



Cydweithrediad Iechyd  
Health Collaborative



Rhaglen Rhwydwaith Gwybodaeth Labordai Cymru  
Laboratory Information Network Cymru Programme

NEWSLETTER 15

MARCH 2022

## The latest news from the Laboratory Information Network Cymru Programme (LINC)

### A modernised pathology service for Wales

Welcome to the LINC Newsletter, keeping you up to date with the Programme that will enable Pathology modernisation through the delivery of end-to-end systems and services to include a new laboratory information management system (LIMS) for Wales.

A lot has transpired since the last newsletter was published in September last year as LINC has awarded the contract for the new LIMS Service to Citadel Health and work is now underway to complete the design and build of the new LIMS service ready for user acceptance testing (UAT), planned to start later this year. A lot has to happen before we are ready for UAT and this newsletter shares with you what happens next and how LINC is working with the service and the supplier to successfully deliver the new LIMS Service.

We recently completed a staff survey and were pleased to find that more staff know about LINC than when we first ran the survey two years ago and many of you continue to see the benefit of standardisation of services but quite a few who are not so sure, so you can find out more about the survey results and the standardisation work that has been completed.

We have said goodbye to several staff recently and thank them for all their hard work for the programme and wish them well in their new roles. We've also had a number of new staff join the team and welcome them on board, especially the new test team.

But to start we want to celebrate the amazing success of the service in standardising the configuration required for the new LIMS.

If you have any queries or feedback, please do not not hesitate to get in touch with me or one of the team.



**Adrian Thomas**  
Senior Responsible Owner  
LINC Programme

## A fantastic achievement



**Dr Andar Gunneberg**

Let's start this newsletter by celebrating a fantastic achievement by the pathology service, LINC and Digital Health and Care Wales (DHCW) configuration leads led by Dr Andar Gunneberg, Consultant Chemical Pathologist at Swansea Bay UHB and chair of the LINC Standardisation Strategy Group (SSG).

The LINC Team originally extracted more than 28,214 configuration items and following initial review, 6,650 were found to be no longer required leaving 21,564 configuration items to review. 98% have now been reviewed and, where required, standardised, which is an incredible achievement.

Future State Configuration Item (FSCI)	Total number of FSCI	No and % of FSCI in standardised form		No and % FSCI added to the Future State OU		No and % of FSMC items subject to warranted variation	
<b>Business Intelligence</b>	<b>186</b>	<b>186</b>	<b>100%</b>	<b>186</b>	<b>100%</b>	<b>0</b>	<b>0%</b>
<b>Code Tables</b>	<b>100</b>	<b>100</b>	<b>100%</b>	<b>93</b>	<b>93%</b>	<b>0</b>	<b>0%</b>
<b>Core Functionality</b>	<b>9627</b>	<b>9627</b>	<b>100%</b>	<b>9627</b>	<b>100%</b>	<b>0</b>	<b>0%</b>
<b>Reference Ranges</b>	<b>10210</b>	<b>10210</b>	<b>100%</b>	<b>10210</b>	<b>100%</b>	<b>0</b>	<b>0%</b>
<b>TSW Workflows</b>	<b>1441</b>	<b>931</b>	<b>65%</b>	<b>645</b>	<b>45%</b>	<b>58</b>	<b>3%</b>
Andrology	3	3	100%	3	100%	0	0%
Blood Transfusion	34	34	100%	33	97%	0	0%
Biochemistry	737	357	48%	77	10%	1	0%
Cellular Pathology	21	19	90%	17	81%	0	0%
Haematology	120	99	83%	111	93%	11	5%
Immunology	162	55	34%	91	56%	46	28%
Microbiology	313	313	100%	313	100%	0	0%
Screening	51	51	100%	0	0%	0	0%
<b>Grand Total</b>	<b>21564</b>	<b>21054</b>	<b>98%</b>	<b>20761</b>	<b>96%</b>	<b>58</b>	<b>0%</b>

The LINC Pathology Team led by Kevin Williams, were able to complete the core standardisation work in relation to business intelligence, code tables, core functionality and reference ranges.

The standardisation of the test set workflows (TSW) has been led by the standardisation leads for each discipline, working with their colleagues in the pathology service and supported by the LINC Pathology team consulting with test requestors as required.

All discipline specific Standardisation Leads and their teams have worked incredibly hard to achieve the 100% standardisation in their disciplines. In Biochemistry, around 50% TSW have been reviewed and standardised due to the volume of TSW to be reviewed.

It has been decided that the remaining TSW will be finalised once the Standardisation Leads are clear about how the new LIMS works to inform the best way to design the standardised workflow. The most complex TSW is the full blood count which runs to over 100 pages when printed out giving an example of the sheer complexity of this work.



**Greg Ead**

The project has been managed by Greg Ead, Senior Project Manager for the LINC Programme. Greg has helped to keep everyone involved on track and made sure that the results have been published in the iPassport future state organisation unit, which has been made available to Citadel Health to ensure this work informs the design of the new LIMS Service.

The project has now been closed but the work continues and has been handed over to operations. The LINC Pathology Quality Management Team will continue to support the SSG to complete and maintain standardisation, which is an ongoing requirement.

## Development of the new LIMS service



**Jon Savill**

Since it was first known that Citadel Health was the successful supplier of the new LIMS Service, LINC has been working with them to initiate the programme and support the mobilisation.

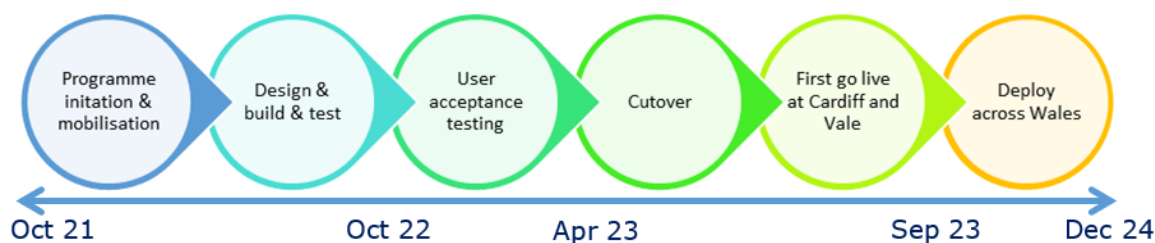
Tranche Two has been redesigned to provide improved governance through three programmes: The LIMS Service Development Programme (LSDP), LIMS Enabling Programme (LEP) and Local Deployments Programme (LDPP); Jon Savill has been appointed Deputy Director to run the three programmes. The LSDP is essentially responsible for everything the supplier has to deliver and Jon is appointing a programme manager to run this programme.

In the first instance, the supplier has run some familiarisation sessions with the service to provide an overview of the product and asked that a number of data collection worksheets (DCWs) are completed to inform the design of their LIMS, Evolution vLab.

Citadel are also completing a number of technical design documents to support development of hosting infrastructure, legacy data migration, system and analyser integration, business intelligence, blood tracking voice recognition and document scanning.

Wherever possible, the standardised future state is being used to populate the DCWs, like approximately 10,000 reference range items from the current LIMS. However, the data required is not an exact match and some teething problems have been found as questions about how the core product works has been asked during design workshops.

So, LINC has listened to the service and DHCW and held discussions with Citadel and agreed a way forward. A new approach has been agreed broadly set out in the diagram below, but a key aspect is to combine the design, build and test phase. Citadel has been asked to confirm that it can still meet the programme timescale to complete this phase by October 2022.



The project initiation and mobilisation phase includes confirming the governance arrangements, putting a core team has now been defined for LINC and Citadel and they will work together to design a core product for NHS Wales by mid-March. Once this has been agreed the discipline specific work can be completed.

In the meantime, the technical design to allow end-to-end integration to be finalised and development start in April. This work will now use a more agile/iterative development approach breaking down the work into a series of four-week sprints and a detail plan developed to closely monitor progress and allow any delays to be tracked and the impact assessed.

Once the build is complete, the Citadel will lead end-to-end system integration testing (SIT) and requirements traceability testing to make sure that all NHS Wales requirement have been delivered.

During this time, Citadel will complete the installation and validation of the hosting infrastructure and LINC and DHCW will audit this. Citadel will also complete operational acceptance testing including cyber security, business continuity and disaster recovery.

The end of this phase is a key validation milestone, called Operational Qualification (OQ) and when this is achieved, it means that the new LIMS service is ready for UAT.

## LIMS Enabling Programme (LEP)



**Lou Gregory**

The LIMS Enabling Programme is essentially responsible for everything the NHS has to do to prepare for and support the new LIMS Service. In particular, this includes all the work that DHCW has to do to prepare for and support the service throughout the life of the contract.

Lou Gregory is the Programme Manager and has been working hard to make sure that all the building blocks are in place to avoid any delays to the programme and to ensure that the lessons learned from the current LIMS are taking into account.

### Electronic Test Requesting (ETR)

Providing funding to different DHCW teams to progress the development of the in-house ETR tools for pathology services and to provide a clear roadmap for development and to monitor and report on progress with the development. Providing funding to health boards to improve ETR uptake to meet the target of 90% by December 2022 and establishing the National ETR Performance Group (NEPG) to monitor progress and share good practice between health boards.

### Integration Services

Funding additional integration staff and technical architect at DHCW to ensure they are prepared to develop and test all the integration required to support the new LIMS Service and develop, test & deploy integration for downstream clinical systems to replace the single point-to-point interfaces in place for the current LIMS (WLIMS1).

### National Deployment

To ensure all the systems and services the NHS needs to provide are in place following deployment to support the new LIMS Service throughout the life of the contract, including service and change management, quality management and helpdesk services.

### National Pathology Exchange (NPEx)

To fund the implementation costs for the deployment of NPEx to manage referrals in and out of Wales in WLIMS1 and support deployment across Wales. To review and standardise sendaways as far as possible in readiness for the new LIMS and support the implementation of NPEx in the new LIMS Service.

### Wales Pathology Handbook (WPH)

To provide funding to modernise the WPH and its integration with the new LIMS Service. This will include enhancing the current functionality e.g., demand management function to be able to help improve uptake of ETR.

### WLIMS1 Blood Transfusion

To provide financial support to health boards wishing to migrate to WLIMS1 Blood Transfusion and monitor progress with this work.

### WLIMS1 Legacy Data

To monitor progress with the reinstatement of the Telepath/Masterlab legacy data system following the upgrade to TrakCare Lab 2016. To provide funding for InterSystems to put in place a legacy data system for WLIMS1 as part of the exit strategy and extract legacy data in the format required by Citadel.

### WLIMS1 Standardisation

To monitor changes to WLIMS1 arising from the LINC standardisation work and ensure alignment of change management processes for standardisation.

# Local Deployment Projects Programme (LDPP)



**Matt Sutton**

The Local Deployment Projects Programme (LDPP) is supporting the eight local deployment projects (LDPs) that LINC set up last year to prepare for and deploy the new LIMS Service. Matt Sutton has been appointed as the interim Programme Manager until LINC can appoint into this role for the rest of the programme.

Cardiff and Vale UHB (CVU LDP) will be the first to go live once the new LIMS service has completed UAT, has been validated and achieved clinical safety sign off (nationally and locally). This includes any CE marking required by the Medicine and Healthcare Products Regulatory Agency (MHRA). The deployment window for CVU LDP is March - October 2023.

## First Deployment Order Signed

Cardiff and Vale UHB has now signed the first Deployment Order with Citadel. The deployment order represents the bulk of the value of the £15.9m contract and marks the start of the practical development, testing, and validation of the new service over the next two years. Cardiff and Vale will be the first health board to go live with the new service and the aim is to achieve stable operations by October 2023.



## LDP Boards

All health boards and Public Health Wales (PHW) who will be using the new LIMS Service have established an LDP Board. Each LDP Board has a representative (mostly the LDP Chair) and deputy on the LINC Programme Board to ensure alignment between the national LINC Programme and the LDPs. The LDPs and their chairs are:

- Craig Roberts, Assistant Director of Therapies & Health Sciences, Aneurin Bevan UHB (ALDP)
- David Fletcher, Directorate General Manager, Betsi Cadwaladr UHB (BLDP)
- Matt Temby, Director of Operations, CDT, Cardiff and Vale UHB (CVLDP)
- Stuart Hackwell, Locality Group Director, Cwm Taf Morgannwg UHB (CTMLDP)
- Anthony Tracey, Digital Director, Hywel Dda UHB (HDU LDP)
- Dr Sikha de Souza, Cons. in Public Health Screening, PHW Screening Services (PLDP)
- Dr Rhodri Davies, Divisional Manager, Swansea Bay UHB (SLDP)
- Alan Prosser, Interim Director, Welsh Blood Service (WLDP).

## Model Documentation

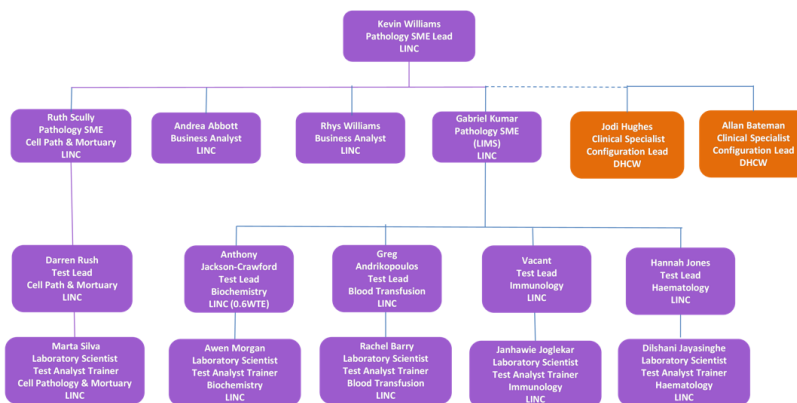
LINC is supporting the LDPs by developing model project documentation that they can all use, making it easier and ensuring consistency across Wales. To start, a standard project brief and board terms of reference has been produced and is about to be followed up by a project initiation document, a common approach to communication, a model quality plan and deployment project plan (Gantt chart). Going forward, LINC is working to agree business continuity and business readiness plans that can be used by all LDPs.

## LDP Support for Development Tranche

All LDPs are supporting the development of the new LIMS service through:

- Ensuring the future state accurately reflects the services they provide, (which is being used to populate the DCWs)
- Understanding how the standardisation changes will impact the way they work
- Supporting the completion of the DCW relating to pathology analysers. Funding is available to all LDPs for a pathology IT officer to support this work.

# LINC Pathology Team



The LINC Pathology Team headed up by Kevin Williams, the Lead Pathology Subject Matter Expert have led the development of the current state and the standardised future state configuration. The team is now evolving to support the next tranche of the programme and test teams are being created under Gabriel Kumar and Ruth Scully for blood sciences and cellular pathology respectively.

The revised team will be part of the core configuration team, working with the supplier to develop the core product as well as preparing for testing before and during UAT and the supporting the deployment of the new LIMS. LINC is still looking for a Test Lead for Immunology, so if you are interested, please do contact [Gabriel](#).



#### **Kevin Williams, Lead Subject Matter Expert**

Kevin started his NHS career as a Biomedical Scientist at the East Glamorgan General Hospital. Since then, he has moved around various Welsh NHS laboratories. As the Pathology Manager at the Northwest NHS Trust in Bangor he was involved in bringing together a unified Blood Sciences department in the Bangor laboratory and in the establishment of the Biomedical Sciences degree course at Bangor University.

Kevin was a key member of the team that set up the single pathology service for Betsi Cadwaladr UHB (BCU) and became the Blood Sciences Site Manager for the west area of BCU. He is now on secondment to LINC, where he leads a team of subject matter experts who provide professional advice to the various projects that make up the LINC Programme including the procurement of the new LIMS service and the production of the current and future state configuration.



#### **Gabriel Kumar, Pathology Subject Matter Expert (LIMS)**

Gabriel started his career as a Specialist Biomedical Scientist at Frimley Park and Royal Surrey County Hospital NHS Trust. He was the lead IT application specialist and Blood Sciences manager when they merged Surrey Pathology services with Ashford and St Peters NHS hospital to become a single LIMS system for all three NHS trust pathology.

He migrated SBU Blood Transfusion (BT) from Telepath to Masterlab after which he was asked by the service to undertake a formal review of the WLIMS1 BT solution and made recommendations for improvement. He then worked as a consultant for the Aneurin Bevan University Health Board to implement a single Blood Transfusion system. He led the LINC team that produced the current and future state configuration and will now lead the Test Team.



#### **Andrea Abbott, Pathology Business Analyst**

Andrea graduated in Biomedical Sciences and started her career at Ortho Clinical Diagnostics before moving to cancer research at Tenovus, Cardiff University. She has over 20 years' experience within NHS Wales building and supporting laboratory systems. Firstly, within Laboratory Medicine at Cardiff and Vale UHB and then at Digital Health and Care Wales within the WLIMS configuration team.

She is now on secondment to LINC where her main role was to capture and document the 'current state' configuration of the laboratory tests which enabled WLIMS stakeholders to work towards a standardised LIMS. Andrea is now part of the core team engaging with the supplier configuring the future WLIMS (Evolution vLab).



#### **Rhys Williams, Pathology Business Analyst**

Rhys graduated from Swansea University in 2005. He began working for the PHW Food Water and Environment department in 2007 as a Medical Technical Officer. Within this role he developed a keen interest in the LIMS system and spent many years working as a superuser and assisting in the implementation on WLIMS1.

Rhys has carried this knowledge and experience into his current role where he has been working alongside other Business Analysts to document the 'current state' configuration. He has enjoyed the challenge of the new role, gaining further knowledge and qualifications such as Prince 2 Practitioner. He is now part of the core team on the future WLIMS.



#### **Ruth Scully, Subject Matter Expert for Cellular Pathology**

Ruth started her career as a research technician in Histology and Electron Microscopy for Tenovus Cancer Research. She joined the University Cellular Pathology department as a research scientist, later becoming a Biomedical Scientist for the NHS in Cellular Pathology. Ruth took on a major role in Bristol NHS trust but returned to Cellular Pathology



#### **Darren Rush, Test Lead for Cellular Pathology**

Darren graduated from Hull University in 2004 with a BSc in Biological Sciences. He began working in the Royal Gwent Hospital Histopathology department in 2007 as an Associate Practitioner, shortly afterwards becoming a Biomedical Scientist and recently passing the Specialist Portfolio in early 2021.



Department of Cardiff and Vale UB to manage the NHS Electron Microscopy (EM) unit, establishing an effective and efficient service.

The EM unit became the only NHS unit in Wales, and as section lead for Cellular Pathology Specialist Services, she was key to innovating and developing the service. She encouraged other trusts throughout Wales to send their EM samples to Cardiff, thus helping centralise and standardise EM in Wales.

Ruth is the Cellular Pathology Subject Matter Expert for LINC, providing scientific advice and working with experts across the NHS in Wales, to deliver advice and help produce a co-ordinated and standardised Cellular Pathology service.



**Marta Silva, Laboratory Scientist Test Analyst Trainer for Cellular Pathology**

Marta graduated from her degree in Anatomical Pathology, Cytology and Thanatology in 2014 and moved to Wales from Portugal in 2015. She has since worked in the NHS as a Biomedical Scientist and then a Specialist Biomedical Scientist in Immunohistochemistry in Cellular Pathology at University Hospital of Wales.

Marta has been involved in projects that directly improve the service, ultimately this results in clinicians receiving the tests results quickly and patients being referred to treatment plans faster. She is very excited to be part of the LINC Team and be involved in projects for all Wales that will greatly benefit the patients.



**Anthony Jackson-Crawford, Test Lead for Biochemistry**

Anthony started his career in research, completing a master's degree and PhD prior to joining the NHS as a Clinical Scientist. He has worked in Aneurin Bevan University Health Board since 2016, and last year was awarded DipRCPath from the Royal College of Pathologists.

While working as a Clinical Scientist, Anthony has taken part in substantial user testing for the current LIMS. He is seconded part time with LINC alongside his substantive post and looks forward to his role in testing the new LINC system.



**Awen Morgan, Laboratory Scientist Test Analyst Trainer for Biochemistry**

Awen studied Biology in Aberystwyth University and graduated in 2015. Her first role was medical secretary for the Biochemistry department at the Royal United Hospital in Bath. Awen then successfully gained a trainee biomedical scientist position within the department, while also doing top-up modules through Ulster University. She qualified as an HCPC registered clinical biomedical scientist in 2018. She continued her career as a scientist at the Royal United Hospital before moving to the University Hospital Llandough, initially working in Biochemistry and then Toxicology.

Awen has recently joined LINC as a Laboratory Scientist Test Analyst Trainer for Biochemistry. She is looking forward to contributing to the new LINC Programme and helping to roll it out in laboratories across Wales.



**Greg Andrikopoulos, Test Lead for Blood Transfusion**

Greg finished his MSc in Biomedical Science at what was then The University of Wales Institute, Cardiff (UWIC) he found a job as a trainee Biomedical Scientist at the Haematology and Blood Transfusion department in the Princess of Wales Hospital in Bridgend in 2001. After 5 years of working and gaining experience there as a basic grade BMS, in 2006 he got a job as a Senior Biomedical Scientist in Blood Transfusion in Cardiff and Vale and have been in position at a Senior level ever since.

Over the years, he has been involved in the validation of equipment and processes (including installation of new transfusion analysers), training other members of staff, the day-to-day management of the laboratory, formulating policies, writing procedures etc. He was a member of the WASPS Steering group and the BHNOC SHOT Working group and have been involved in the procurement phase of the LINC programme (for BT). He is currently joint standardisation lead for Blood Transfusion for the LINC project. In his free time, he enjoys cycling and photography – mainly black and white film photography.



**Rachel Barry, laboratory Scientist Test Analyst Trainer for Blood Transfusion**

Rachel graduated from Cardiff Metropolitan University in 2017 with a degree in Healthcare Science with Blood Sciences. Since then, she worked in Haematology and Blood transfusion departments across Swansea Bay University Health Board as a HCPC registered Biomedical Scientist, until December 2020 where she made the move to the PHW Microbiology Hot Lab at Morriston hospital.

She joined the LINC programme on a secondment basis at the beginning of 2022. Rachel is excited for the opportunity to work as part of the LINC team, learn new skills and is looking forward to being out in the laboratories across Wales, meeting you all in person. Outside of work, Rachel enjoys baking, reading sci-fi/fantasy books and going for walks to feed the ducks with her daughter.



**Janhawie Joglekar, Laboratory Scientist Test Analyst Trainer for Immunology**

Jan has joined LINC as a Test Analyst Trainer. She graduated from Cardiff University with a BSc in Microbiology. She has previously worked in Medical Biochemistry and Immunology as well as the Welsh Blood Service.

She has experience of using Abbot Alinity analysers, Radiometer gas analysers, as well as Immunology assays and techniques. She is looking forward to the opportunity to work as part of the LINC team, learn new skills and her role in implementing the new LIMS system.



**Hannah Jones, Test Lead for Haematology**

Hannah completed her BSc Hons in Applied Biomedical Science in 2015 and became a HCPC registered Biomedical Scientist, allowing her gain almost seven years of laboratory experience working in the Haematology departments at the three major hospitals within Aneurin Bevan University Health Board. She is currently studying for her MSc in Haematology at Greenwich University.

Hannah supported the move of pathology services to the new Grange University Hospital and has recently been involved with testing the new HaemoBank blood storage system that will be used there, she is also a member of the core Blood Bank Team, supervising the training and competency assessment of new staff in the department. Hannah is looking forward to joining the LINC team as Test Lead for Haematology and supporting the testing and implementation of the new laboratory system across Wales.



**Dilshani Jayasinghe, Laboratory Scientist Test Analyst Trainer for Haematology**

Dilshani started her career in 2007 as an HCPC registered Clinical Biomedical Scientist in clinical haematology and blood transfusion. She also worked in pharmaceutical manufacturing and therapeutic diagnostics sector.

Dilshani has a MSc in Clinical Bioinformatics, and over a decade of solid clinical experience working in a variety of clinical settings from satellite hospitals to trauma centres. She is especially interested in modern-day technology in aid of analytical scientific diagnosis.

## Goodbye to LINC colleagues



Juber Islam left the LINC team at the end October 2021 as Pathology Informatics Officer to return to a permanent role with Swansea Bay UHB (SBU). Having left SBU to join LINC, they realised they couldn't manage without him and persuaded him to return.

Juber did a great job of supporting the development of DeepSee2 especially designing DeepSee2 dashboards for outstanding worklists and seeing these implemented in laboratories in Aneurin Bevan and Hywel Dda UHBs.



Paul Williams left the LINC team on 8 December 2021 after working with LINC for the last year and half. He will be starting work as a Transformation Director with Baxter Healthcare. Paul will be working with NHS Trusts across the UK in developing and improving patient outcomes by optimising system wide flow.

We all wish him well in his new role.



Just before Christmas, Karis Jones, left the LINC team to join Public Health Wales in a permanent role as a Programme Manager within Strategic Planning & Performance.

The LINC team thanks Karis for all her hard work to ensure the procurement of the new LIMS service ran smoothly and efficiently and we wish her all the very best for the future.



Early in January 2022, Carys Richards left for a permanent role in the Governance section of DHCW.

Thank you for all your help working within the standardisation project helping to support the team in preparing for the new future state. We wish her luck in her new role.



At the end of January 2022, Scott Bevan left LINC as the Validation Manager to further his career in testing and moved to Digital Health and Care Wales as a Test Analyst for the Vaccination Programme.

Thank you, Scott, for everything you've done for LINC especially the high-quality validation documentation you developed. We wish you success on your new adventure.

## Congratulations to LINC colleagues

Lou Gregory passed the intensive Managing Successful Programmes (MSP) training course in November 2021. She has now been promoted to Programme Manager for the LIMS Enabling Programme. Well done Lou on your career development.



Kai Murphy started his PhD in 2017 at Cardiff University. His PhD thesis was titled "Going with the flow: Assessing the impact of a milli-fluidic flow-through system and probiotics on intestinal cell lines" it involved using a milli-fluidic flow system (a mechanical pump and tubing system) to introduce liquid flow to human gut cells and then monitoring their responses. This data was then compared to the same cells exposed to the same experiments only with probiotic bacteria also included. His final PhD corrections were accepted recently.

We extend our best wishes on achieving this important milestone in your life and career.



## We want to hear from you

LINC are keen to get your views on the newsletter and the programme. If you have any questions that we can answer in future editions, then please do ask one of the team.

You can contact us at [LINC.PMO@wales.nhs.uk](mailto:LINC.PMO@wales.nhs.uk) or directly:

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