WEST MIDLANDS
IMAGING NETWORK
Creating Excellence Together

NHS

Annual Report 2022/23

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Executive Summary

Welcome to the first Annual Report from the West Midlands Imaging Network WMIN. The Network continues to work in partnership, across traditional organisational and geographical boundaries, to realise a programme of work that supports the delivery of healthcare services across the West Midlands.

This year has largely been dominated by the setting up of the network and getting it in a strong position to commence with its programs of work and the mandate set out in NHSE's Maturity Matrix. This will ensure that changes to services and patient care are designed and delivered consistently and in a timely manner. The Network has successfully put in place a new governance structures and a Special Interest Groups SIGs.

Introduction

The aim of the Annual Report is to provide stakeholders with an update on the work of the WMIN, focusing on key achievements during the financial year 2022-23.

Achieving the Network deliverables outlined in this Annual Report would not have been possible without the energy, time, advice and expertise invested by our stakeholders, who are 'the network'

The Network Core Programme Team would like to take this opportunity to thank members for their commitment and contributions, throughout the last year.

Executive Board

The West Midlands Imaging Network Executive Board, Chaired by Tim Cooper (Independent Chair) held its first meeting on the 13th September 2022.

The aim of which, is to provide strategic leadership and advice, and ,executive level challenge and support using the most up to date evidence base in line with local, regional and national NHS, alongside the recommendations of the network Operational Board and the experts from the Special Interest Groups SIGs.

The West Midlands Imaging Network Governance structure was ratified by both its previous network board and the new Executive Board.

Operational Board

The West Midlands Imaging Network – Operational Board, is Chaired by Dr James Heron (Clinical Director, WMIN) Consultant Radiologist, WVT, Hereford. The inaugural meeting took place on the 8th November 2023.

The purpose of the group is to work across geographical and organisational boundaries to support a ‘Once for the West Midlands’ approach to the planning, design and delivery of integrated, person-centred care imaging pathways for the people of the West Midlands. This group will oversea the whole program of the network including the work of the SIGs to ensure any service development is assessed and agreed before final sign off at the Executive Board

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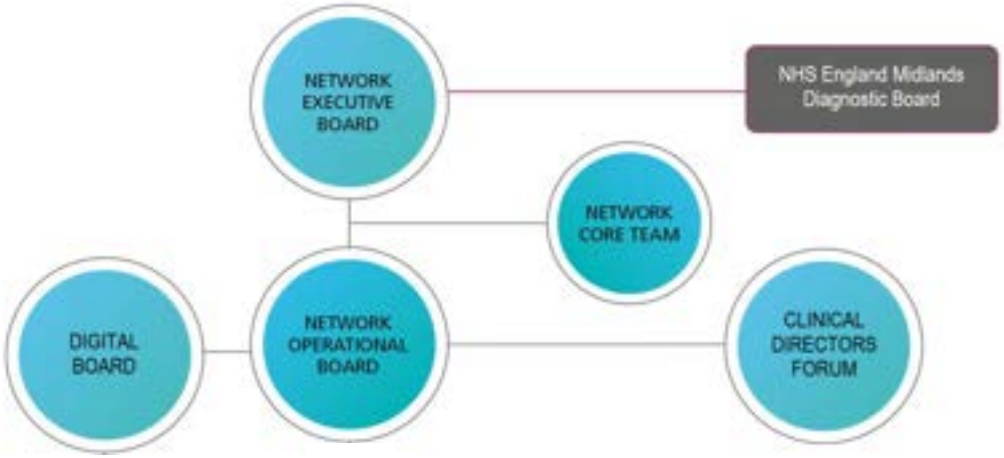
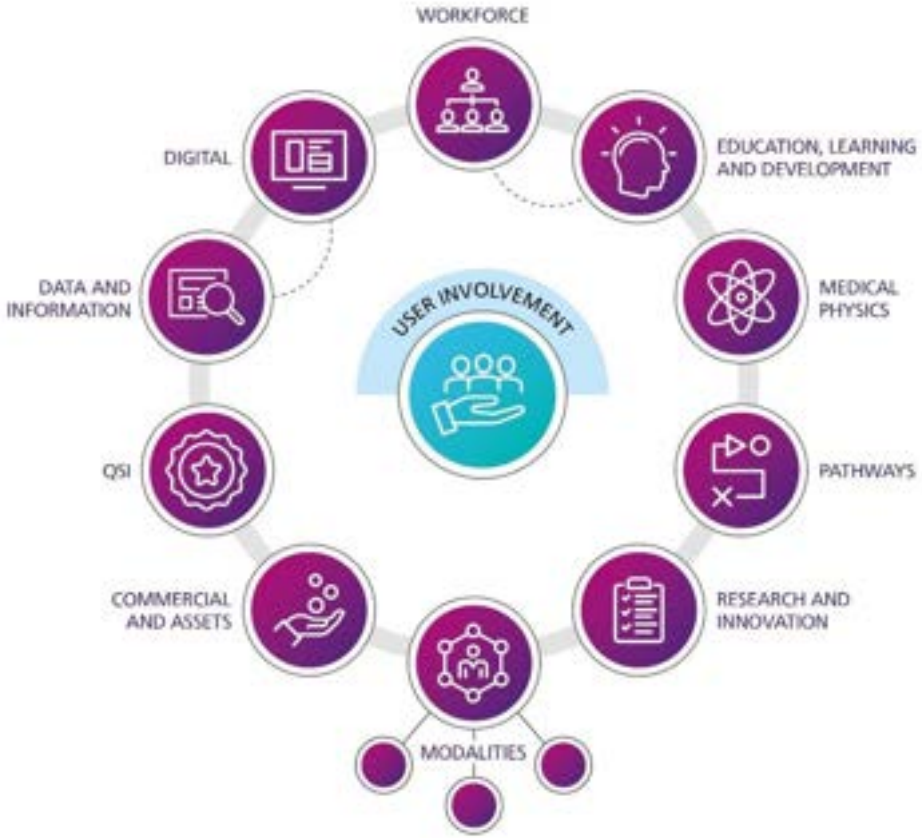
Governance Structure



Special Interest Groups



SIG and Digital Board Deliverables

Digital

Deliverable

- ✓ Plan for **Image sharing**, related data and WMIN wide cross site image **reporting** in place.
- ✓ Plan for providing images and reports for **research** and **teaching** in place.
- ✓ Plan for WMIN wide cross site **scheduling**, with plan for **patients' choice** of date and location in place.
- ✓ Plan for **Business Intelligence** metadata gathering in place
- ✓ Plan for integration with **Shared Care Record** in place
- ✓ **Governance** in place with Digital CDIO/Clinical Board in place with SIG reporting to it.
- ✓ Wide **stakeholder** consultation undertaken
- ✓ **Cost** estimates and **schedule** of activities in place
- ✓ Mapping of schedule to **funding** timing reviewed.
- ✓ Digital Agility to expand to **other ologies** beyond radiology in hand.

Progress/Next Steps

- ✓ Funding phasing and type to be finalised.
- ✓ Agree Outline Business Case (OBC)
- ✓ Complete Procurement Strategy
- ✓ Complete Outline Business Specification(s) for procurement
- ✓ Release procurement to market
- ✓ Develop Full Business Case
- ✓ Recruit implementation capacity
- ✓ Award contract(s)
- ✓ Implement for radiology
- ✓ Develop and agree plan for other ologies.

Benefits

- ✓ Material **patient risk** reducing benefits and significant **cost reduction** benefits including:

1. Eliminate duplicate scans
2. Timely MDTs
3. Reduced DNAs and patient punctuality – clinical time saved.
4. Patient flow and turnaround time
5. Admin efficiencies for patient bookings and referral process
6. Improved patient experience
7. Peer second opinion speed
8. Early diagnosis “Right first time”
9. Litigation reduction
10. Pathway & Workforce efficiencies
11. Equipment utilisation optimisation
12. Estates and space optimisation
13. Recruitment and retention benefits.
14. Brand and PR benefits
15. Image Exchange Portal administration
16. Reduce outsource reporting spend

SIG Deliverables

Data & Information

Deliverable

- ✓ Stakeholders identified
- ✓ Some objectives and key projects scoped
- ✓ Additional capacity requested from external supplier.

Progress/Next Steps

- ✓ Data and Information workshop to be scheduled
- ✓ Work plan to be drafted in more detail with specific goals and objectives as agreed at the workshop
- ✓ First Data and Information SIG meeting in the next quarter
- ✓ Data Dashboard vision to be produced
- ✓ Requirement for data collection to be made available to the Digital programme.

Benefits

- ✓ Awareness of imaging meta data involvement in this work
- ✓ Creating processes for automation of standard NHSE report production
- ✓ Facilitating data driven decision making to drive WMIN wide optimisation for imaging.
- ✓ Access to BI projects & funding.

SIG Deliverables

Workforce

Deliverable

- ✓ Agree Workforce Strategy and 5 year plan
- ✓ Promoting collaborative working to standardise and improve data collection to inform strategies on improving recruitment and retention
- ✓ Supporting the continued involvement of all internal and external stakeholders

Progress/Next Steps

- ✓ Regular SIG meetings scheduled
- ✓ Work programme agreed with roles and responsibilities delegated
- ✓ Regular review of workforce strategy to ensure alignment with the work plan

Benefits

- ✓ Forum in place to collaborate and provide peer support
- ✓ Agree standardised ways of working
- ✓ Data sharing to inform gap analyses of the region

SIG Deliverables

Education, Learning & Development

Deliverable	Progress/Next Steps	Benefits
✓ Align with Workforce strategy's priorities for Education, Learning	✓ Need to identify a SIG Chair ✓ Terms of reference to be agreed	✓ Standardise Job plans
✓ Creation of an Education, Learning and Development work plan agreed by stakeholders which is reviewed annually.	✓ Work programme to be agreed with a key focus on improving training, development and retention	✓ To focus, prioritise and support the training and development of the current workforce as well as supporting the promotion of the profession and support the pipeline
✓ Facilitate academy style learning and resources across the Network		

SIG Deliverables

Quality Standard for Imaging

Deliverable	Progress/Next Steps	Benefits
✓ QSI programme manager	✓ Radiographer with extensive governance experience recruited and in post January 2023 ✓ Supporting governance set up of other SIGs to ensure QSIN reflected in ToRs and outputs are collected in	✓ Established connections with external stakeholders within the profession across the country ✓ Recognised background of quality improvement already known to some member organisations
✓ Commence QSI programme planning	✓ Presentation to NCAs and reports provided to exec and ops boards ✓ Questionnaire to establish a base line position - 71% are on stage 0-1, 1 trust with current accreditation for 9 years. ✓ Development of Quality Leads Group to facilitate service improvement through collaboration by Summer 23	✓ Identify strengths and support requirements at each trust ✓ Ability to support as groups rather than individually to avoid duplication of efforts based on current status
✓ Review of Network strategy to include QSIN statements	✓ First imaging network to actively pursue ✓ Use of QSIN to shape Network Strategy and work programme	✓ Expansion of current workstreams to include gaps identified ✓ Workstreams yet to be started to include gaps in ToRs and workplans

SIG Deliverables

Research & Innovation

Deliverable

- ✓ Stakeholders identified
- ✓ Some objectives and key projects scoped

Progress/Next Steps

- ✓ Research workshop on 15/05/2023
- ✓ Work plan to be drafted in more detail with specific goals and objectives as agreed at the workshop
- ✓ First Research SIG meeting in the next quarter
- ✓ Integration of the Digital Platform with the WM Trusted Research Environment in plan.

Benefits

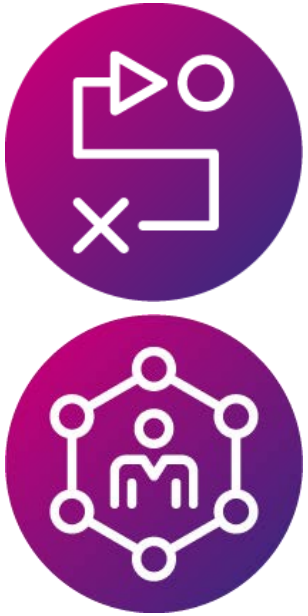
- ✓ Awareness of imaging research including involvement in this work
- ✓ Creating processes for necessary evaluation of some of the work i.e. Imaging AI
- ✓ Being part of a larger research community
- ✓ Access to research projects & funding

SIG Deliverables

Commercial & Assets

Deliverable	Progress/Next Steps	Benefits
✓ Produce and maintain an asset plan which will take into consideration how the network will prioritise the planning and procurement of equipment	✓ Need to resource the programme with an Information Manager	✓ Ensure equitable equipment purchasing for the whole network
✓ Funding models and financial responsibilities are reviews and considered as part of the network plan	✓ Terms of reference to be agreed	✓ To understand the region's asset profile and target areas that require additional/ replacement equipment
✓ Facilitate collaborative purchasing and replacement of equipment	✓ Work programme to be agreed with a key focus on collaboration on imaging equipment purchasing and disposal	✓ Advise the Network on appropriate funding streams that can be accessed for additional/ replacement equipment
	✓ Data collection of the region's assets	

SIG Deliverables



Pathways & Modalities

Deliverable	Progress/Next Steps	Benefits
✓ Agreement reached for initial clinical pathway workgroup	✓ Chair identified for Paediatric Special Interest Group	✓ Membership to include representation from all 15 NHS Trusts
	✓ Inaugural meeting planned Summer 2023 to develop terms and reference	✓ Work programme to be driven by the requirements of the Network
	✓ Paediatric SIG to act as pilot prior to setting up further clinical SIGs	
✓ Understand the Networks current ability to deliver gold standard stoke and cauda equina imaging	✓ Data collection to review the Networks capacity to support the National Optimal Stroke Imaging Pathway and the Pathway for Suspected Cauda Equina Syndrome	✓ Review provision to enable the Network offer Gold Standard services for national pathways
		✓ Establish evidence to support the development of Network wide clinical guidelines
		✓ Unified data collection on MRI and NOSIP services

SIG Deliverables

Patient & Public Involvement

Deliverable	Progress/Next Steps	Benefits
✓ PPI Policy in final draft	✓ Flyer to be designed and approved by Operational Group	✓ Shared decision making on the work programme
✓ Agreement reached in the way in which we will approach patient and public representatives	✓ Circulation via the Imaging Managers group to disseminate within the departments	✓ Working alongside the population that we serve
✓ Outline plan for PPI engagement in research ethics governance in development with Trusted Research Environment	✓ Single point of contact available for Q&As	✓ Viewing challenges from a different point of view
	✓ Website to be updated with roles and responsibility of service user representative	✓ Promote equality and diversity
		✓ Mechanism for receiving regular feedback from patients and carers

Communications

- Launch of a public-facing **Website**
- **Twitter** following of over 200 since launch
- Network presence on the largest professional network - **LinkedIn**
- Quarterly **Newsletters**
  - Resonate - Spring 2023
  - Autumn 2022 Newsletter

- Annual Network **Conference** – May 2023 with over 100 attendees from across the network and a breadth of industry speakers and professionals

wmidsimagingnetwork.nhs.uk

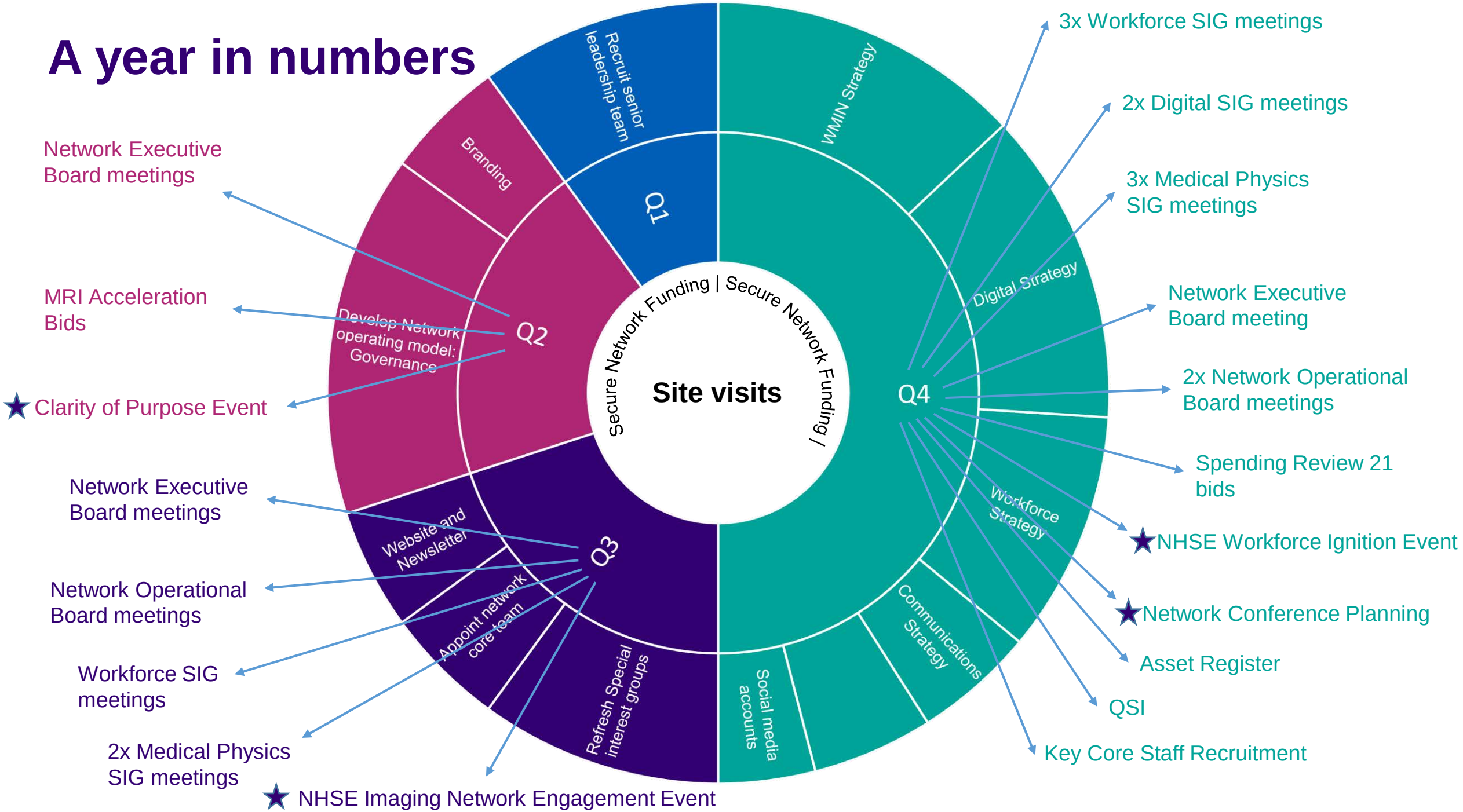
@WMImagingNwk

West Midlands (WMIN) Imaging Network

Contributions to Partner projects

- MRI Acceleration Software
- £ Spending Review 2021
- NHSE Imaging Network Engagement Event
- Midlands Medical Imaging Network
- Network and QSI webinar to QI partners
- Speaker at RCR webinar re: QSI
- NOSIP guideline data collection

A year in numbers



Our Impact in this year

The Network role is to enable changes to be made consistently across Imaging services within the West Midlands, at pace whilst nurturing and building relationships

Thematic Analysis

Publications:

- NHSE - Transforming imaging services in England: a national strategy for imaging networks.
- Richards Review - Diagnostics: Recovery and Renewal – Report of the Independent Review of Diagnostic Services for NHS England
- Getting It Right First Time - Radiology
- Parliamentary and Health Service Ombudsman - Unlocking Solutions in Imaging: working together to learn from failings in the NHS
- Healthcare safety Investigation Branch -Failures in communication or follow-up of unexpected significant radiological findings
- Diagnostic Imaging Dataset – Annual release
- COCIR - Medical Imaging Equipment Age Profile & Density - 2019 Edition
- Quality Standard for Imaging Networks (QSIN)
- The Kings Fund - Why do diagnostics matter
- NHSE - Diagnostic imaging network implementation guide
- NHSE - Diagnostic imaging network workforce guidance
- NHSE - Diagnostic imaging network capital equipment planning guide
- NHSE - Diagnostic imaging network commercial structure and operational governance guide

Five-Year Plan

Year 5
2025/2026

- At least 5 NHS Trust to have achieved QSI accreditation
- Network QSI Accreditation achieved
- Aspiring towards thriving status against the Maturity Matrix
- At least one joint procurement tender has been let
- Image sharing programme complete

Year 4
2024/2025

- 80% of the way towards achieving QSIN
- 12 out of 15 Trusts to be on at least level 3 in QSI
- Maturing stage of the maturity matrix reached
- FBC approved for the Digital Programme, procurement let, implementation started, plan for other ologies in place
- Harmonisation of common protocols and pathways agreed and in place covering a range of specialties.

Year 3
2023/2024

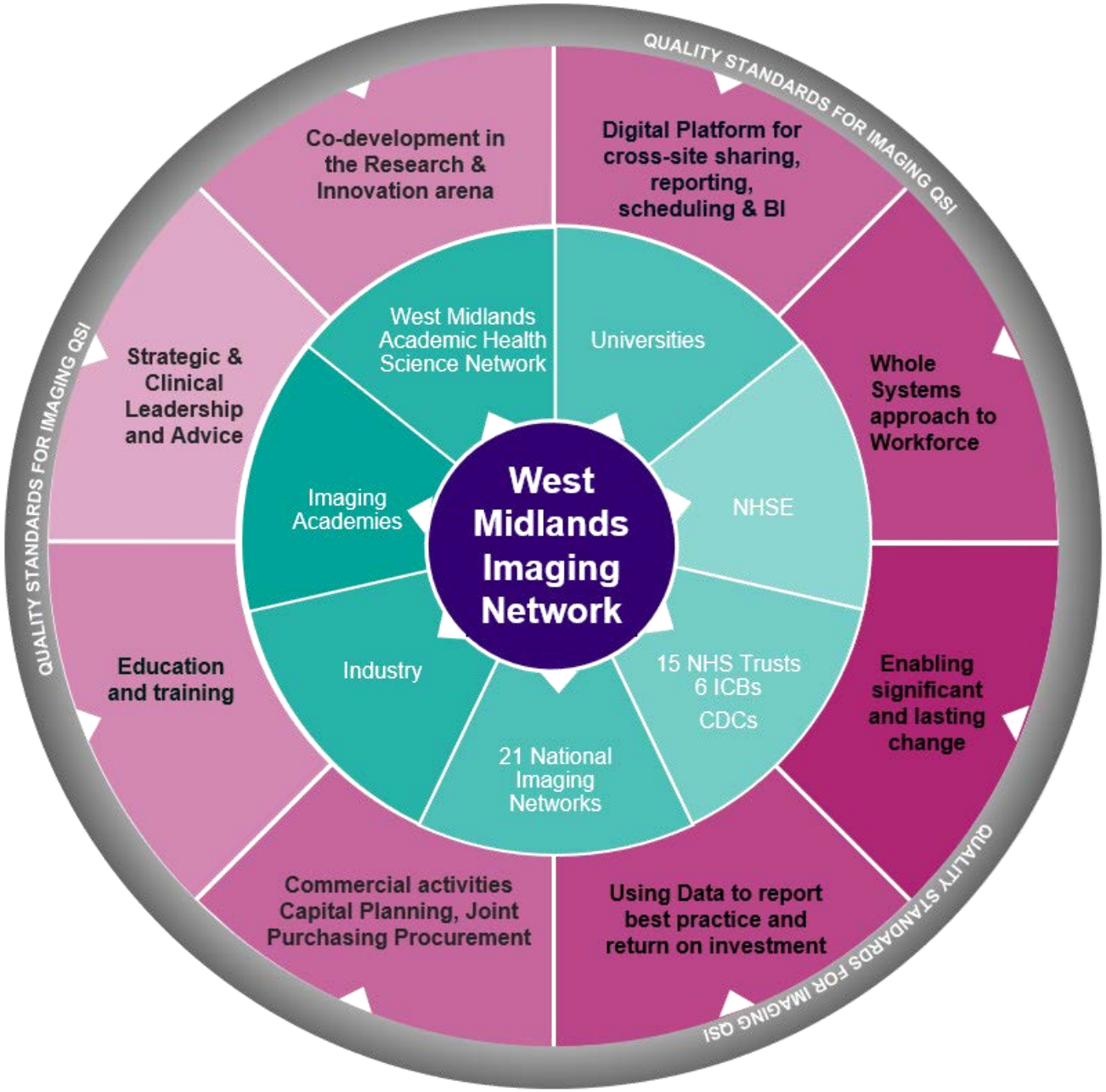
- Agreement with Exec Board to move towards joint purchasing and strategy in place
- Agreed and Sustainable funding for the Network
- Achieve a score of 'Developing' in NHSEs Maturity Matrix by December 23 with QSIN Gap analysis conducted
- Ensure the patient voice is a fundamental part of the network and its deliverables
- Digital transformation progression including OBC, go to market and issue tenders, FBC started, digital strategy and LOA submitted
- Review the whole WM Workforce Systems Plans and develop a network strategy to include other staff groups
- Appoint to the remainder of the Network Core team against an agreed organogram
- Stand up of Data & Information, Research & Innovation, Commercial & Assets and Paediatric SIGs, Digital Board and Clinical and Quality Forums
- Data mandates in place and Infrastructure/ Dashboard developed to show regional performance and information

Year 2
2022/2023

- Develop the Network operating model and a robust and transparent governance structure including both an Executive and Operational Board
- Appoint the Network Core team against an agreed organogram
- Communications Strategy in place and signed off including Website, Newsletter, Twitter, and LinkedIn accounts
- Ensure Network Boards and Special Interest Groups (SIG's) are proactive and productive. Redesign and refresh
- Digital Strategy started with milestones and evidence of agreed actions
- First iteration of the Workforce Strategy in place and submitted to NHSE 31/03/2023

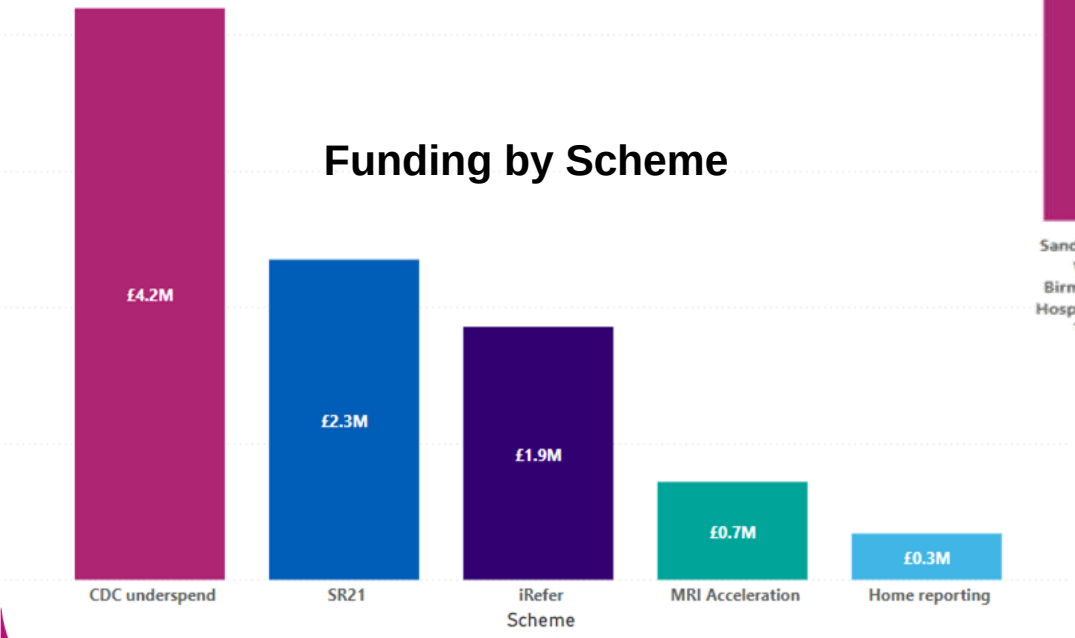
Year 1
2021/2022

- Appoint to Senior leadership team
- Develop a Network Board
- Initiate sub groups, inviting relevant partners to participate and contribute
- Engaging people and partners

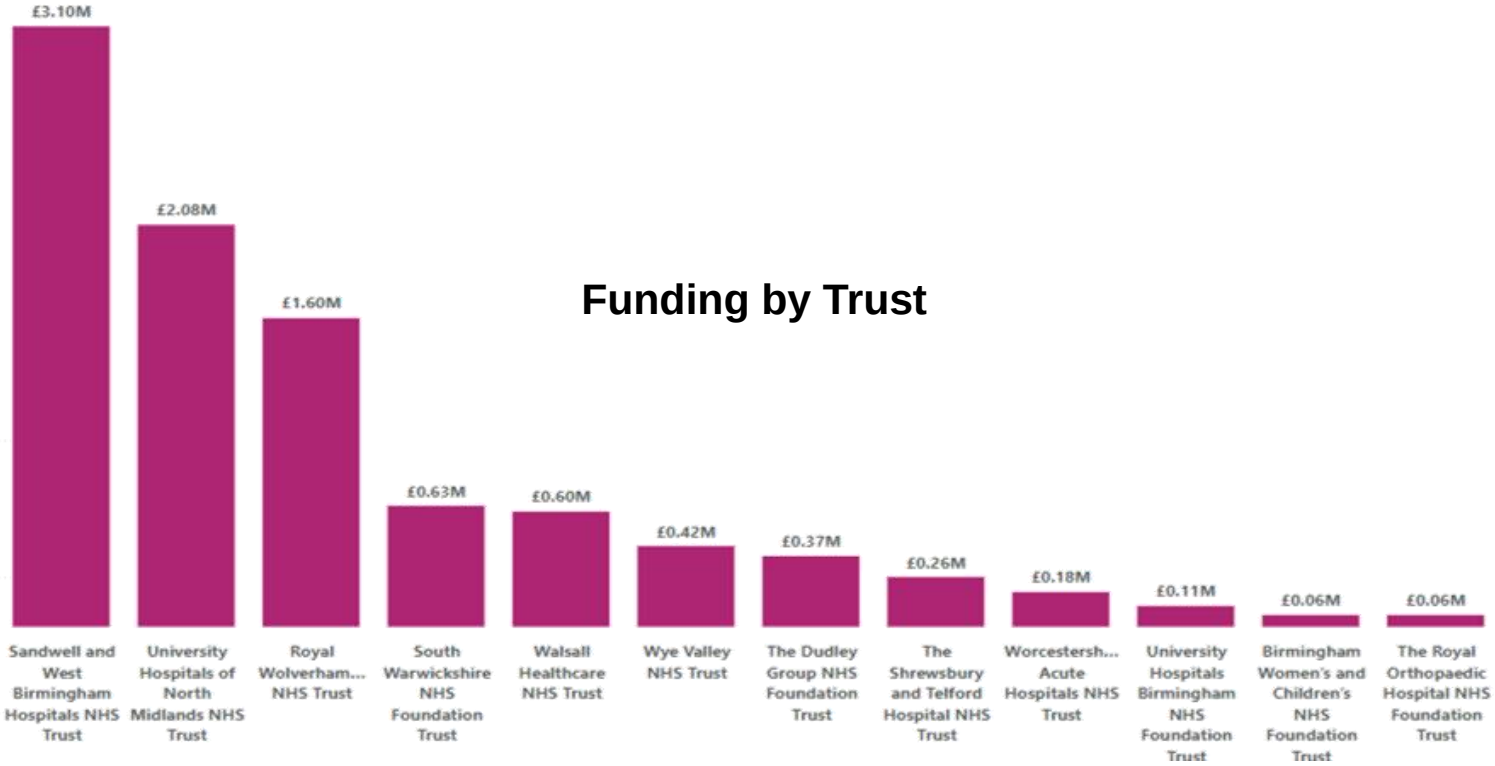

QUALITY STANDARDS FOR IMAGING QSI
Co-development in the Research & Innovation arena
Digital Platform for cross-site sharing, reporting, scheduling & BI
Whole Systems approach to Workforce
Enabling significant and lasting change
Using Data to report best practice and return on investment
Commercial activities Capital Planning, Joint Purchasing Procurement
Education and training
Strategic & Clinical Leadership and Advice
West Midlands Academic Health Science Network
Universities
NHSE
15 NHS Trusts
6 ICBs
CDCs
21 National Imaging Networks
Industry
Imaging Academies
West Midlands Imaging Network

Return on Investment

Funding by Scheme



Funding by Trust



Maturity Matrix

Region	Date of Submission	Network	Operational Governance	IT & Digital	Workforce	Capital & Planning	Overall
Midlands	Jan 2023	WMIN	Maturing – 3.25	Emerging – 1.88	Emerging – 1.2	Emerging – 1.5	Emerging – 7.6
Midlands	Jul 2022	WMIN	Developing	Emerging	Pre-emergent	Emerging	Emerging – 6.4
Midlands	Jan 2022	WMIN	Emerging	Pre-emergent	Pre-emergent	Pre-emergent	Emerging - 5

Developing

Development & understanding of networks in place

Emerging

Trusts within the network operate independently, with engagement or leadership in place

Maturing

Joint-working in place across the Network

Pre-emerging

Trusts within the network operate independently

Thriving

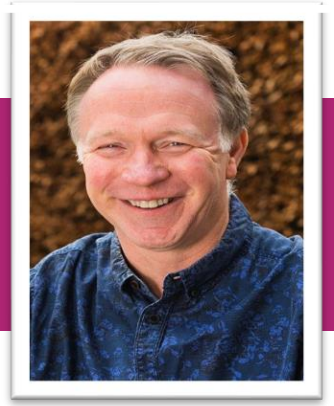
Fully established & operating acoss all domains at a network level

Action: WMIN to provide trajectory plan to ensure they will reach Developing by Dec 2023

Network Programme Team

The Network Core Programme Team comprises of:

Tim Cooper – *Chair*
Kate Burley – *Network Director*
Dr James Heron – *Clinical Director*
Steve Halliday – *Digital Transformation Director*
Nisha Sungum – *Network Manager*
Iszara Blake – *Senior Programme Manager*
Holly Warriner – *QSI Programme Manager*
Mia Steele – *Programme Support Officer*



If you would like to find out more about the Network, please contact the team on:

dgft.wmimagingnetwork@nhs.net