



# WEQAS Conference 2025

## The 10 Year Plan

(and other stuff.....)

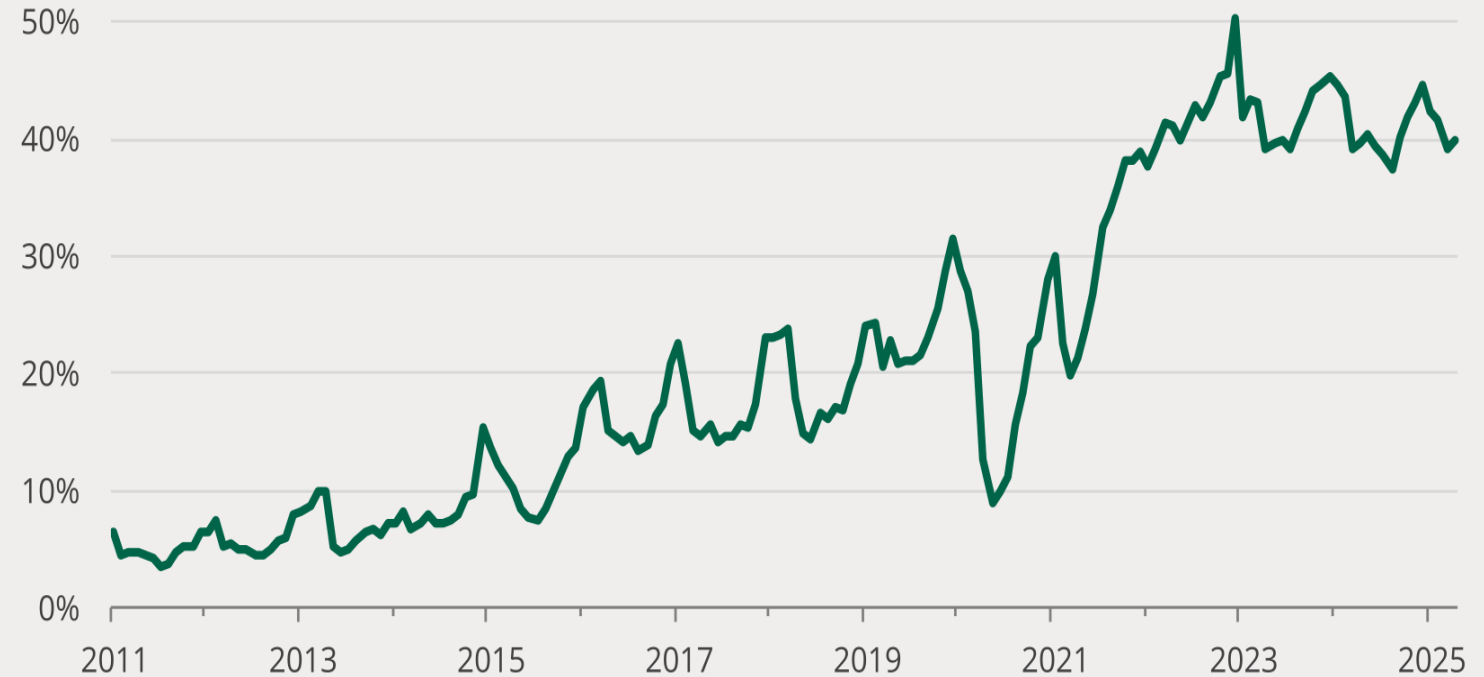


# The NHS

## *Summary*

- ***7.4M Waiting List***
- ***A&E Waiting***
- ***GP Access***
- ***Public – Low Confidence***
- ***Not All Bad.....***
- ***Private Sector ?***

Patients spending over 4 hours in major A&E





# Government

## *Summary*

- ***Good Intentions***
- ***Fiscally Handicapped***
- ***Financial Black Hole***
- ***Taxation/Borrowing/Backlash***
- ***Wars/Trump/Brexit/Austerity/Immigration/Reform***

***NHS is overfunded and overstaffed***





# Lots of Activity

## ***Reviews, Plans, Reports, Blueprints***

- ***Long term workforce plan***
  - ***Darzi Review***
  - ***10 Year Health Plan for England***
  - ***The National Cancer Plan***
  - ***The Medical Training Review***
  - ***Long Term Workforce Plan – 2***
  - ***The Carter Review - 4***
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The Royal College of Pathologists  
Pathology: the science behind the cure

# 10 Year Health Plan England





The Royal College of Pathologists  
Pathology: the science behind the cure



# 10 YEAR HEALTH PLAN

We're transforming  
your NHS



Neighbourhood health centres  
for every community



Your NHS in your pocket  
via the NHS App



Personalised healthcare tailored  
to your individual needs



Digital red book putting your  
children's health information  
securely on your phone



Technology for faster diagnosis,  
virtual care and built on single  
patient records







# 10 Year Health Plan (England)

## ***Themes***

- ***3 Shifts***
  - ***Neighbourhood Health***
  - ***Single Patient Record/NHS App***
  - ***No more money..... 3%..... 103%***
  - ***Workforce – 10yr workforce plan***
    - ***Medical Training Review 2025/26***
    - ***No more money, no more staff***
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# 10 Year Health Plan

## ***Pathology***

- ***No explicit mention***
  - ***No defined budget additional for workforce/IT***
  - ***3 Shifts***
  - ***Does not cover all that we do***
  - ***No implementation plan or budget***
  - ***Future workforce and spending reviews important***
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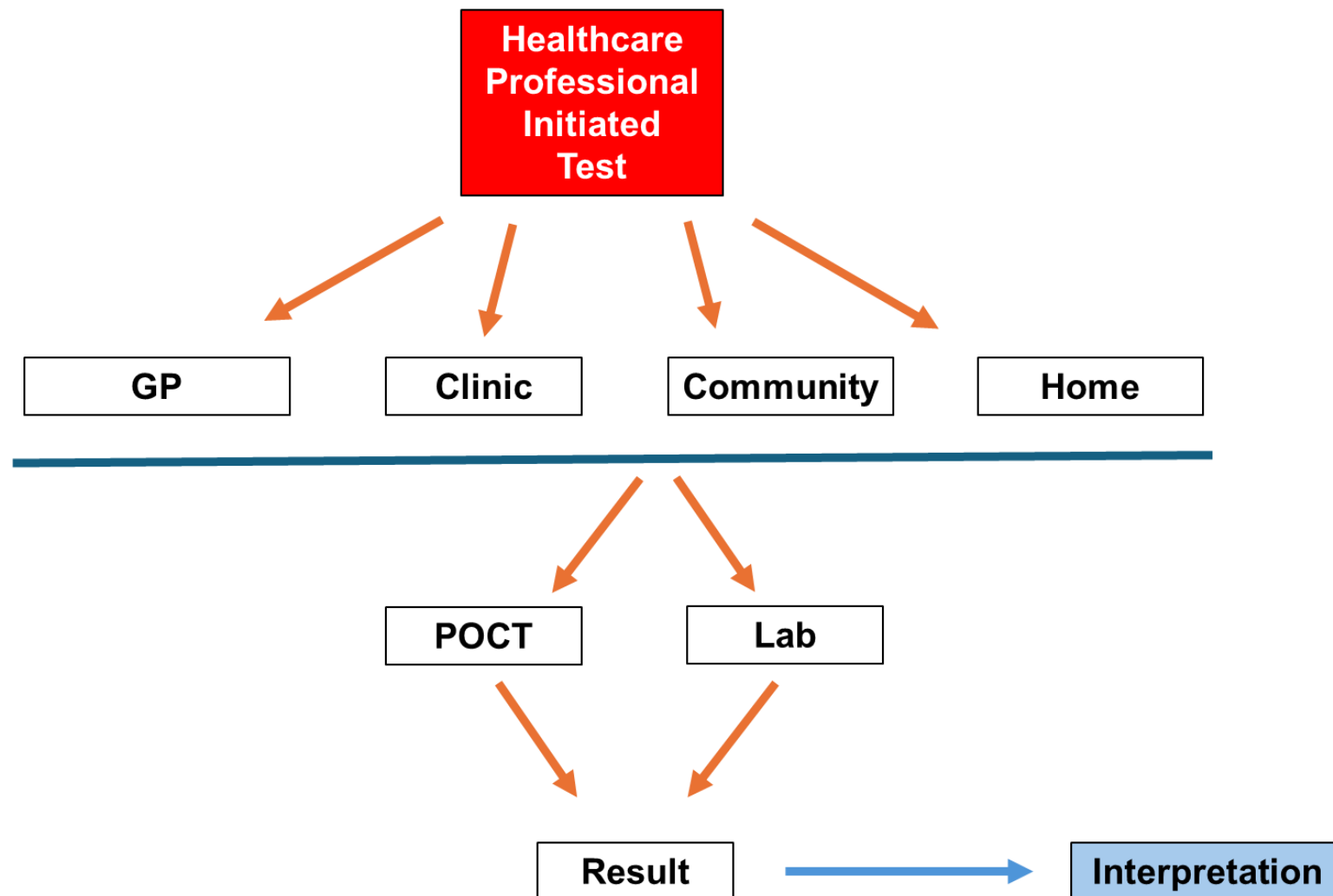
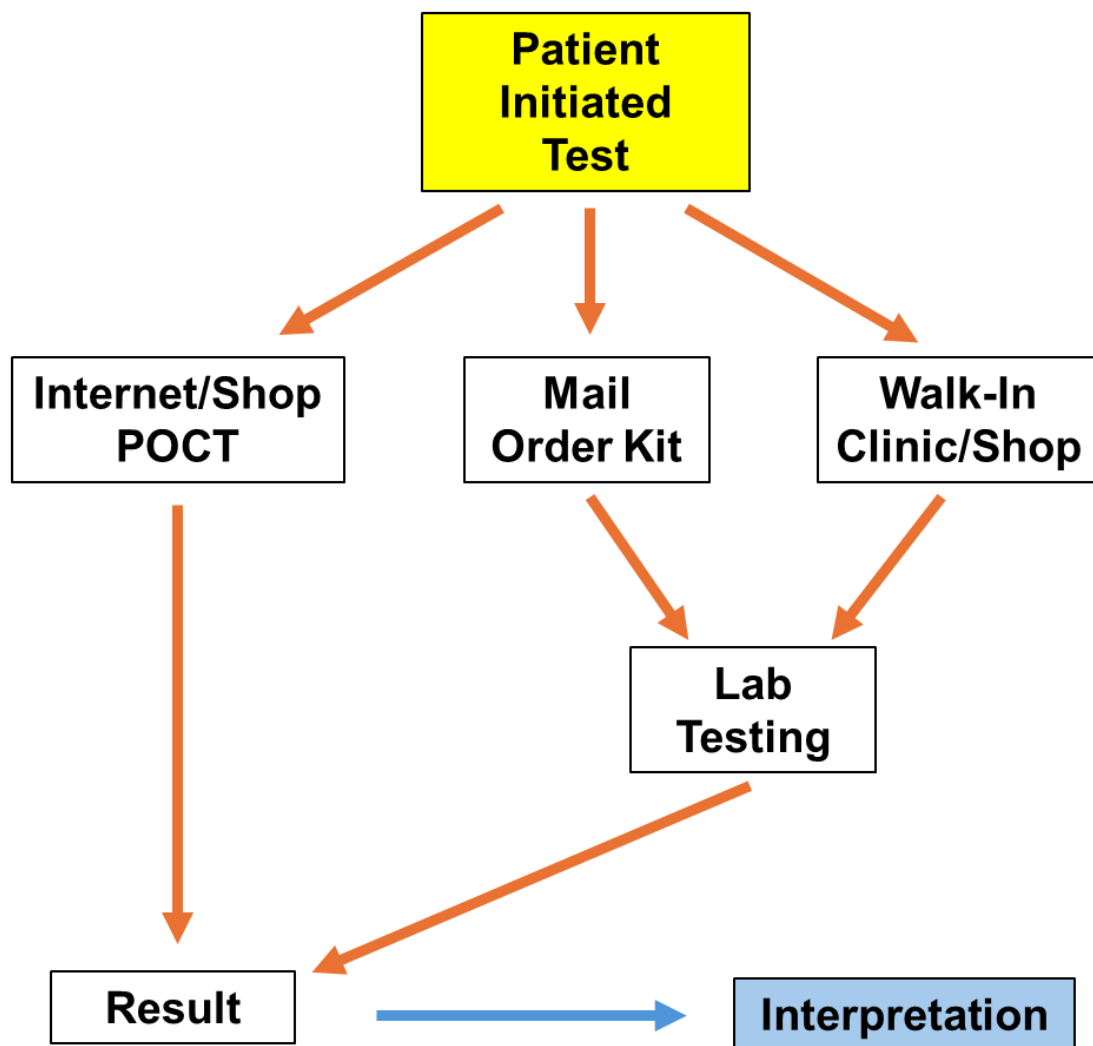
# Importance of Pathology

## ***Shift 1 - Community***

- ***CDCs/NH HCs***
- ***Infrastructure – buildings/IT***
- ***Staff***
- ***Pathology – Workload***
- ***Transport***
- ***POCT?***
  - ***GPs, Pharmacy, other***



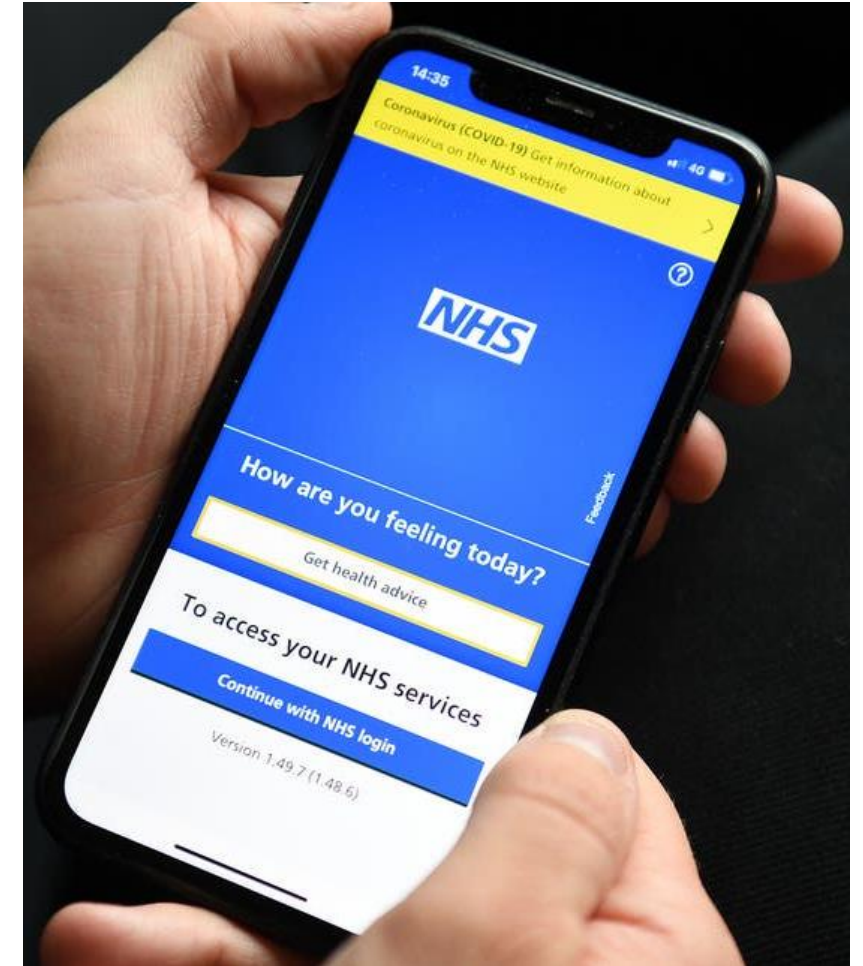
# Direct to Consumer Testing



# Importance of Pathology

## ***Shift 2 - Digital***

- ***Interoperability***
- ***Standardisation***
- ***NHS App***
- ***Single EPR***
- ***Digital Pathology***
- ***AI – Histopath***
- ***AI – Blood Sciences***



# Reform of Pathology Services

## *Digital Pathology*

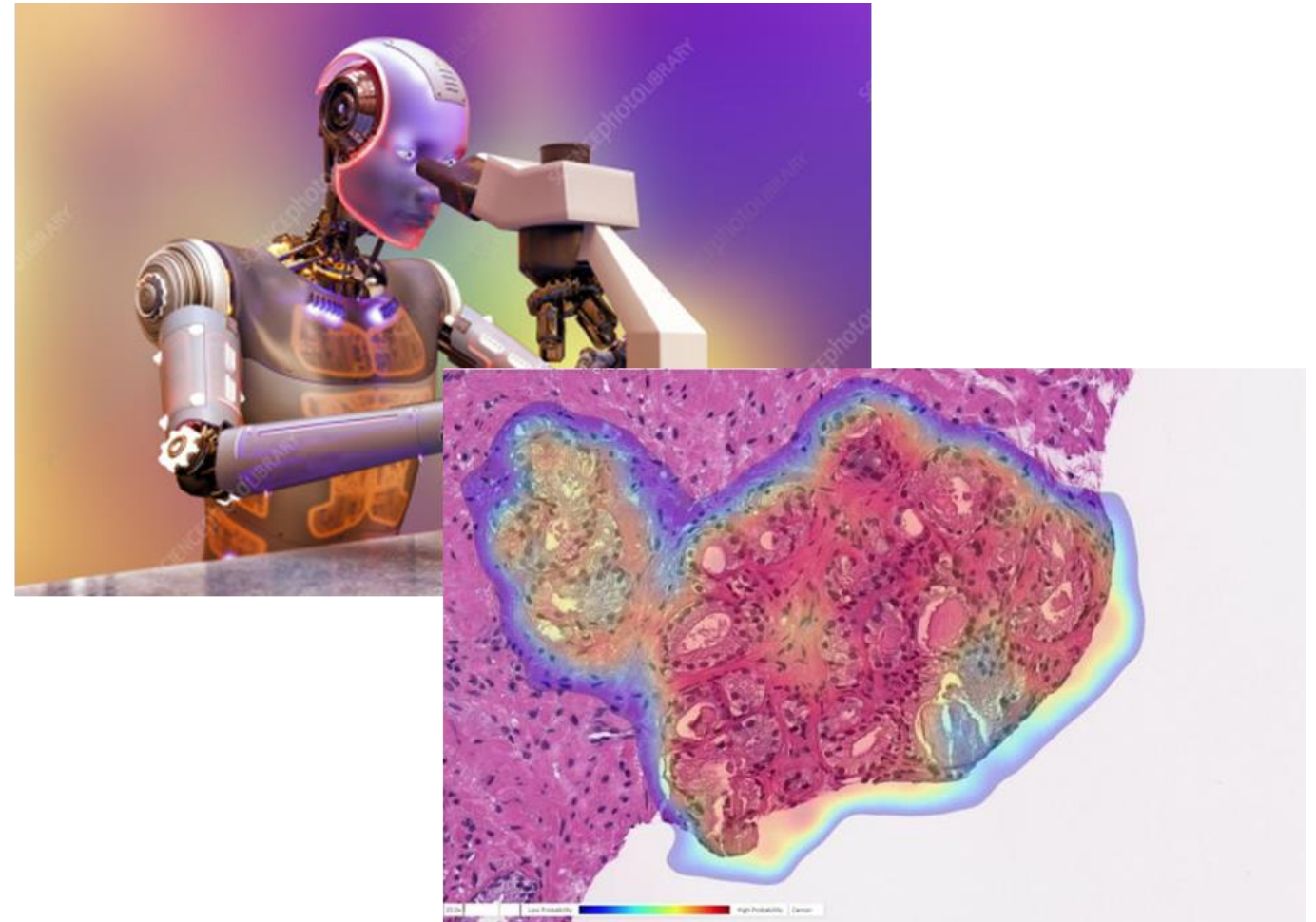
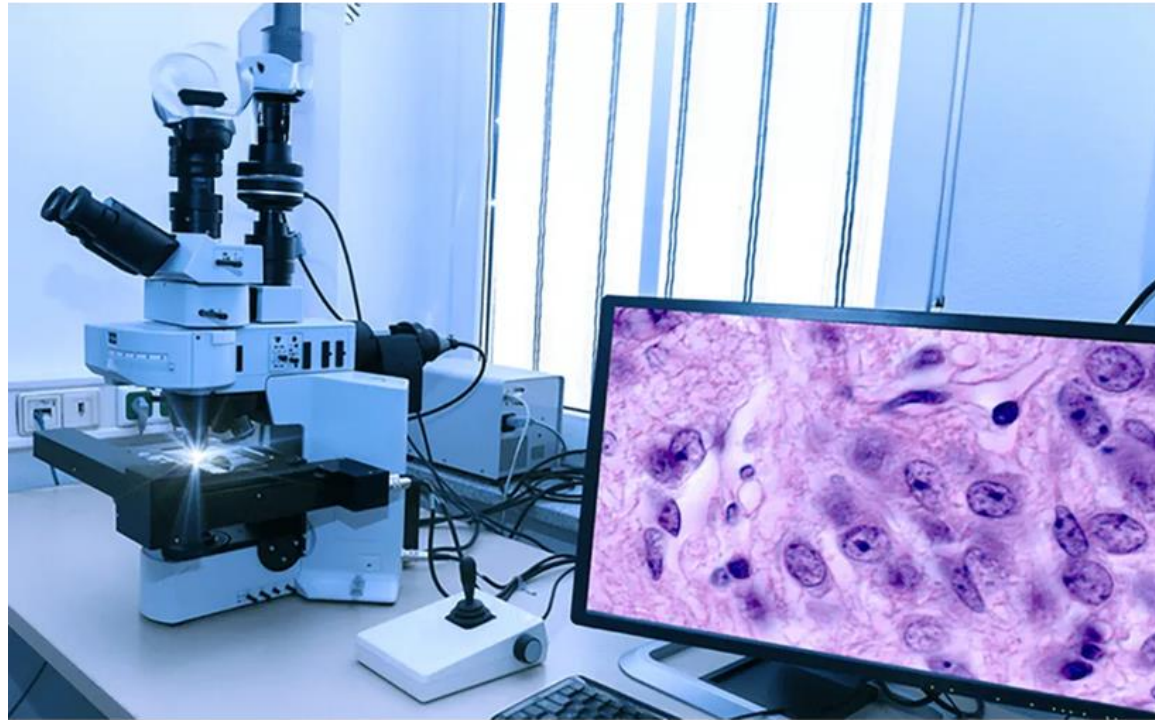
- ***More Flexible***
- ***Remote Sharing***
- ***Improve Workflow Efficiency***
- ***Enhancing Collaboration***
- ***Image Storage***
- ***Gateway to AI***
- ***Faster Turnaround***







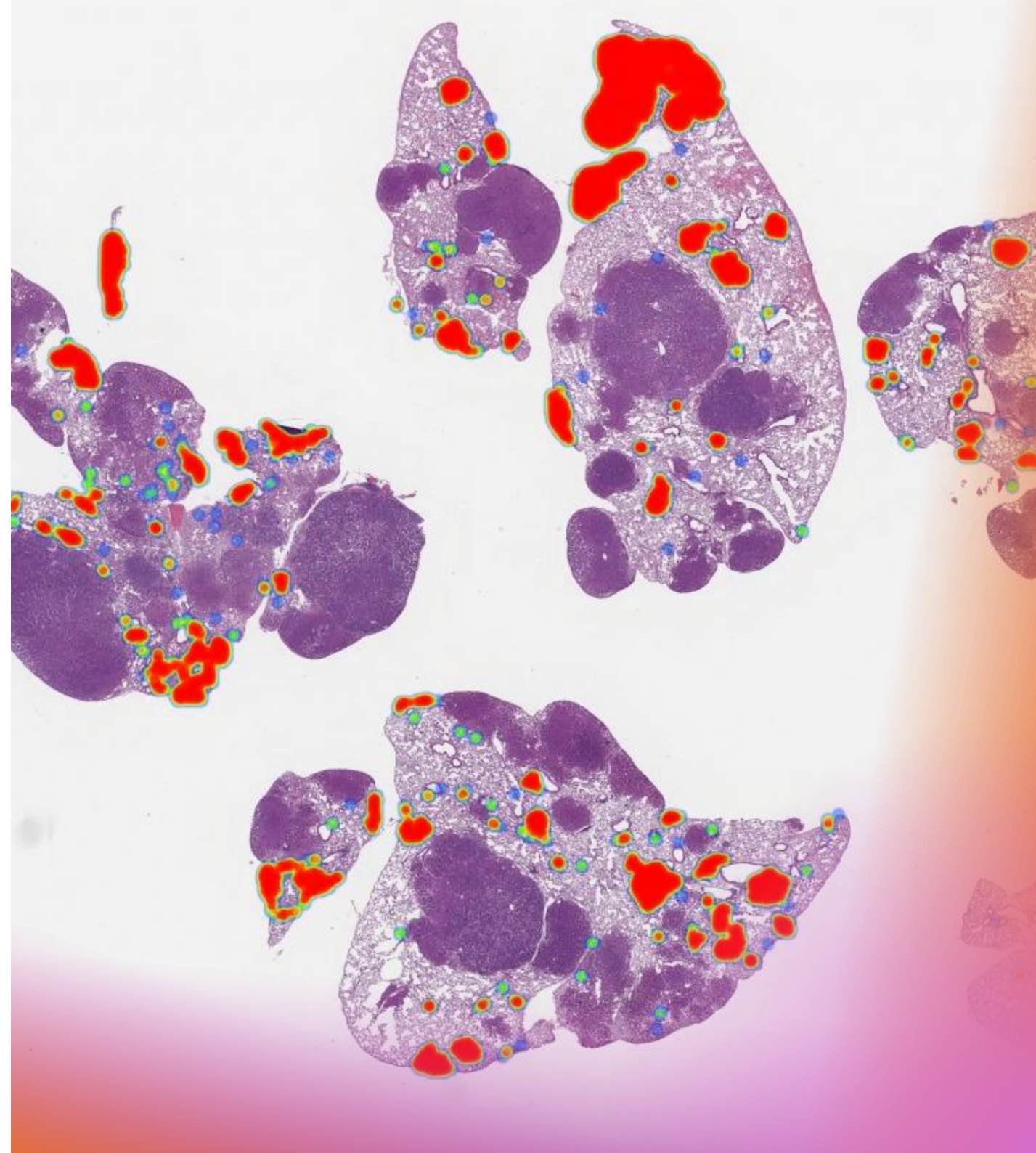
# AI in Digital Pathology (Anatomic)



# Reform of Pathology Services

## *Artificial Intelligence*

- ***Quicker***
- ***More Accurate***
- ***Cheaper***
- ***Less Errors***
- ***Productivity***
- ***Patient Outcomes***
- ***Continued Learning***



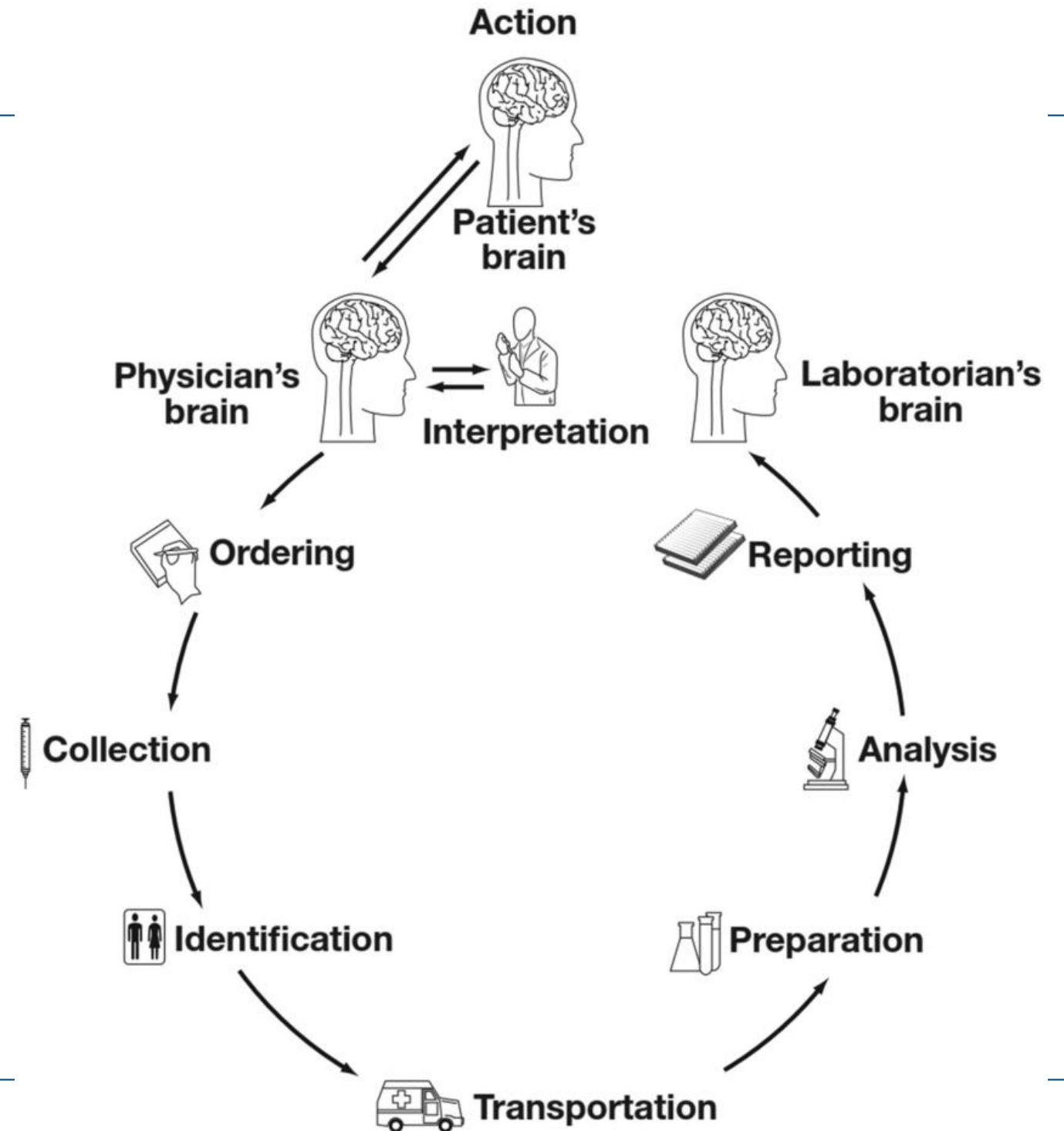




# *The Lundberg Cycle*

## *“Brain to Brain”*

Lundberg GD. Acting on significant laboratory results. JAMA : the journal of the American Medical Association [Internet]. 1981 May 1;245(17):1762–3





# Importance of Pathology

## ***Shift 3 - Prevention***

- ***Routine testing***
- ***Screening***
- ***Specialist Testing***
- ***Genomics***
- ***Patient Facing Services***
  - ***CV risk***
  - ***Obesity***
  - ***Diabetes***

## Preventive Care

Preventive services and screenings save lives and money





# Workforce Strategy

- **Train** – Collaboration/lobbying
- **Retain** – wellbeing/lobbying
- **Reform** – Automation/Digital/IT/AI
- **Contingency** – When Demand > Supply
  - Demand Optimisation
  - Hard choices



## The Royal College of Pathologists

Workforce strategy  
2025–2028



# Service Failure

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## ***Paed & Perinatal Pathology***

- ***37% Consultant Vacancy***
- ***Birmingham, Bristol, Northern Ireland - None***
- ***23% Retiring next 5 years***
- ***13 trainees but no recruitment 2025***

## ***Immunology***

- ***40% Consultant Vacancy***
  - ***Risk to Allergy services and Immunodeficiency***
  - ***32% will retire next 5 years***
  - ***Need 50 additional posts to meet demand***
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# Pathology Challenges

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- ***NHS Gridlock***
- ***Workforce Crisis – No Plan***
- ***Huge Tech/IT Gap***
- ***Unwarranted Variation in Pathology Tests***
- ***Service Failure***
- ***Limited Increases in Funding***

***No Pathology Plan***

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# The Pathology Plan

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## ***Basic Principles***

- ***Lobbying & Advocacy – Gov/Media/Public/NHS.....***
- ***Collaboration – Path Alliance/Industry***
- ***Corporate Engagement – Education/lobbying/paper***
- ***Workforce Plan – spotlights/papers***
- ***Digital Strategy Board***
- ***Membership engagement***

## ***The Pathology Plan.....***

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# The Pathology Plan

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## ***Inclusions***

- ***Workforce – data – census – other sources***
- ***Interoperability – working with NHSE/Other***
- ***Tech – automation/dig path/AI***
- ***Workload - Diagnostic stewardship***
- ***Neighbourhood/value not cost.....***
- ***Cancer***
- ***Training***

***Publication – Early 2026?***

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# Carter Report IV

## Report of the Review of NHS Pathology Services in England

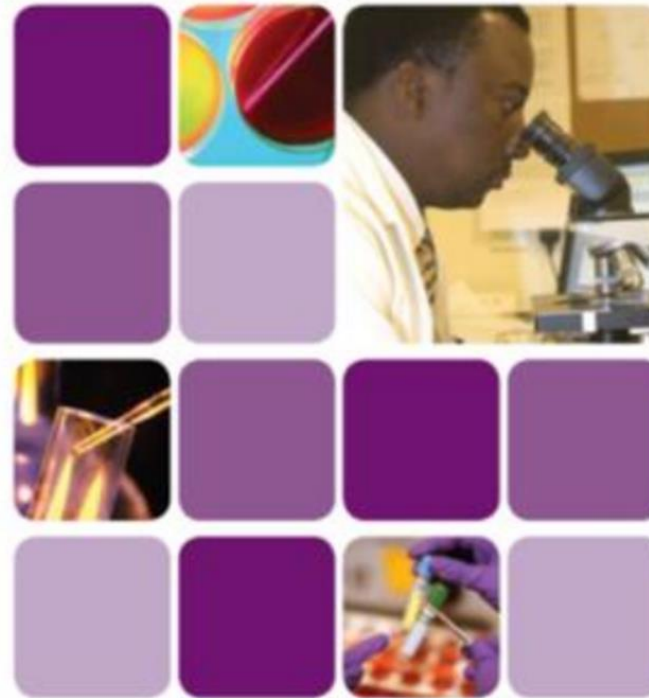
Chaired by Lord Carter of Coles



*An Independent Review for the Department of Health*

## Report of the Second Phase of the Review of NHS Pathology Services in England

Chaired by Lord Carter of Coles



*An Independent Review for the Department of Health*

## Operational productivity and performance in English NHS acute hospitals: Unwarranted variations

An independent report for the Department of Health  
by Lord Carter of Coles

February 2016





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# 10 Year Health Plan England

