

West Midlands Imaging Network Strategy

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Executive Summary

The West Midlands Imaging Network (WMIN) is part of the national programme for improvement and development of clinical imaging services. Its intention is to improve access to imaging services, reduce turnround time and make better use of staff skills and time.

The West Midlands region comprises 15 NHS Trusts across 6 Integrated Care Boards (ICBs), serving a population of 6.3 million. Imaging plays a crucial role in the diagnosis and management of a variety of conditions and investigations touch every part of the patient pathway, being a key enabler for effective care.

High level key aims of the Network are to improve service resilience, reduce duplication and use economies of scale to enable the procurement of the latest technologies which will develop imaging service provision. The Network will work to reduce variation in practice, enhance workforce opportunities and bring equity to patient access.

A Network Board has been in place since late 2021 and has served the initial set up of the Network well. The senior team has engaged with a wide range of stakeholders and partners to revitalise and refresh the Network structure which incorporates two boards; an Executive Board and an Operational Board that both demonstrate robust governance. The latter will oversee and support the delivery of the Network including agreed Special Interest Groups (SIGs) who will make up the rest of the structure (see Figure 1). The Operational Board is accountable to the Executive Board. It was agreed that the Executive Board will consist of executives from all constituent organisations in the region, with the authority to sign off Network priorities and ensure delivery in their own organisations. The two boards have specific Terms of Reference which can be found in Appendix 2.

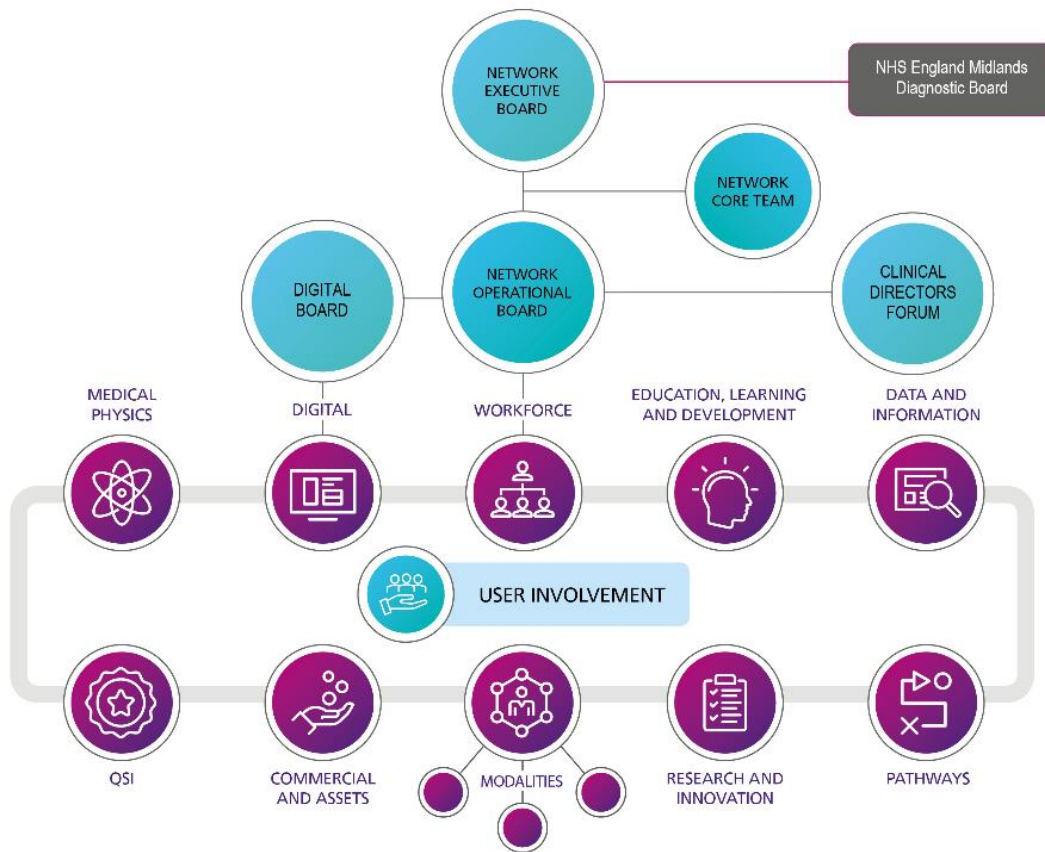


Figure 1: WMIN Governance structure

Introduction

This strategy sets out the ways in which the West Midlands Imaging Network (WMIN) will bring stakeholders and constituent partners together from across health and social care arenas to collaborate to ensure equitable access to imaging services for the population that is being served. This brings benefits to patients, workforce, and service operations. The national imaging strategy proposes transformation by introducing an image-sharing platform whereby all digital images acquired within the network can be managed via a single shared worklist and transferred for reporting to any site in the network, or beyond. This allows patients to access imaging services on a wider geographical footprint, closer to home. Networking enables imaging services to maximise the benefits of pooling the reporting workforce by making economies of scale and improving access to specialist opinions, reducing errors, reassuring patients¹.

This document sets out:

- The rationale and the need for the networks
- The case for changing the status quo
- Key strategic drivers which support the change
- Work already undertaken
- The mission statement, aims, objectives and priorities for the Network
- The platform/brand for the Network

Rationale

The national imaging strategy makes the case for changing how NHS diagnostic imaging services are delivered in England; detailing the benefits that could be realised from working in networks. Networks are used to bring together stakeholders across traditional professional and geographical boundaries. They work with partners to support a collaborative, networked approach to the planning, design, and delivery of integrated, holistic, person-centred care pathways. Under the chairmanship of a neutral individual, networks provide strategic leadership and advice to NHS Trusts, ICBs and other partners in relation to the delivery of services, using the most up to date evidence base and in line with strategic local, regional, and national NHS priorities. Patient benefits include access to sustainable, reliable and local services including Community Diagnostic Centres (CDCs), in addition to faster turnaround time of reports via 'state of the art' technologies aim to reduce anxieties and uncertainties. Benefits for the workforce include provision to a plethora of training and development opportunities to result in a defined career pathway. Alongside flexible working opportunities across site or remotely, the potential benefits are aimed to improve retention and job satisfaction². Operating as networks, imaging services will be better placed to manage resources effectively and optimise the access to, and quality of, care for all patients served by the network. Networks offer a range of benefits to patients, staff and the wider NHS; these are articulated in this guidance.

¹ Diagnostic imaging network implementation guide. Guidance developed in consultation with The Royal College of Radiologists, Society of Radiographers and Institute of Physics & Engineering in Medicine (2021).

² Diagnostic imaging network implementation guide. Guidance developed in consultation with The Royal College of Radiologists, Society of Radiographers and Institute of Physics & Engineering in Medicine (2021).

Purpose & The Case for Change

The need for radical investment and reform of diagnostic services was recognised in the NHS Long Term Plan in 2019. The Covid-19 pandemic has further amplified the need for radical change in the provision of diagnostic services, and has also provided an opportunity for change. The pandemic offered innovative ways of working such as an increased use of virtual consultations and community services. Pre pandemic recommendations to deliver safe, high quality diagnostic services in an whilst supporting the radiology pathway still remains. Much more now needs to be done in the recovery period to establish new pathways to diagnosis, so that both patients and healthcare professionals can be assured that investigations will be done safely. The development of patient centred pathways and service models is crucial to ensure sustainable conduct of the service is reached whilst considered the development of the new CDCs.³

Strategic Drivers

This section outlines the key policy drivers that support and underpin the work of the Network. Networks and alliances bring together teams working in particular areas of healthcare, especially where some services cannot be delivered in all NHS trusts or where efficiencies can be achieved from cross-trust working.

A number of national publications were identified and analysed to identify relevant items of work for the Network.

[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](#)

³ [Richards Review - Diagnostics: Recovery and Renewal – Report of the Independent Review of Diagnostic Services for NHS England](#)

[NHSE - Diagnostic imaging network commercial structure and operational governance guide](#)

[Alerts and notification of imaging reports Recommendations](#)

[NHSE's Maturity Matrix](#)

This data was synthesised to create a priorities framework with key SMART objectives that mapped onto special interest groups which are explored further below.

Some of the data pulled identifies that the Network's priorities should focus on:

- Facilitating sharing of images between providers. This will avoid duplication of imaging when a patient moves between hospitals and will also allow reporting to be done where there is spare capacity, including home reporting. In addition, complex interventional radiology may best be delivered in a small number of locations within a network⁴.
- Collaborative working with local Trust Human Resources Teams as well Imaging Academies to provide robust recruitment and retention strategies⁵
- Asset Register / Procurement / MOU Joint Purchasing / Capital Planning
- Ensure the patient's voice is at the heart of shared decision making and implementing imaging services⁶
- QSI
- Data and Information (how we will use it/share/report/benefits)
- Cross working/ learning

These emerging priorities are published in the excel spread sheet as well as available in an interactive format [here](#).



20230307 WMIN
Priorities Framework.>

This has led to the creation of a complete [Dashboard and Work Programme](#) (access granted on demand) for the Network. The Programme dashboard will be utilised day-to-day in order to track the progress, benefits and successes of the various elements of work. A snapshot of the front page of the document is provided here.

⁴ [Richards Review - Diagnostics: Recovery and Renewal – Report of the Independent Review of Diagnostic Services for NHS England](#)

⁵ [NHSE - Diagnostic imaging network workforce guidance](#)

⁶ [Quality Standard for Imaging Networks \(QSIN\)](#)

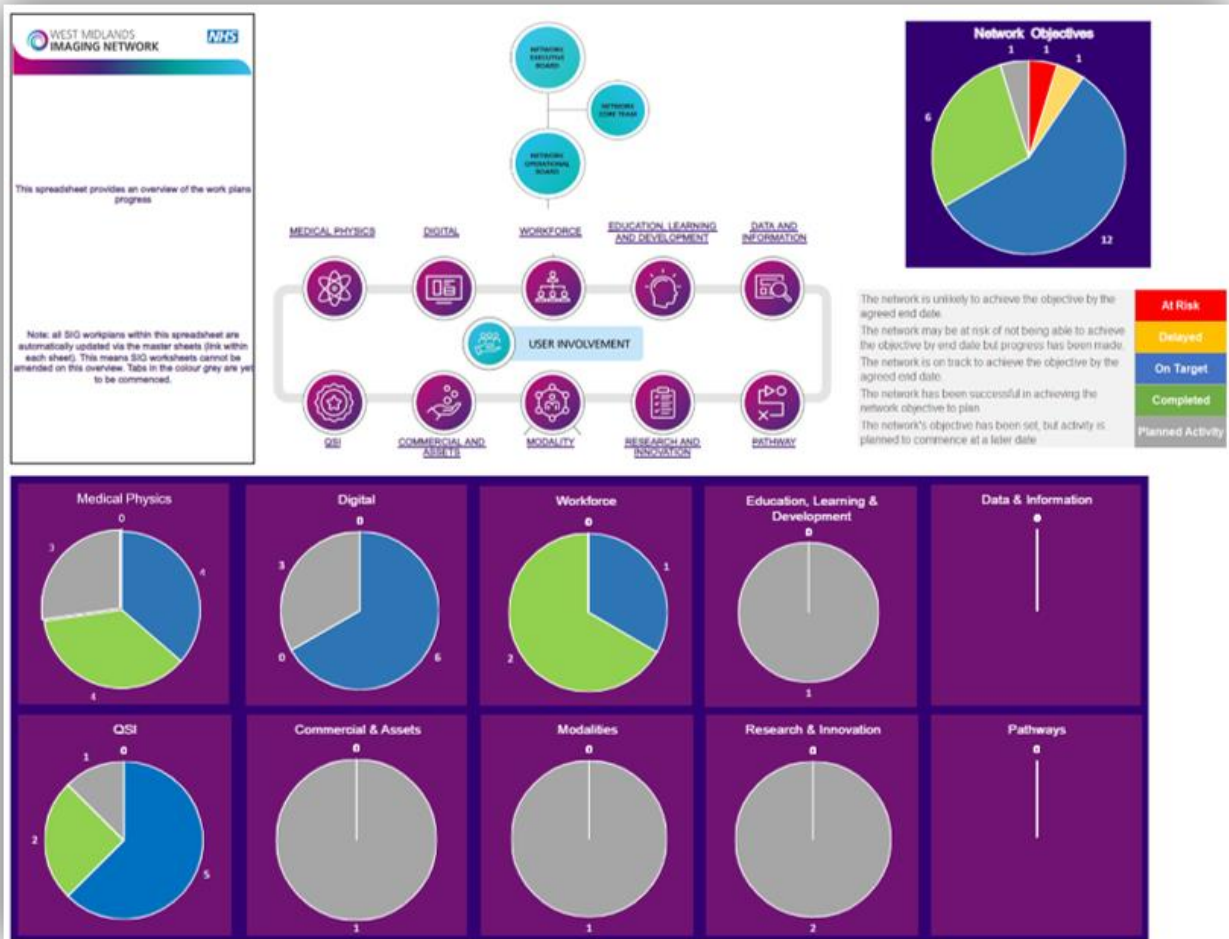


Figure 2: A view of the WMIN Programme Dashboard

5 Year Plan

WMIN Five Year Plan

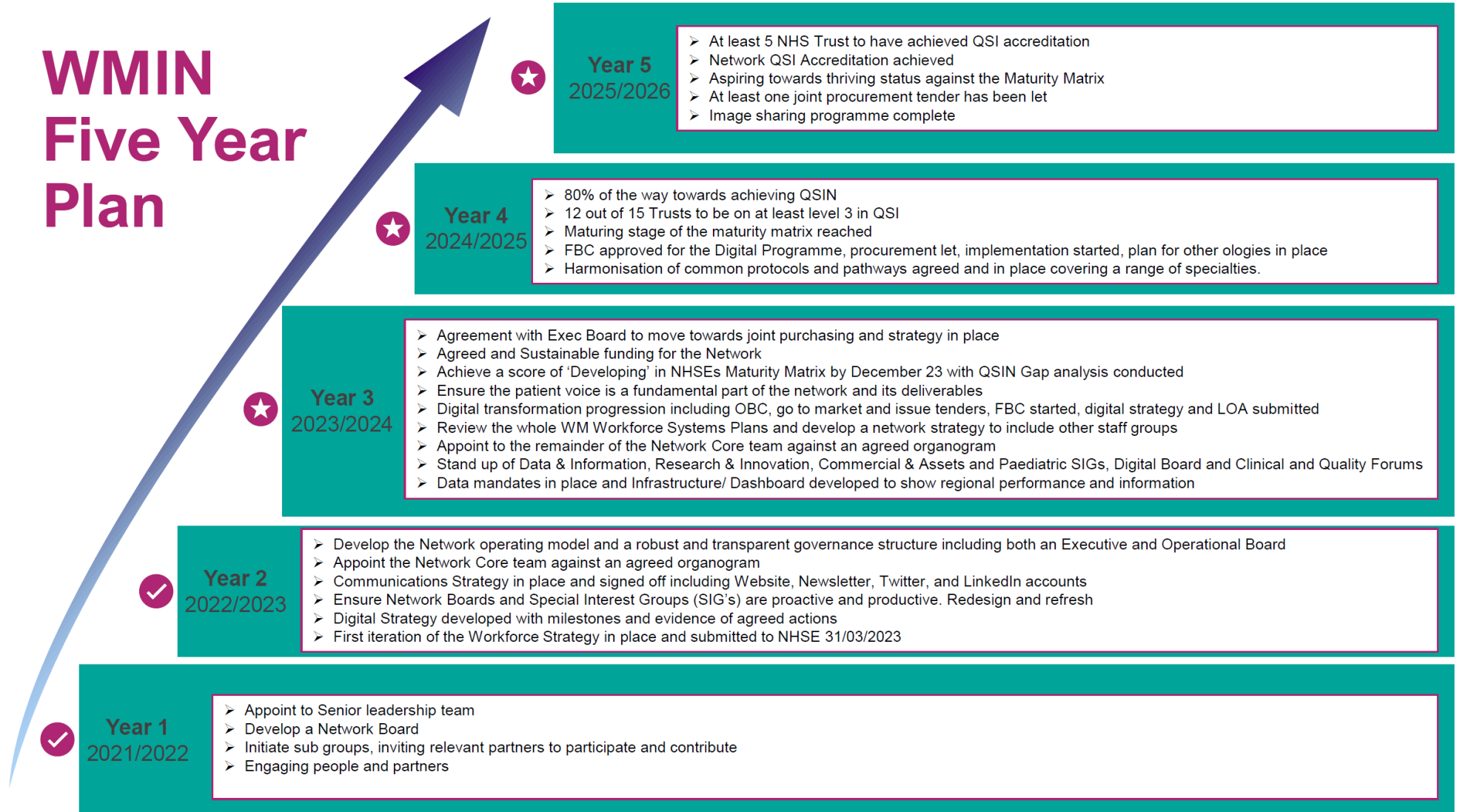


Figure 3: WMIN 5 Year Plan

Main areas of work and stakeholders

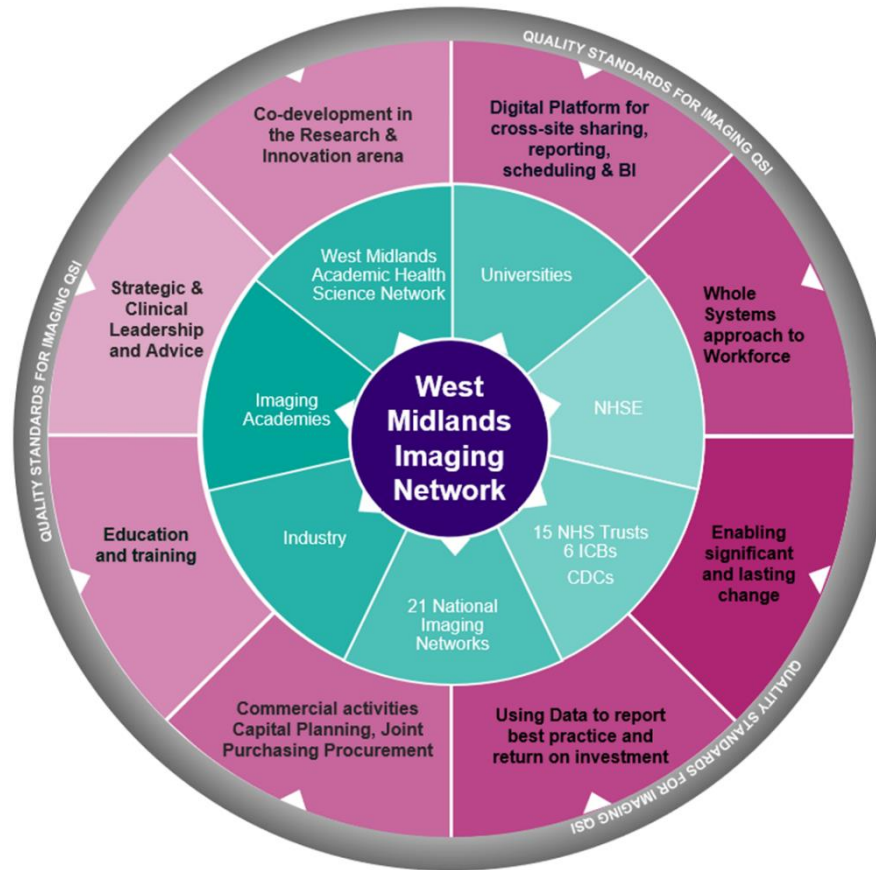


Figure 4: WMIN Key areas of work and Stakeholders

Vision

Bringing together NHS Imaging Services from across the six regions of the West Midlands with one voice, focussed on improvements in patient care, outcomes and innovation to create an environment of best practice

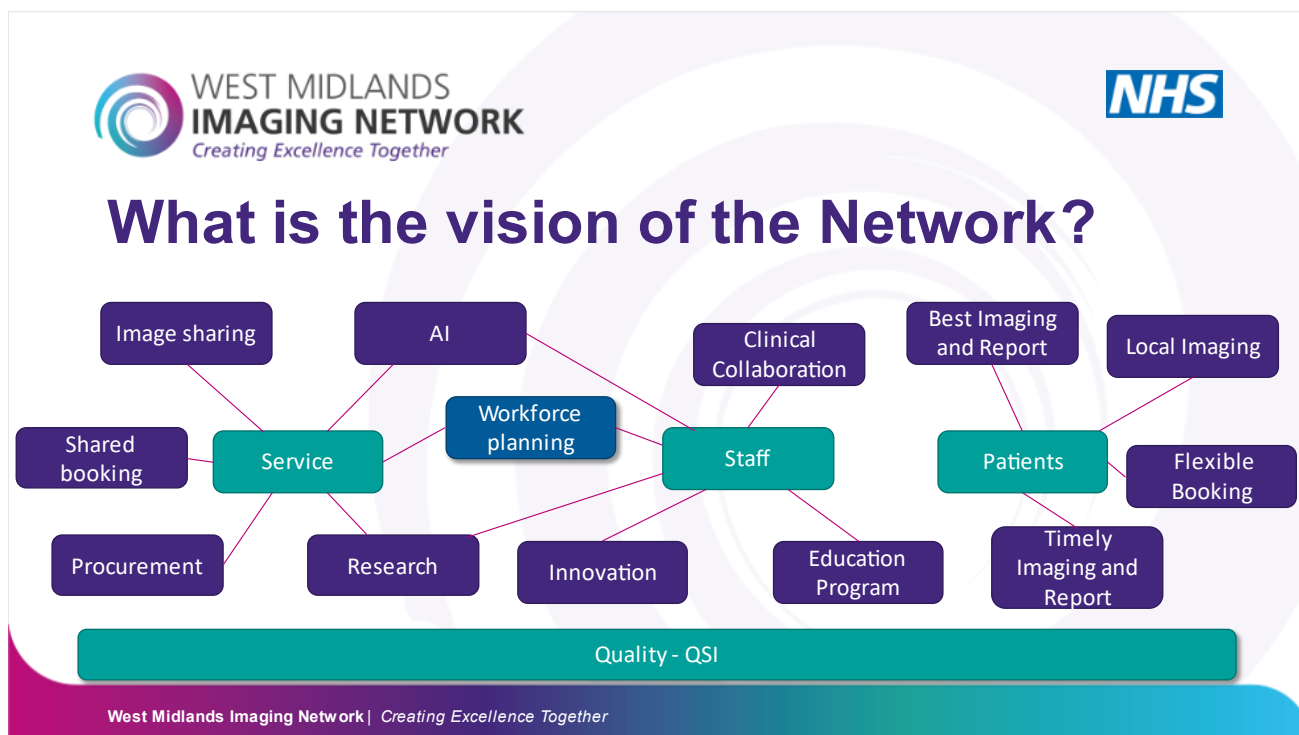


Figure 5: Network Interactions

Aims & Objectives

West Midlands Imaging Network (WMIN) aims to work across geographical and organisational boundaries to support a 'Network First Approach' to the planning, design and delivery of an integrated, holistic, person-centred care pathway across the health and social care system. The chairmanship of a neutral individual will provide national strategic leadership and advice to NHS Boards, Integrated Care Boards (ICBs) and other partners in relation to the delivery of services, using the most up to date evidence base and in line with strategic local, regional and national NHS and ICB priorities. WMIN will deliver added value to their stakeholders across five broad objectives.

Network Governance and Structure

1. Co-produce in partnership with people with lived experience, the Government, NHS Boards, ICBs, and wider stakeholders, a Network strategy which sets out: the rationale; scope of the Network illustrated through a facet diagram; its key objectives and priorities; and a structured work plan. In certain instances, the majority of the strategy and the Network mandate will be set out in Government policy.

2. Design and ongoing development of an effective Network structure that is organised, resourced and governed to deliver its agreed objectives, as agreed with Government, NHS Boards, ICBs and others as required.
3. Establish robust governance arrangements, led by a neutral chair, agreed by the NHS Chief Executives Group.
4. Create a unique identity/platform on which to build the Network.

Communicating and Engaging with stakeholders / Leadership and partnership working

5. Provide national strategic leadership and advice to NHS Boards, ICBs and other partners in relation to the delivery of imaging services.
6. Provide a strategic overview of the current landscape and horizon scan, thus ensuring the Network engages with the appropriate stakeholders to define and provide the vision and leadership for the Network. This will include the development and implementation of a Communications and Engagement Strategy.
7. Engage with organisations to advocate for service users and their families, and services and influence policy and strategy.
8. Provide a forum for partnership working and resolving issues requiring national agreement between partners through consensual collaboration.

Strategic Service Planning and Development

9. Develop a 'Network First Approach' to the planning, design and delivery of services, that are equitable, evidence based and aligned with current strategic local, regional and national Government, NHS and ICB [and other e.g., HEE, LA] policy, planning and service priorities. This includes support for major service change and national policy direction/change where required.
10. Support services to ensure a person-centred, holistic approach to care, recognising the whole care pathway.
11. Develop clinically assured, evidence-based guidance to support the delivery of consistently high quality services.

Continuous Improvement

12. Support the consistent delivery of the best care possible, through agreed and clearly defined clinical pathways, with appropriate quality assurance and improvement arrangements.
13. Drive improvement in outcomes through the use of good data and create an excellent environment across the region for openness, learning, teaching, research and development.
14. Work with all relevant partners to ensure information and intelligence can be used to inform Network activities and demonstrate the Network's value in delivering best practice, improving standards of care and ultimately health and wellbeing outcomes for service users.
15. Collaborate with relevant scrutiny bodies to inform the development of clinical and service standards where appropriate.
16. Provide a forum for peer support of services against nationally agreed guidance and standards where available. This does not include performance management or inspection.

Education, training and development

17. Work with relevant organisations to improve capability and capacity in care through the delivery of an Education Strategy that reflects and meets stakeholder needs and takes cognisance of the broader strategic education context and other bodies such as NHS England.
18. Provide a forum for peer support for healthcare professionals to support continuous professional development.
19. Work with appropriate partners to support the development of training courses or resources where training needs are identified.

Mission Statement



- ***Improve and develop clinical imaging services***
- ***Improve access, reduce turnaround times and optimise staff skills and resources***
- ***Support harmonisation, cooperation, bringing best patient care and the best workforce experience to the whole region***

Values

teamwork, humility, quality, integrity

The Network should be informed by those involved in the delivery of services at the front line

- National, Regional local needs, need to drive the agenda
- Healthcare professionals working in imaging services need to feel involved in the Network
- There needs to be process in place to actively seek the views of people working in imaging services to ensure that decisions made are practical in reality
- There needs to be a connection between delivery and any decisions made by the Network

teamwork, humility, responsibility, fairness

The Network Team and associated governance structure should reflect organisational values

- The Network is inclusive, all views are valid and people should be able to voice their views
- The way in which decisions are made within the Network are open and transparent
- The work-programme for the Network is informed by the views of its partners and Special Interest Groups (SIGs) and outputs co-produced

Governance

The WMN Governance Strategy (Appendix 3) sets out the governance infrastructure that WMIN will follow to ensure there is clear accountability to the stakeholders both across the region and nationwide. This will also demonstrate, as part of the NHSE maturity matrix and Quality Standard for Imaging Network accreditation, clear collaborations and risk management between multiple relevant stakeholders.

In brief the policy sets out to:

- Provide clear lines of governance, risk and accountability
- Ensure channels of communication are appropriate
- Create a strong brand and identity for the Network, which NHS staff, stakeholders and others can identify with, further cementing strong relationships
- Better represent the current healthcare needs of those within imaging services so that appropriate, proactive, and robust responses are created
- Ensure that there is suitable expertise at every level of the Network so that it continues to provide strong strategic and operational leadership as well as advice to NHS Trusts and ICB
- Provide clear operational governance structure with regards to the risk register, legal and hosting arrangements, equality impact assessments, information governance, document control and management, service level agreements and freedom of information requests.
- Clarity around WMIN's role in facilitating Network-wide clinical governance

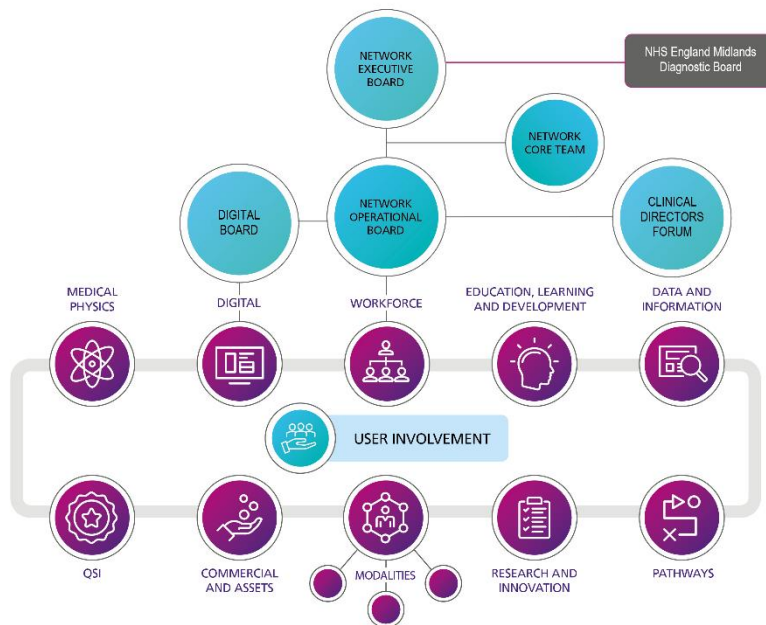


Figure 6: Governance Structure

The **West Midlands Network Executive Board** will be chaired by a neutral elected Chair and this group will be responsible for and be accountable to

The Network Executive Board will:

- Provide overall strategic leadership in relation to the delivery of the WMIN plan
- Provide a forum for partnership working and resolve issues requiring national agreement between partners through collaboration

- Monitor the Network's work plan to ensure that the Network remains focused on delivery
- Endorse recommendations for adoption as advised by the Network Operational Board
- Provide an authorising environment to support the implementation of approved recommendations, including addressing identified barriers to collaborative working
- Engage with strategic and policy agendas that impact the work of the Network and/or the work of the services
- The West Midlands Network Operational Board will be chaired by the Network Director/Network Clinical Director and this group will be accountable to the Network Executive Board

The **West Midlands Network Operational Board** will:

- Monitor and manage a programme of work related to priority work areas from the national imaging strategy
- Monitor, deliver and manage the work programme, in-year finances and risk register
- Ensure workstreams, subgroups and task and finish groups are working to an agreed programme; to have oversight of outputs and ensure it is consistent with the aims and work plan of the network
- Achieve progress against delivery for the Network work programme and its agreed metrics, escalating as required
- Ensure that progress, risks and issues are captured and reported formally, with communication and escalation as required to agreed stakeholders
- Provide a forum for interchange and linking between the Network SIG, and other requests that are brought to the Network
- Make recommendations to the Network Executive Board and support the implementation of these once approved
- Ensure patient/public representation on this board

The membership of both Boards will be reflective of the geography of the West Midlands (Appendix 4).

Scope

[Population screening programmes](#) which are managed separately to the Network are not part of the scope. This includes the NHS Breast Screening programme. Breast imaging outside of the national programme is however within scope. Where workstreams closely align with the population screening programme, key stakeholders will be asked to participate in setting terms of reference, or as observers of a meeting to avoid duplication of resource, or to support patient pathways.

Services involving the sole ownership, management and staffing of equipment will also be outside of the scope of this strategy. This may include a rheumatology owned and run DXA service or an image intensifier has been historically owned and serviced by a urology theatre.

Other '-ologies' such as endoscopy, cardiology, and medical photography, also fall outside the immediate remit of the Network. These may however remain under the review of the digital transformation programme in the longer term.

Every effort will be made to ensuring the Network engages with any areas outside of the immediate scope to identify any areas where the Network's programme objectives align.

Specialist Interest Groups (SIGs)

The network diagram demonstrates the spectrum of work the Network encompasses, where people are at the centre of the diagram. This allows for stakeholders and service users to clearly understand the mandate of the network, delivering strategically focused, stakeholder-led working groups. The diagram has been developed in partnership with a wide range of stakeholders and were agreed, discussed, and prioritised at various stakeholder events and collaboration.

Priorities have also been informed by wider intelligence, through discussion with the existing Network Board and relevant expert partners. The network will facilitate additional work within SIGs, with clear deliverables, as required.

The Special Interest Groups will:

- Comprise of specialists and experts in their field representing as many Trusts as possible.
- Form as issues arise and become dormant once their work is complete.
- Review and redesign radiology pathways where needed (e.g. MRI protocols/paediatric imaging).

Individual work programmes are produced and monitored via SIGs which are reviewed no less than annually (as per QSIN IN-601)

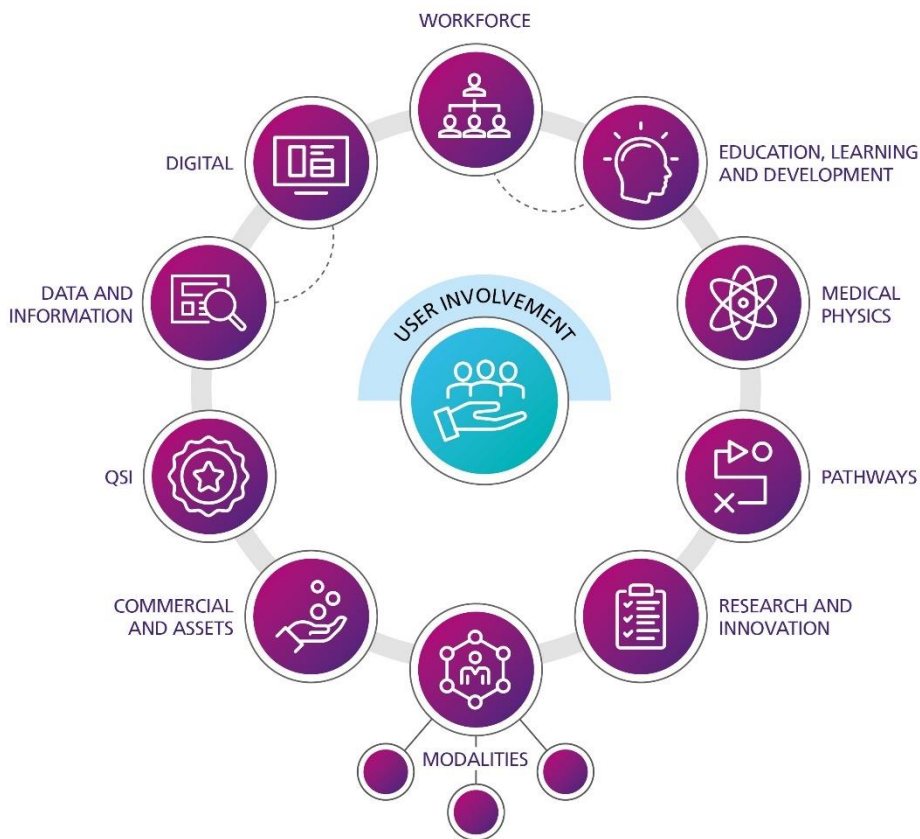


Figure 7: Special Interest Groups

Network Core Team Structure

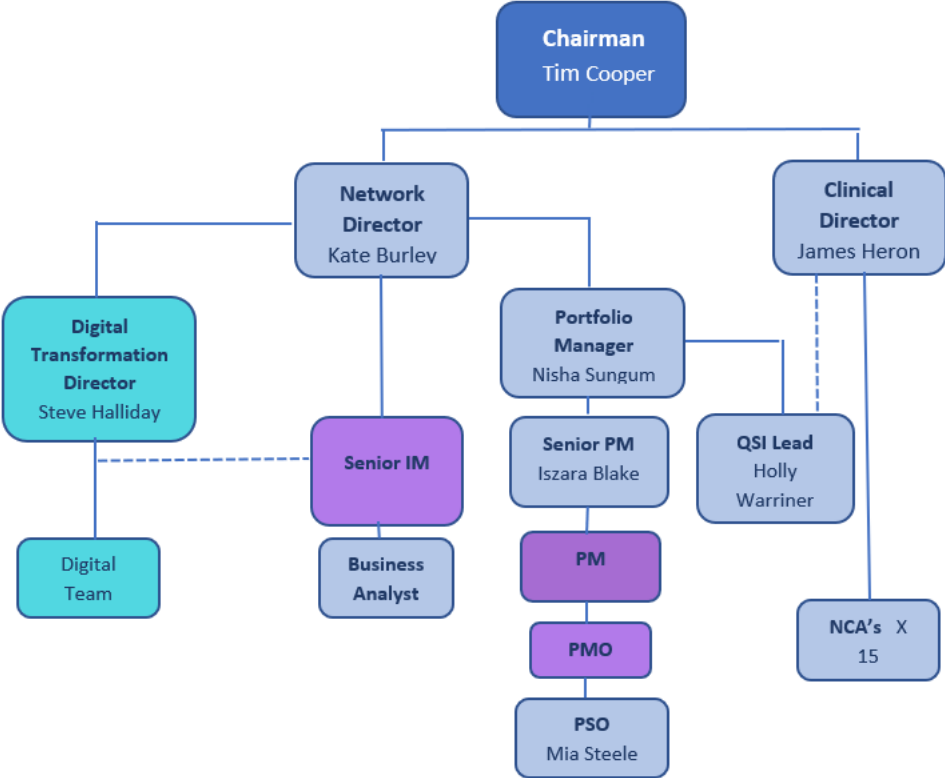


Figure 8: Team Organogram

Communications

A stakeholder mapping exercise was undertaken to identify the relevant groups or organisations required for their contributions, accountability and responsibilities to the Network and therefore adequately represented within its governance structure. See Appendix 1 for the Stakeholder Map.

A Communications Plan has been created which details progress to be achieved in 2022/23. The aim of the communications plan is to develop a framework of communications activity that supports the West Midlands Imaging Network to establish its position in the industry and allow members to build an affinity and understanding of the WMIN brand and its association with it.

The plan has 4 key communications objectives which will form the basis of the programme of communications and engagement work throughout 2022/2023.

Communication Objectives

1. Develop a clear visual identity '*Creating Excellence Together*' to establish and maintain brand awareness of West Midlands Imaging Network
2. Develop the narrative to support the core purpose of WMIN and encourage two-way dialogue with member organisations and industry leaders
3. Establish a strong digital footprint that elevates and connects WMIN across a wide reach of digital channels
4. Engage and involve WMIN with all stakeholders across the network and externally through proactive communications

The communications plan includes a proactive programme of external stakeholder communications and engagement to ensure that key audiences are primed with the correct positioning and understand the approach, aspirations and delivery of WMIN.

| | Objective | Communications mechanic | Timeline |
|---|--|---|---|
| 1 | Develop a clear visual identity to establish and maintain brand awareness of West Midlands Imaging Network (WMIN) | <ul style="list-style-type: none"> ➤ Logo and strapline embedded in all materials ➤ Develop a suite of supporting design elements to co-exist with the logo ➤ Design a range of branded materials for events /sessions ➤ Encourage WMIN members to engage with the brand and use it in their organisations newsletters as appropriate | Qtr 4 22 Qtr 3 23 Qtr4 22 Qtr 3 23 |
| 2 | Develop the narrative to support the core purpose and WMIN and encourage two-way dialogue with member organisations | <ul style="list-style-type: none"> ➤ Issue regular WMIN Newsletter across the network ➤ Create a programme of monthly blogs by network members ➤ Develop a supporting narrative around each of the SIGs, their role, purpose, leadership, and success stories | Qtr 3 22 Qtr4 Qtr1 23 |

| | | | |
|---|---|--|---|
| 3 | Establish a strong digital footprint that elevates and connects WMIN across a wide reach of digital channels | <ul style="list-style-type: none"> ➤ Launch WMIN website – ensure mobile capability ➤ Develop a cohesive social media plan incorporating Twitter; Linked in and other platforms to engage Network members and their audiences and develop industry leader voice ➤ Develop an annual program of key dates in the industry for the network calendar to support materials and social media ➤ Webinars – create educational and/or topic-based webinars using Network ambassadors sharing topical content | <p>Qtr 4 22</p> <p>Qtr 4 22</p> <p>Qtr 4 22</p> <p>Qtr1 23</p> |
| 4 | Engage and involve WMIN with all stakeholders across the network and externally through proactive communications | <ul style="list-style-type: none"> ➤ Engage clinical ambassadors using newsletters, blogs, face-to-face meetings ➤ Attend industry-relevant events as appropriate – prepare interactive materials to support ➤ Hold an Annual Network event at a central location as a networking and fact-finding opportunity ➤ Become an industry voice by sharing opinion leaders in the network ➤ Develop a horizon scanning document/tool to establish and understand key events/topics/discussions WMIN should contribute to/share with members | <p>Qtr 4 22</p> <p>Qtr 2 23</p> <p>Qtr1/2 2023</p> <p>Qtr2 23</p> |

A further comprehensive communications strategy is to be published early 2023/24 which details the longer term plan of the Network. A link to this can be found in Appendix 5.

Website: www.westmidlandsimaging.nhs.uk

Twitter: [@WMIImagingNwk](https://twitter.com/WMIImagingNwk)

LinkedIn: [West Midlands Imaging Network](#)

Email: dgft.wmimagingnetwork@nhs.net

Clinical Engagement

Clinical Leadership

In line with all other strategic Networks, both Networks are led by Lead Clinicians. Lead Clinicians are responsible for:

- Leading the development and delivery of a strategic vision for the network, involving key stakeholders.
- Leading the design and delivery of strategies for education, stakeholder communication and engagement and continuous quality improvement.
- Providing effective clinical leadership for the Network in line with national policy, standards and clinical evidence base.
- Promoting effective multidisciplinary/multi-professional working within the Network across Scotland, ensuring clarity of roles and responsibilities.
- Working collaboratively with the Network Programme Team and colleagues, providing guidance and advice on relevant clinical matters.
- Promoting the work and achievements of the Network, engaging appropriately with relevant stakeholders through the development and delivery of an effective communication strategy.

Clinical Engagement

- Support the Network's clinicians in the delivery of a high quality, safe, effective and consistent services to their respective patient populations
- Focus on priority areas, sharing best practice and learning
- Be a source of information that will influence a Network first agenda within their respective Trusts
- Consider and make recommendations to the Operational Group on new engagement projects ensuring that the projects meet the key strategic objectives of the Network
- Provide a pool of expertise to inform and influence the direction of travel in a constructive manner where required i.e. review national publication/offer advice
- Provide updates from local Trust Boards which relate to the Network's
- Identify opportunities for partnership working and gaps in engagement
- Increased alignment of protocols to ensure optimal efficiency of time on scanner. We will be doing this via special interest groups and utilising learning from other networks (via NHSE).
- Increased efficiency of outpatient activity/pathways by increasing capacity within CDC's as they come 'online'.
- Increased governance around appropriateness of requesting by delivery of decision support systems, we are doing this currently via implementation of iRefer CDS. This will reduce the burden of vetting and rejecting (from 17% to 5% has been reported) thereby reducing the number of in appropriate referrals for imaging.
- improving productivity in reporting, scheduling and patient led booking (to reduce DNA rates (post digital solution implementation

Clinical Governance

Clinical Governance is the responsibility and accountability of the individual provider Trusts and Integrated Care Boards. Where an issue is identified, the Network has a legitimate role in escalating the issue into the appropriate forums and will support agreed considerations of appropriate courses

of actions/recommendations to resolve the issue. Any issues of performance at an individual level are a matter for the employing NHS Board and the relevant ICB who will look for resolution in accordance with policy and procedures.

Clinical governance is the system through which NHS organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which clinical excellence will flourish. Whilst clinical governance is the responsibility and accountability of the individual NHS trusts and ICBs, the WMIN has a role in facilitating Network-wide learning (QSIN IN-701, 702). Support can be provided by any established modality or pathways SIGs. These may include:

- Facilitating network shared learning on clinical outcomes and best practice reviewing serious incident investigation reports
- Review of audit and quality improvement plans and outcome
- Where an issue is identified, the Network has a legitimate role in escalating the issue into the appropriate forums and will support agreed considerations of appropriate courses of actions/recommendations to resolve the issue.
- Any issues of performance at an individual level are a matter for the employing NHS Board and the relevant ICB who will look for resolution in accordance with policy and procedures.

Summary

The West Midlands Imaging Network Strategy has been informed by reviewing the literature and identifying the key purpose of the Network's existence. Further engagement with the stakeholders in Figure 4 and special interest groups has helped to shape the this strategy, which will be reviewed annually.

The specific projects listed in the work programme will be delivered by the core team, special interest groups or groups of individuals brought together. This implementation plan signifies the start of WMIN's journey to support coordination and collaboration of Radiology services in the West

Bringing together NHS Imaging Services from across the six regions of the West Midlands with one voice, focussed on improvements in patient care, outcomes and innovation to create an environment of best practice

Midlands. The vision states that this regional implementation will also inform plans for the six ICBs. The WMIN hopes to embed and progress each priority areas stated but most importantly will continue to liaise with the ICBs and the national stakeholders to ensure clear, concise and informative communication.

As further imaging networks develop, we will liaise with them and share resources, best practice and lessons learnt. In order to address the challenges facing out region, the WMIN will need to be innovative, different and learn to adapt as we mature so we may **Create Excellence Together**.

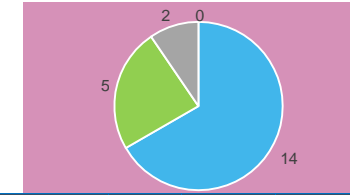
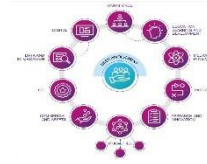


Programme Plan 2023/24



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Work Programme (2023 - 2024)



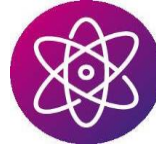
The network is unlikely to achieve the objective by the agreed end date.
 The network may be at risk of not being able to achieve the objective by end date but progress has been made.
 The network is on track to achieve the objective by the agreed end date.
 The network has been successful in achieving the network objective to plan.

| |
|-----------|
| Red (R) |
| Amber (A) |
| Blue (B) |
| Green (G) |

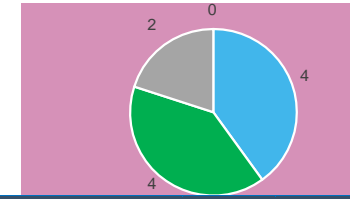
| Network Reference | Network Objective | Deliverable | Date Initiated | Planned End Date | Date Completed | Owner | Description | Anticipated Outcome | Interdependencies/ Risks | RAGB Status | MM/QSIN Reference |
|-------------------------|-------------------|---|----------------|------------------|----------------|--|--|---|---------------------------------------|-------------|--------------------------------|
| Comms & Engagement-01 | | Develop and publish a WMIN Communications & Engagement Strategy This should include a stakeholder mapping, delivery of social media channels & a website and a communications plan | Mar-22 | May-23 | Ongoing | Network Director | Develop and publish a network Communication and Engagement Strategy to ensure business continuity and the engagement of all relevant stakeholders | | | On Target | Comms & Engagement |
| Digital-01 | | Digital Roadmap and Strategy | Jan-23 | May-23 | Planned Jun 23 | Network Director, Digital SIG Chair and Network Digital Transformation | The provision of seamless image and report sharing across The Network. - The provision of radiology business analytic and intelligence platform across The Network. - The provision of cross-site scheduling and reporting across The Network. | | | On Target | IT & Digital |
| Digital-02 | | Implement a Network wide Image Sharing Platform | Sep-22 | Jul-25 | | Digital SIG Chair and Network Digital Transformation | | | | On Target | IT & Digital |
| Data & Information 01 | | Development of a WMIN Data Dashboard to collect, analyse, and report on benefits realisation, improvement and return on investment | Nov-22 | Dec-23 | | Network Director | | | | On Target | IT & Digital |
| Governance-01 | | Finalise and publish WMIN Strategy | Jul-22 | May-23 | Draft Dec-22 | Network Director | Develop WMIN Strategy setting out rationale, scope and plan for the Network for endorsement by the Network Executive Board | Clear direction of travel for the Network | | On Target | Operational Governance |
| Governance-02 | | Establish WMIN SIG's in an appropriate timely manner dependant on key priorities. Focus for 2023/24 are: - Research & Innovation - Commercial & Assets | Jan-22 | Dec-23 | Ongoing | Network Director | Establish 1 OR, membership and meeting schedule for each of the Special Interest Groups (SIGs) in appropriate priority order R&I: Summer 23 Commercial and Assets: Summer 23 Data and Information: Summer/early Autumn 23 Paediatric - Due date: Summer 23 | Clear governance arrangements are in place to support Network activity. | | On Target | Operational Governance |
| Governance-03 | | Development of Network Forums: - QSI - Clinical Directors | Apr-23 | Sep-23 | Ongoing | Network Director | | | | On Target | Operational Governance |
| Governance-04 | | Have in place an agreed and sustainable funding model for the network ensuring sufficient funds to account for all staff and non-staff pay | Mar-22 | May-23 | Ongoing | Network Director | Engaging and encouraging members of the network executive board to agree the process moving forward. Communications with appropriate stakeholders aligning with NHSE | | | On Target | Operational Governance |
| Governance-05 | | Ensure the core team are in place to deliver the workplan objectives as well as the network's BAU | Mar-23 | Jun-23 | Ongoing | Network Director | | | | On Target | Operational Governance |
| PPI-01 | | Regular patient/public representation on the Operational Board to provide valuable input and due diligence to the workplans | Jan-23 | Sep-23 | Ongoing | Network Director | | | | On Target | Patient and Public Involvement |
| QSI-01 | | QSIN Accreditation for the Network | Jan-23 | May-24 | Ongoing | Network Clinical Director | Achieve accreditation to the standard. Appoint a member of the team dedicated to progression against the standard with view to achieving accreditation in 2-3 years. Development of network clinical governance structure. Facilitates progression of maturity matrix - 'Operational Governance - Clinical Governance'. | | | On Target | Quality Standards in Imaging |
| QSI-02 | | QSI Accreditation for 15 Trusts in the region | Jan-23 | Jul-25 | Ongoing | Network Clinical Director | Appoint experienced QSI lead role to the network. The network will provide leadership and support to sites on their QSI journey. Develop expectation within acute trusts that QSI is the standard they need to achieve. Support business case development where needed. Implement network communication support for acute trusts and shared learning events. Facilitates progression of maturity matrix - 'Operational Governance - Clinical Governance'. | | | On Target | Quality Standards in Imaging |
| Workforce-01 | | Imaging workforce strategy in place, agreed by all network trusts | Jun-22 | Mar-23 | planned Mar 23 | Network Director, Portfolio Manager | Network wide event held in June 2022. Workshop to discuss and establish priorities and requirements for the WMIN workforce. Draft strategy continuing to be developed in association with HEE and the Academies | A workforce strategy document for the West Midlands, shaped by its stakeholders | | On Target | Workforce |
| Commercial & Assets -01 | | Network wide sign up to an MOU for a joint Purchasing agreement for efficient and cost effective purchasing solutions | Sep-22 | Sep-23 | | Network Director | Develop a Network wide approach to an efficient and cost-effective joint purchasing for the network with an agreed MOU signed by all Network Member Trusts. The Network Core Team will gather proposals based on volume to gain significant financial gains to be made from purchasing on a collaborative basis | | | On Target | Capital Plan |
| Comms & Engagement-02 | | Develop a platform and Identity for the WMIN | Mar-22 | Jun-22 | Jun-22 | Network Director | Development of a 'Brand' identity for the WMIN to create a platform which all stakeholders and the public recognise. This will allow for confidence in the system that correspondence from and within the network is bona Fide. | | | Completed | Comms & Engagement |
| Comms & Engagement-03 | | Develop and launch WMIN Website | Jun-22 | Feb-23 | Sep-22 | Network Director | Create & launch WMIN website | Providing wmin stakeholders appropriate news and resources | Ensuring maintenance/ regular updates | Completed | Comms & Engagement |

| | | | | | | | | | | | | |
|----------------------|---|---|--------|----------|-------------|--|---|--|---------------------------------------|--|------------------|------------------------|
| Governance-06 | | Continued effective engagement of all 15 provider trusts and all 6 ICS's with the network at the Board(s) and its subgroups | Jan-22 | Mar-23 | Ongoing | | | | | | Completed | Operational Governance |
| Governance-07 |  | Establish WMIN Executive Board | Jun-22 | Sep-22 | Sep-22 | Network Director | Establish membership, meeting schedule and ToR. Hold inaugural meeting in September 2022 | Clear governance arrangements are in place to support Network activity. | | | Completed | Operational Governance |
| Governance-08 |  | Establish WMIN Operational Board | Jun-22 | Set 2022 | Set 2022 | Network Director | Establish membership, meeting schedule and ToR. Hold inaugural meeting in Septemebr 2022 | Clear governance arrangements are in place to support Network activity. | | | Completed | Operational Governance |
| Comms & Engagemet-04 |  | Create and launch WMIN Twitter account (and LinkedIn) | Jul-22 | Nov-22 | Jul-22 | Network Director | Created & launched WMIN Twitter at the WMIN 'Clarity of Purpose' Stakeholder Event Twitter followers >300 LinkedIn also created | Engagement with wider stakeholder audience & highlighting important information via social media | Ensuring maintenance/ regular updates | | Planned Activity | Comms & Engagement |
| TBC - 03 |  | WMIN wide AI strategy | | | Not started | Network Director, Digital SIG Chair and Network Digital Transformation Director | Scoping across the network to ascertain AI connections that already exist, develop an AI SIG and AI Strategy to negate duplication and to assure correct development and purchasing as a sensible, sustainable solution where required. 13/3 - in scope of digital SIG, AI T&F, relevant groups and membership | | | | Planned Activity | IT & Digital |

**Medical Physics
Work Programme
(2023 - 2024)**



WMIN Med Physics Work Programme 2023 24 - LIVE.xlsx



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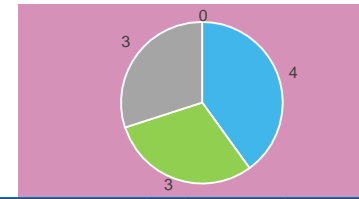
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| Network Reference | Deliverable | Date Initiated | Planned End Date | Date Completed | Owner | Description | Anticipated Outcome | Interdependencies/ Risks | RAGB Status | MM/QSIN Reference |
|----------------------------|---|----------------|------------------|----------------|--------------------|---|--|----------------------------------|------------------|-------------------|
| Medical Physics - 01 | Align Med Physics protocols and processes across the network | Mar-23 | Mar-25 | | MPSIG Chair | Review opportunities to develop network wide processes and procedures i.e. RPA/MPE audits, QA, service specifications MRI acceleration technologies | Shared experience, collaborations, reduced individual burden | | On Target | |
| Workforce - 01 | Refresh Regional Scientific Meetings | Mar-23 | Sep-23 | | MPSIG rep at WFSIG | This is an opportunity for Trainees to meet and present to Heads of Departments All years to attend; 1st year observe, 2nd year present and 3rd year students support the 2nd years 3/3 - Provisional date agreed for 19th Sept. Agenda items brainstormed and search to begin with venue | | Workforce SIG | On Target | |
| Modalities - 01 | Identify opportunities to represent MPSIG in clinical protocol standardisation across the network | Mar-23 | ongoing | Ongoing | WMIN PM | 3/3 - WMIN PM to ensure modality and pathway SIG ToRs include MDT working to include MPSIG members where appropriate | | Modality/pathway SIG integration | On Target | |
| QSIN - 01 | Identify opportunities for network wide review, learning and audit | Mar-23 | Jul-23 | | QSI manager | new ToRs and agenda structure to be developed | Shared experience, collaborations, reduced individual burden | | On Target | |
| Governance - 01 | Establish Medical Physics membership to ensure good representation from across the WM | Nov-22 | Ongoing | Ongoing | MPSIG Chair | Establish ToR, membership and meeting schedule for one year in advance | Clear governance arrangements are in place to support activity | | Completed | |
| Governance - 02 | Ensure good Medical Physics representation across WMIN special interest groups | Nov-22 | Ongoing | Ongoing | MPSIG rep at Ops | This will be driven by the Medical Physics Operational representative (As of Nov 22 - Anita Jefferies (3/3 - Temporarily covered by SP)) | Involvement at all relevant SIG groups | All SIGs ToRs | Completed | |
| Comms & Engagement - 01 | Regularly contribute to the WMIN communications channels | Nov-22 | Ongoing | Ongoing | WMIN PM | In order to raise the profile of Medical Physics, WMIN PM working alongside the Medical Physics chair to spot highlights for the Operational meetings, newsletter, Twitter and other appropriate channels 3/3 - website now also live with dedicated MPSIG webpage | | Comms strategy | Completed | |
| Workforce - 03 | Shaping WMIN workforce strategy (regionwide collaboration and coordination) | Nov-22 | Mar-23 | Mar-23 | MPSIG rep at WFSIG | 3/3 - Scientists workforce issues highlighted in strategy. SIG members provided comment. Strategy due for sign off end of Mar 23 | Clinical scientist and technologists workforce issues appropriately represented | Workforce SIG | Completed | |
| Workforce - 02 | Support workforce strategy delivery for clinical scientist training | Planned Apr 23 | ongoing | ongoing | MPSIG rep at WFSIG | data collection on true vacancy rates working with HEE and academy | Improved training programme, increased numbers, better workforce planning | Workforce SIG | Planned activity | |
| Research & Innovation - 01 | Identify ways to incorporate research and innovations to Medical Physics departments/roles | Not started | | | Network Director | Medical Physics Roles at larger Trusts includes research. Consider inviting key persons out of area to talk to the group - How to access research protocols for delivery at sites - Consider inviting R&D SIG 3/3 - Research SIG yet to be established. Network Director to provide updates as forming membership, work programmes and ToRs | Streamlined sign off, improved dose monitoring by physics Better realisation of physics input Innovations shared | Research SIG | Planned activity | |

**Quality Standard for Imaging
Work Programme
(2023 - 2024)**



[WMIN QSI Work Programme 2023 24 - LIVE.xlsm \(sharepoint.com\)](#)



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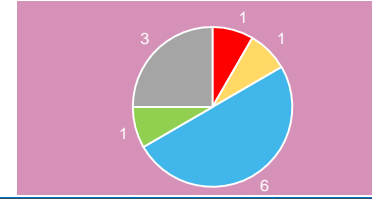
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|--|---|----------------|------------------|----------------|-------------------|---|--|--|------------------|--------------------------------------|
| Data & Information - 01 | Develop a sharing platform | Mar-23 | Jun-23 | | Programme Manager | Document repository and forums to share information across the quality group | An easy to navigate source of information. Information broke into small chunks to avoid feedback of feeling overwhelmed with task (common feedback on statements and QSI network site) | Agreed sharing platform. Time to manage information. Agreements from trusts to share documents | On Target | Clinical Governance IN-501, 601, 701 |
| QSI - 03 | Establish a starter pack for 0-1 quality leads | Mar-23 | Jun-23 | | Programme Manager | data collection completed, develop package and provide ROI/benefits case PID, project plan, gap analysis template, JDs, quality leads invite, sharing platform instructions | Reduced individual burden on trusts/imaging managers/quality leads | Relationship management with mutual support for/from all sites to reduce burden on one | On Target | Clinical Governance IN-501, 601, 701 |
| QSI - 02 | Develop templated documents for local customisation | Mar-23 | Ongoing | Ongoing | Programme Manager | Business cases, JDs, quality manual produced by PM, shared by quality leads or developed as a group | Reduced individual burden on trusts/imaging managers/quality leads | Relationship management with mutual support for/from all sites to reduce burden on one | On Target | Clinical Governance IN-501, 601, 701 |
| QSI - 01 | Establish quality leads group | Mar-23 | Sep-23 | | Programme Manager | ToRs to include shared agenda, work programmes, learning sessions Members to include QI partner | information sharing. Improve inter-trust relationships improving collaboration | | On Target | Clinical Governance IN-501, 601, 701 |
| Governance-01 | Develop a charter | Jan-23 | Feb-23 | Feb-23 | Programme Manager | define scope, programme, charter | Clear governance arrangements are in place to support activity | | Completed | Operational Governance IN-201 |
| Comms & Engagement- 01 | Regularly contribute to the WMIN communications channels | Jan-23 | ongoing | ongoing | Programme Manager | Website, newsletter blog, futures page | information sharing. Improve inter-trust relationships improving collaboration | Comms strategy development | Completed | Comms & Engagement |
| Comms & Engagement - 02 | Establish mechanism for obtaining network progress | Jan-23 | Feb-23 | Feb-23 | Programme Manager | dashboard and reports for ops/exec board | Ability to provide information for RoI and demonstrated progression, risks and support mechanisms for all trusts. Demonstrate accountability to Exec board | | Completed | Comms & Engagement |
| QSIN - 01 | Map statements against workplans, and Maturity Matrix | planned Apr 23 | | | | develop coding systems, ensure ToRs are in place for SIGs to cover appropriate statements | | | Planned Activity | All |
| QSIN - 01 | Develop evidence collection and storage methods for QSIN and MM | planned Apr 23 | | | | | Ease of reference for next MM collection and QSIN assessment | | Planned Activity | All |
| Education, Learning and Development - 01 | Develop a peer review pre-assessment service | planned 2024 | | | | pre assessment reviews currently carried out by UKAS to be performed by technical assessors within the quality leads group. | Money saved from UKAS fees. Benefits to assessors with practice and identifying good practise | | Planned Activity | Clinical Governance IN-701, 702 |

**Digital
Work Programme
(2023 - 2024)**



[WMIN Digital Work Programme 2023 24 - LIVE.xlsm](#)



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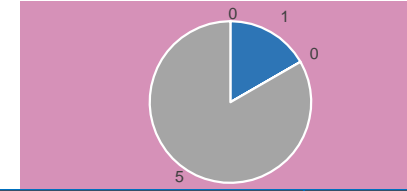
| Network Reference | Deliverable | Date Initiated | Planned End Date | Date Completed | Owner | Description | Anticipated Outcome | Interdependencies/ Risks | RAGB Status | MM/QSIN Reference |
|------------------------|---|----------------|------------------|----------------|----------------|---|--|---|------------------|-------------------|
| Governance-01 | Establish membership to ensure good representation from across the WM | Feb-21 | May-23 | | Steve Halliday | Establish ToR, membership and meeting schedule for one year in advance Additional Digital Governance Board to be established | Clear governance arrangements are in place to support activity | WMIN governance, Shared Care Record Governance, Secure Data Environment (SDE) 7 Trusted Research Environment (TRE) Governance, Imaging Academy Governance | On Target | |
| Comms & Engagement- 01 | Regularly contribute to the WMIN communications channels | Feb-21 | Ongoing | | Steve Halliday | Ongoing communications with wide stakeholder group | Stakeholder buy in | WMIN channels being in existence | On Target | |
| | Digital Strategy | Mar-23 | May-23 | | Steve Halliday | Document to define Digital Transformation journey for WMIN [As shown in Framework requirements mapping] | Document to define Digital Transformation journey for WMIN | NHSE Objectives | On Target | |
| | As is due diligence | Feb-21 | Apr-23 | | Steve Halliday | Ensuring clear data is available for existing PACS and RIS contractuals, standards deployment, staffing, costings, volumes etc. | Input into business case and implementation schedule | Input from each Trust | On Target | |
| | Funding re-alignment | Feb-23 | Apr-23 | | Steve Halliday | Ensuring the revenue and capital funding is aligned to the cost expectations and timing for the digital programme. | An agreed funding stream to deliver the Digital strategy | OBC details | On Target | |
| | Business case and Procurement | Feb-21 | Jan-25 | | Steve Halliday | Writing and having approved the Outline Business Case (OBC), Procurement Strategy, Outline Business Specification(s) (OBS), tendering documentation and Full Business Case (FBC). | Approved route to market to meet the digital strategy objectives | Resources in place to deliver | On Target | |
| | Implementation | Apr-25 | Apr-27 | | Steve Halliday | Implementing the solution defined in the FBC and procured accordingly, in each of the 15 WMIN Trusts, for Radiology | 15 WMIN Trusts live with shared imaging, reporting, scheduling, research, training and network wide business intelligence | Implementation appetite in WMIN Supplier capacity | Planned Activity | |
| | Benefits realisation and Learning | Apr-26 | Apr-29 | | Steve Halliday | Ensuring the measures set out in the strategy and expected in th FBC are delivered and that cashable savings are extracted as anticipated | Patient outcomes delivered with demonstrable improvements to patient pathway, risk management and cost reductions. | OBC & FBC | Planned Activity | |
| | Onboarding additional "-ologies" | Jan-24 | Apr-29 | | Steve Halliday | Developing the strategy to deliver a plan that onboards other "-ologies" to the WMIN infrastructure. And onboarding them. | Expanding to other, non-radiological, patient images (like cardiology, pathology, endoscopy, ophthalmology, clinical photography, etc.) that can be managed through the same WMIN platform, leading to networkwide, unified, enterprise imaging. | WMIN Readiness and other ology readiness | Planned Activity | |

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**Research & Innovation
Work Programme
(2023 - 2024)**



[WMIN Research and Innovation SIG Work Programme and Action Log- LIVE.xlsx](#)



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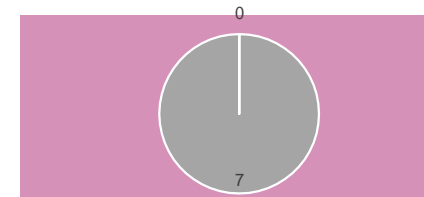
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|----------------------------|---|----------------|------------------|----------------|------------------|--|--|--------------------------|------------------|-------------------------------|
| Governance-01 | Establish membership to ensure good representation from across the WM | Nov-22 | Jul-23 | | | Establish ToR, membership and meeting schedule for one year in advance Clinical research network radiology lead - member of ops board | Clear governance arrangements are in place to support activity | | Planned Activity | Operational Governance IN-201 |
| Comms & Engagement- 01 | Regularly contribute to the WMIN communications channels | May-23 | Apr-24 | | | Invitation to present at network conference May 23 - Prof Andrew Bagshaw Midlands Innovation stakeholder engagement - Alexandra Archibald | | | Planned Activity | Comms & Engagement |
| Research and Innovation-01 | Workshop to develop work plan and stakeholder engagement | Nov-22 | Jun-23 | May-23 | Network Director | Meeting takes place on 15th May 2023 | | | On Target | Comms & Engagement |
| Governance-02 | Develop research strategy | Jun-23 | Apr-24 | | | Will be dependent on workshop on 15th May 2023 | | | Planned Activity | Operational Governance |
| Research and Innovation-02 | List of trials and research programmes including AI and new opportunities | Not started | Not started | | | | | | Planned Activity | Digital and IT |
| Research and Innovation-03 | PPI involvement | Not started | Not started | | | | | | Planned Activity | User Involvement |

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**Data & Information
Work Programme
(2023 - 2024)**



[WMIN Data and Information SIG Work Programme and Action Log- LIVE.xlsx](#)



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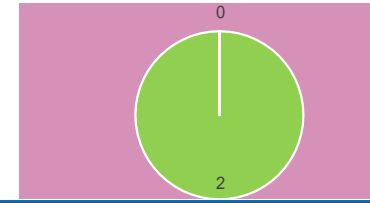
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|-----------------------|--|----------------|------------------|----------------|-------|--|--|--------------------------|------------------|-------------------------------|
| Governance-01 | Establish membership to ensure good representation from across the WM | | | | | Establish ToR, membership and meeting schedule for one year in advance | Clear governance arrangements are in place to support activity | | Planned Activity | Operational Governance IN-201 |
| Comms & Engagement-01 | Regularly contribute to the WMIN communications channels | | | | | | | | Planned Activity | Comms & Engagement |
| | optimise data collection - reporting and analysis | | | | | | | | Planned Activity | |
| | develop dashboard - clinical and non-clinical review options, understand business intelligence needs | | | | | | | | Planned Activity | |
| | Digital transformation - linking | | | | | | | | Planned Activity | |
| | Registry - assets, AI, trials, workforce | | | | | | | | Planned Activity | |
| | KPI, KQI | | | | | | | | Planned Activity | |

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Workforce Work Programme
(2023 - 2024)



[WMIN Workforce Work Programme - LIVE.xlsx](#)



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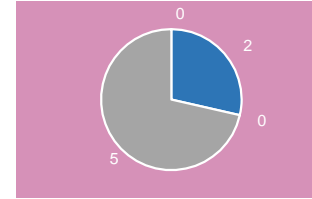
| Network Reference | Deliverable | Date Initiated | Planned End Date | Date Completed | Owner | Description | Anticipated Outcome | Interdependencies/ Risks | RAGB Status | MM/QSIN Reference |
|-------------------------|--|----------------|------------------|----------------|------------------------|--|--|--------------------------|-------------|------------------------|
| Governance-01 | Nominate Workforce Chair | Oct-22 | | Feb-23 | All members | Ensure that regular meetings are conducted and scheduled against a pre determined agenda, ensuring meeting items are adhered to in a timely manner. | Responsible chairperson to help determine the path of the SIG | | Completed | Operational Governance |
| Governance-02 | Ensure membership is representative of region | Oct-22 | | Jan-23 | Chair | Establish ToR, membership and meeting schedule for one year in advance. | Clear governance arrangements are in place to support activity | | Completed | Operational Governance |
| | | | Key Priorities | | | | | | | |
| Workforce-01 | Agree Workforce Strategy and 5 year plan for the Network | Aug-22 | | Mar-23 | WMIN Programme Manager | Work with the Network Core Team to establish the strategy of the Network derived from National guidance documents, NHSE/ICB and members of the Workforce SIG. The strategy is to be reviewed annually. | | | | Workforce IN-203 |
| Data & Information - 01 | Promote collaborative working to standardise and improve data collection to inform strategies on improving recruitment and retention | Jan-23 | | | WMIN Programme Manager | Collate information on relevant KPIs within Radiology from Trusts/ICBs within the Network. Split priorities into projects on; - WTE v/s vacancy rates - Placements v/s capacity - Leavers data - Grade Standardisation mapping | | | | Data & Information |
| Workforce-03 | Support the continued involvement of all internal and external stakeholders | Jan-23 | | | WMIN Programme Manager | Analysis of how the Digital Programme can inform redesign of the Imaging workforce across the Network | | | | Workforce IN-203 |
| Digital- 01 | Service design analysis | Mar-23 | | Not started | Digital SIG | This is an opportunity for Trainees to meet and present to Heads of Departments All years to attend; 1st year observe, 2nd year present and 3rd year students support the 2nd years As a result of the academic year, needs to be held -Feb | | | | Digital |
| Medical Physics - 01 | MPSIG: Refresh Regional Scientific Meetings | Nov-22 | | Not started | MPSIG representative | This is an opportunity for Trainees to meet and present to Heads of Departments All years to attend; 1st year observe, 2nd year present and 3rd year students support the 2nd years As a result of the academic year, needs to be held -Feb | | | | Medical Physics |
| Comms & Engagement- 01 | Regularly contribute to the WMIN communications channels | Nov-22 | | Ongoing | WMIN Programme Manager | The WMIN Programme Manager will engage with the wider team and Network to ensure current work streams and projects | | | | Comms & Engagement |
| Workforce-06 | Specific: Transparency in tracking of Radiography tariff to be implemented | | | | WMIN Programme Manager | A clear process to emerge with Imaging Leads aware of HEI contributions | | | | Workforce |
| Medical Physics - 01 | MPSIG: Support Route 2 into Clinical Scientist professional career | Nov-22 | | Not started | MPSIG representative | (Dependent on HEE supporting this decision) | | | | Medical Physics |

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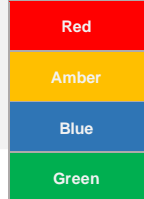
**Pathways & Modalities
Work Programme
(2023 - 2024)**



[WMIN Modality Work Programme and Action Log Template v1.xlsx](#)



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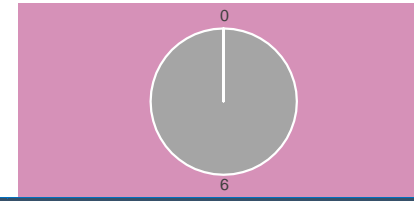
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|----------------------------|---|----------------|------------------|----------------|------------------|---|--|--------------------------|------------------|-------------------------------|
| Governance-01 | Establish membership to ensure good representation from across the WM | | | | | To Include (delete where necessary): • Full multidisciplinary approach (i.e. Radiologists, Radiographers, Medical Physics, Patients, Referrers etc.) • Other stakeholders (i.e. Professional Bodies, NHSE/HEI/HEE, other Network equivalents) Nominate Chair | | | Planned Activity | Operational Governance IN-601 |
| Pathways & Modalities - 01 | Develop Programmes of Work | | | | | Note ToR template for suggestions Establish accountability arrangements Review programme of work | | | Planned Activity | Operational Governance IN-601 |
| Pathways & Modalities - 02 | Develop regional map of specialised imaging services | | | | | | | | Planned Activity | Comms & Engagement |
| Pathways & Modalities - 03 | Align imaging protocols across the network | | | | | | | | Planned Activity | IN-501,601 |
| Comms & Engagement- 01 | Regularly contribute to the WMIN communications channels | | | | | | | | Planned Activity | IN-501,601 |
| MRI - 01 | Establish a plan to implement a 24/7 MRI service for all acute sites | Mar-23 | Jun-24 | | WMIN PM | Stroke NOSIP requirements and Cauda Equina Syndrome guidance set a requirement for 24/7 MRI provision. Work is required to establish current position and review how the network can provide the service level requirements | every acute imaging service should provide access to a 24/7 MRI imaging. https://www.rcr.ac.uk/system/files/publication/field_publication_files/mri_provision_for_cauda_equina_syndrome.pdf https://www.strokeaudit.org/SupportFiles/Documents/Guidelines/NOSIP-master-version.aspx | Workforce | On Target | |
| Paediatric - 01 | Establish membership to ensure good representation from across the WM | Apr-23 | Jun-23 | | Paediatric Chair | Ben Pinkey from BWC agreed to chair. BP to contact known parties to ask for nominees from trusts including radiographers and sonographers | | | On Target | |

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**Education, Learning
and Development
Work Programme
(2023 - 2024)**



[WMIN Education SIG Work Programme and Action Log- LIVE.xlsx](#)



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The network is on track to achieve the objective by the agreed end date.
The network has been successful in achieving the network objective to plan.

Red
Amber
Blue
Green

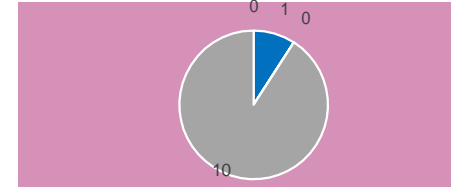
| Network Reference | Deliverable | Date Initiated | Planned End Date | Date Completed | Owner | Description | Anticipated Outcome | Interdependencies/ Risks | RAGB Status | MM/QSIN Reference |
|------------------------|---|----------------|------------------|----------------|------------------------|--|--|--------------------------|------------------|-------------------------------|
| Governance-01 | Establish membership to ensure good representation from across the WM | 01/ | | SIG Setup | WMIN Programme Manager | Establish ToR, membership and meeting schedule for one year in advance | Clear governance arrangements are in place to support activity | | Planned Activity | Operational Governance IN-201 |
| | | | | Key Priorities | | | | | Planned Activity | |
| Workforce -01 | Align with Workforce strategy's priorities for Education, Learning and Development | Mar-23 | | | WMIN Programme Manager | Work with the Workforce SIG members to establish the key priorities of the EDL SIG. The strategy is to be reviewed annually. The EDL SIG will 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 in | | | Planned Activity | Workforce IN 2 |
| Workforce -02 | Creation of an Education, Learning and Development work plan agreed by stakeholders which is reviewed annually. | Mar-23 | | | WMIN Programme Manager | The WMIN Programme Manager will lead the development of the SIG's work plan's projects | | | Planned Activity | Workforce IN 2 |
| Workforce -03 | Facilitate academy style learning and resources across the Network | Mar-23 | | | WMIN Programme Manager | Case study sharing days to disseminate stories and cases of best practice across the region, engaging with radiographers and arrange events to share case studies Standardise job plans that include CPD and professional development opportunities and standardise competencies for reporting radiographers Encourage continued support for practice educator role funding Deliver a CPD accredited Network conference | | | Planned Activity | Workforce IN 2 |
| Comms & Engagement- 01 | Regularly contribute to the WMIN communications channels | Mar-23 | | | | | | | Planned Activity | Comms & Engagement |

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**Commercial & Assets
Work Programme
(2023 - 2024)**



[WMIN Commercial and Asset SIG Work Programme and Action Log- LIVE.xlsx](#)



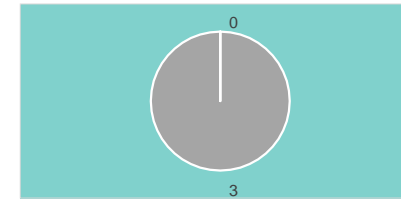
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| Network Reference | Deliverable | Date Initiated | Planned End Date | Date Completed | Owner | Description | Anticipated Outcome | Interdependencies/ Risks | RAGB Status | MM/QSIN Reference |
|--------------------------|---|----------------|------------------|----------------|------------------|---|--|--------------------------|------------------|-------------------------------|
| Governance-01 | Establish membership to ensure good representation from across the WM | Mar-23 | | Jul-23 | Network director | Establish ToR, membership and meeting schedule for one year in advance identify stakeholder involvement and chair | Clear governance arrangements are in place to support activity | | Planned Activity | Operational Governance IN-201 |
| Comms & Engagement- 01 | Regularly contribute to the WMIN communications channels | | | | | | | | Planned Activity | Comms & Engagement |
| Commercial and Assets-01 | Creation of an asset register -Separate Gantt chart created | Jan-23 | | | | The asset register will need validation xx monthly | | | On Target | |
| Commercial and Assets-02 | Midlands and Lanc CSU - heat map D+C across West mids - supporting mobile planning | | | | | | | | Planned Activity | |
| Data and Information-01 | Use data for decision making - demand and capacity modelling | | | | | | | | Planned Activity | |
| Commercial and Assets-03 | Develop a capital planning strategy - financial and funding models, sustainability - Asset plan - prioritising, investment, replacement, disposal and additional capacity | | | | | | | | Planned Activity | |
| Commercial and Assets-04 | MoU and joint purchasing agreement by all member Trusts - equipment | | | | | | | | Planned Activity | |
| Commercial and Assets-05 | Sourcing procurement support from member organisation | | | | | | | | Planned Activity | |
| Commercial and Assets-06 | Digital transformation MoU and financing | | | | | | | | Planned Activity | |
| Commercial and Assets-07 | Network Mobile Scanner | | | | | | | | Planned Activity | |
| Commercial and Assets-08 | Align imaging protocols across the network and develop regional map of specialised imaging services | | | | | | | | Planned Activity | |

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**User Involvement
Work Programme
(2023 - 2024)**



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| Network Reference | Deliverable | Date Initiated | Planned End Date | Date Completed | Owner | Description | Anticipated Outcome | Interdependencies/ Risks | RAGB Status | MM/QSIN Reference |
|-------------------|---|----------------|------------------|----------------|-------|--|---------------------|--------------------------|------------------|-------------------|
| | Liasion with Host Trust re Patient Expenses | Nov-22 | Mar-23 | Jan-23 | | PPI policy for host organisation obtained. If host organisation changes, unfortunatly the PPI policy will also change. It was agreed that a poster and a recruitment | | | Planned Activity | |
| | PPI poster and recruitment | | | | | | | | Planned Activity | |
| | Network patient survey trial | | | | | | | | Planned Activity | |

Appendices

Appendix 1 – Stakeholder Mapping

West Midlands Imaging Network Stakeholder Mapping

| Health and Social Care | Government Entities | Local Partnerships | HEI/Industry Partners | Regulators |
|--|---|--|---|--|
| <ul style="list-style-type: none"> -Black Country ICB -Birmingham and Solihull ICB -Coventry and Warwickshire ICB -Staffordshire and Stoke ICB -Shropshire Telford and Wrekin ICB -Herefordshire and Worcestershire ICB -15 NHS Trusts -Imaging Managers -NHSE/ regional team -HEE -Local GP's -Local Authorities -PCN -Health and Wellbeing Boards -Matrons and Lead Nurses -Operational sub Groups | <ul style="list-style-type: none"> -Local MPs -SOS for Health | <ul style="list-style-type: none"> -Inclusion Groups -Joint local negotiating committee -Council of governors | <ul style="list-style-type: none"> -Universities -Royal Colleges -Provider collabs | <ul style="list-style-type: none"> -Care Quality Commission -Medicines and Healthcare products Regulatory Agency -Health and Safety Exec -Information Commissioners Office |

Appendix 2 – Terms of Reference

[Terms of Reference for all WMIN groupings](#) (granted on request)

- Meetings include, but are not limited to:
- Executive Board
- Operational Board
- Workforce Special Interest Group
- Digital Special Interest Group
- Medical Physics Special Interest Group

Appendix 3 – WMIN Governance Strategy

[20230220 Governance Strategy v0.2 DRAFT .docx](#) (access on request)

Appendix 4 – Network Roles and Responsibilities

[Master Contact List.xlsx](#) (access provided on request)

Membership lists include, but are not limited to:

- Executive Board Meeting
- Operational Board Meeting
- Network Clinical Ambassadors
- Clinical Directors Group
- Workforce Special Interest Group
- Digital Special Interest Group
- Quality Improvement Leads Group
- Medical Physics Special Interest Group

Appendix 5: Communications Strategy

Link to Communications Strategy: [Communications](#) (access provided on request)

Appendix 6: Document management

| | |
|-----------------|---|
| Name | WMIN Strategy |
| Version Number | V1 |
| Date Adopted | 24/05/2023 |
| Review Date | 31/03/2024 |
| Document Number | IN-201, IN-601, IN-603 |
| Approved By | Executive Board 24/5/23 |
| Target Audience | West Midlands Imaging Network members (All) |

Version History

| Version | Date Adopted | Summary of Amendments | Name | Title |
|---------|--------------|---|------|-------------------|
| V0.1 | 10/04/2023 | Formal initial document | KB | Director |
| V0.2 | 12/04/2023 | Addition of summary and document management | NS | Portfolio Manager |

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Document Control

The controlled copy of this document is kept within the West Midlands Imaging Network files. Copies of this document held outside of that area, will be viewed as removed from formal change control.