - Need to do the work we like

- **Esteem**
  - Need to feel worthy and respected

- **Social**
  - Need for love, to be a member of a group

- **Safety**
  - Need to feel safe and secure

- **Physiological**
  - Need to stay alive: to breathe, to eat, to drink, to sleep

Herzberg's Motivation Hygiene Theory

- **Motivational Factors**
  - Interesting, challenging work
  - Utilization of one’s capabilities
  - Opportunity to do something meaningful
  - Recognition for achievement
  - Sense of importance to organization
  - Access to information
  - Involvement in decision-making

- **Hygiene Maintenance Factors**
  - Congenial people to work with
  - Good working conditions
  - Pensions
  - Paid insurance
  - Job security
  - Vacations
  - Holidays
  - Good pay

Delivering better health

www.nhsggc.org.uk
Too many changes
(Fisher’s Personal Transition Curve)

- Denial
  - Change? What Change?
  - I’m off!!...this isn’t for me!

- Disillusionment
  - I can see myself in the future

- Moving Forward
  - This can work and be good

- Anxiety
  - Can I cope?
  - At last something’s going to change

- Happiness
  - What impact will this have? How will it affect me?

- Anger
  - This is bigger than I thought!
  - At others
  - At self

- Fear
  - Did I really do that?
  - Who am I?

- Guilt
  - Threat

- Depression
  - Gradual Acceptance

- Hostility
  - Complacency
  - I’ll make this work if it kills me!!!

Free for personal and organizational development use.
Not to be sold or copied for general publication. A free resource from www.businessballs.com with permission of John M Fisher. See the theory and explanation at www.businessballs.com/personalchangeprocess.htm
Actions

Short Life Working Group

• Communication strategy
• Lean workflow audit – RIE
• Integration staff and SOPs
  • IT Group
• OD sessions
Staffing Structure

3 Technical Service Managers (8C)
Compliance Manager (8B)
3 Site Managers (8A)
3 Integrated Systems Managers (8A)
Staffing Structure

3 Technical Service Managers (8C) → 1
New Service Manager (8B)
1 Compliance Manager (8B) → CRES
3 Site Managers (8A) → same

3 Integrated Systems Managers (8A) →
1 Integrated Systems Manager (8A)
3 Quality Managers (7)
Optimisation of Service SOPs

• SOP GROUP
  • Medical staff
  • Service Manager
  • Compliance and Quality Managers
  • Operations managers
  • Technical Managers
Optimisation of Service

SOPs

Technical managers meet
SOPs, LI etc, review SOP
Full group meets
Technical and medical questions
IT issues
Full group meets
Implementation date
TM email/meeting highlight changes
SOP acknowledgement Q-pulse
Audit – change requests
Full group meets
Optimisation of Service

Workforce planning

Development of virology service

Serology service South to GRI – virology

South paediatric and mycology

PCR/molecular service to GRI

Mycology service to GRI Micro/virology
Cons

• Too many changes at one time
• All staff were low
• IT not fit for purpose
• Adult and Paeds
• Communication
Pros

• New state of the art buildings
• New state of the art equipment
• MSC
• Communication
• Centralised services
Thank you and Questions?