



WEST MIDLANDS
IMAGING NETWORK

Creating Excellence Together

NHS

Annual Report 2023/24





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Foreword

This year has seen true engagement and positive relationship building for the network across the whole spectrum of imaging. Our foundations were in place in the way of a sound structure, a recognised platform, a robust governance structure and the appointment of key members to the core team. We have seen throughout 2023/4, how the building blocks have been cemented on to the foundation and how the components of the network have merged to make this the largest Imaging Network in the country. More Special Interest Groups (SIGs) have been set up to allow clinical professionals from across the network to focus on improvement in their specialist areas.

We have established our Clinical Directors Forum and a Digital Board where our members have been instrumental in moving the work programme forward, building on our expert Groups. Trusts have reset the digital strategy from an interoperable plan to a convergence plan. Our workforce strategy and workforce plan have been launched and the QSI programme has now seen all providers begin their journey towards embedding QSI into their service.

I wish therefore, to extend a huge thank you to everyone who has contributed this year. Networks are about supporting each other so we raise the bar for care, outcomes, and clinical practice.

You are the Network, and as such, an exceptional asset so that 'Creating Excellence Together' remains our key focus

About our Network

In 2021 the West Midlands Imaging Network was established as the largest Network in England, carrying out more than 11% of all imaging activity within England

6.6m

Population registered with a GP in the area ¹

15

NHS Acute Trusts

6

Integrated Care Systems

390k

Examinations carried out each month ²

14

Community Diagnostic Centres ^{4 **}

47

Imaging Sites

3,850

WTE working in imaging ^{3*}

128

CT and MRI scanners ³

1

Community NHS Trust

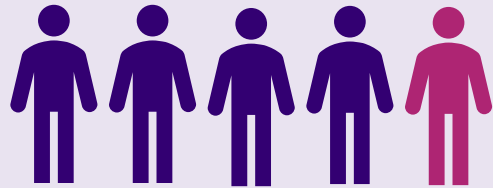
For more detailed information, watch this video:



1. [Patients Registered at a GP Practice - NHS Digital](#) (as of Jan 24)
2. Diagnostic Imaging Dataset 22/23 - [Examinations carried out each month](#)
3. National Imaging Data Collection March 2023
4. CDC report – MLCSU Strategy Unit

Challenges Within Our Network

Imaging services play an important part in many patients' health care journeys, with diagnostic activity involved in over 85% of clinical pathways¹. Any delays with imaging has a knock-on effect with patient care



1 in 5

people in our Network were waiting more than 6 weeks to have their imaging test ²

8,800

Patients waiting more than 13 weeks for their test (7%) ³

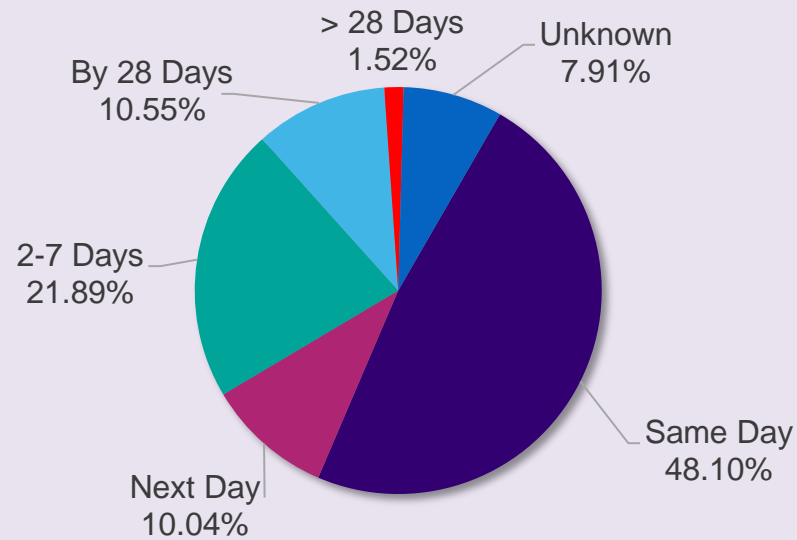
15%

Vacancy rate for imaging staff ³

18%

Vacancy rate for other clinical staff ³

Report Turnaround Time ⁵



“

At best, longer waits for both diagnostics and care mean inconvenience and discomfort for patients, but for some it will mean deteriorating health and more severe illness, waiting in pain and cancers being diagnosed later ¹

”

364,627

Examinations outsourced for reporting in 22/23

Further **52,669**

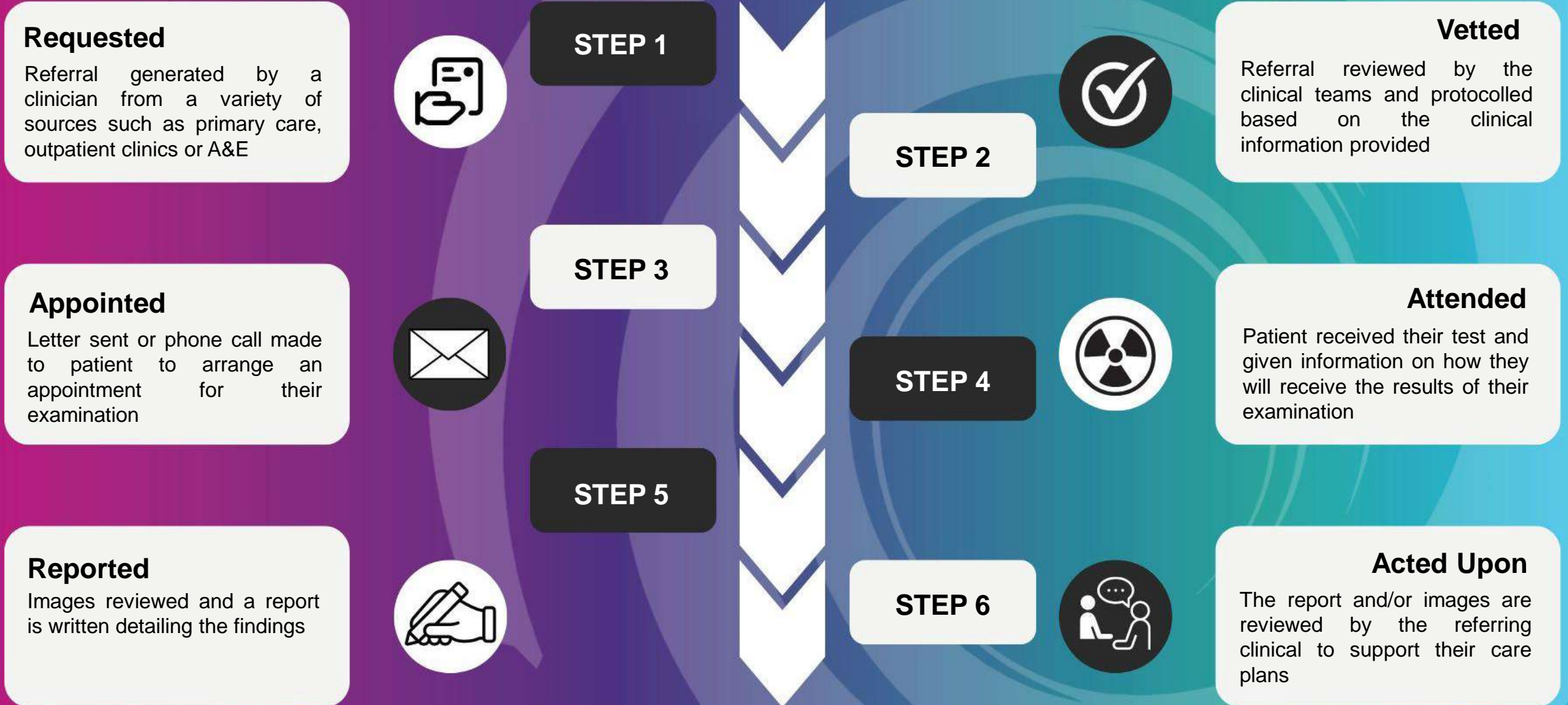
both acquisition and reporting services

£32M

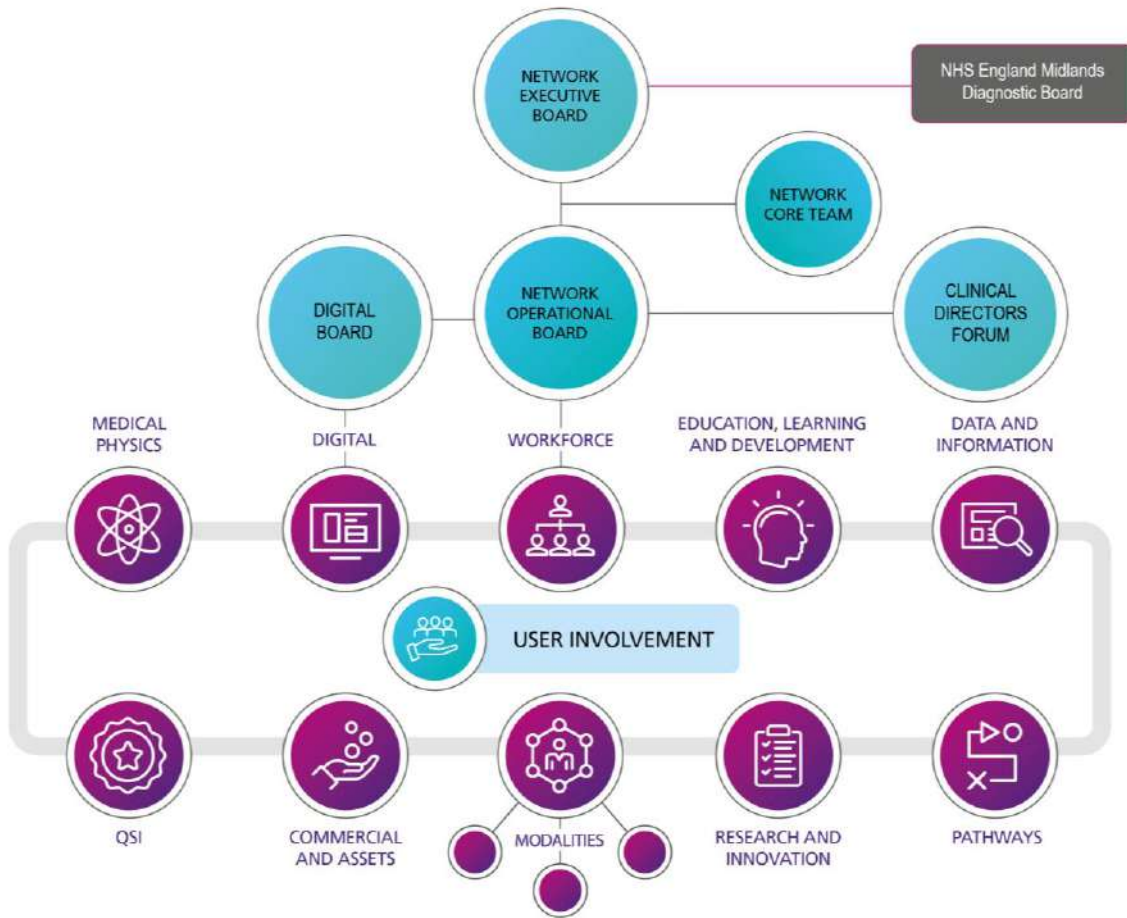
Spent on outsourcing*³

Imaging Patient Pathway

A patient's journey through our services will differ depending on the referral source and type of examination, but broadly follow a similar pattern to that below



Governance Structure



The Network has a strong governance framework that encompasses representatives from each of our member organisations. Our structure guarantees suitable expertise at every level of the Network so that it continues to provide strong strategic and operational leadership whilst ensuring clear lines of accountability.

In developing our structure, we took into principles set out in the NHSE [Diagnostic Imaging Network Commercial Structure and Operational Governance Guide](#) (April 2021) as well as those in the [Quality Standard for Imaging Networks \(QSIN\)](#).

A range of Special Interest Groups (SIGs), in purple on the diagram left, are in place representing the varying priority work areas from across the WMIN strategy. These groups are made up of specialist and experts in their relevant fields. Chaired by our members, each SIG has their own programme of work and is accountable to the Operational Board

Our governance structure will be forever changing as we incorporate new workstream and priorities. For more information, please watch the video below:





Our 5-Year Plan

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

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 and plan in place, with milestones and evidence of agreed actions
- First iteration of the Workforce Strategy in place and submitted to NHSE

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 Quality Standard for Imaging Network Gap analysis conducted
- Ensure the patient voice is a fundamental part of the network and its deliverables
- Digital Strategic OBC for image/report sharing, cross site reporting and cross site scheduling delivered and considered in WMIN Governance
- Reprioritised digital plan (Business Intelligence, Image/Report sharing, tactical PACS/RIS convergence), under way.
- 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, Paediatric SIGs, Digital Board, Clinical and Quality Forums
- Data mandates in place and Infrastructure/ Dashboard developed to show regional performance and information
- Current and Target Operating Model programme initiated

Year 4
2024/2025



- 80% of the way towards achieving Quality Standard for Imaging Network
- 12 out of 15 Trusts to be on at least level 3 in Quality Standard for Imaging
- Maturing stage of the maturity matrix reached
- Target Operating Model approval
- Business Intelligence live in 15 Trusts. Digital solutions for cross site image and report sharing identified and agreed.
- Harmonisation of common protocols and pathways agreed and in place covering a range of specialties.
- Procurement of imaging equipment strategy
- At least one network level AI solution deployed

Year 5
2025/2026



- At least 5 NHS Trust to have achieved Quality Standard for Imaging accreditation/quality mark
- Quality Standard for Imaging Network Quality Mark achieved
- Aspiring towards thriving status against the Maturity Matrix
- At least one joint procurement tender has been let
- PACS/RIS convergence optimised
- National Imaging Registry or equivalent widely deployed for image and report sharing
- Cross site business case reporting and scheduling business case approval
- Benefits realisation for the network partners (the so what?)



Executive Board Summary



The major focus of the Executive Board this year have been two areas:

Firstly, the digital outline business case; ensuring this is robust and can articulate the benefits. This was well supported by all member Trusts except for the financial case. Members felt the cash releasing benefits at Trust level were not yet proven. Trusts described a clear distinction between cost avoidance and cash releasing. This prevented the OBC from progressing. We are continuing to refine these with each organisation.

Secondly the model of the network. The Board have described a clear desire for a digital first programme that allows the benefits for patients, services and delivery to be realised. In turn, this model will be able to release funds for future investment through efficient and effective working.

The Board approved the network workforce strategy and plan. The Board also agreed a MoU for joint purchasing of equipment through the network to lever cost saving through financial economies of scale.

The Board noted the network had achieved the national standard of 'Developing' through the maturity matrix review.

The Board reviewed the risk register, and progress against the work programme.

Tim Cooper, Chair



Operational Board Summary

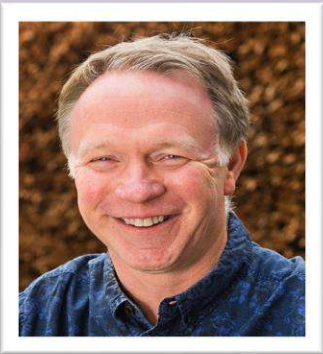


The Operational Board members have, over the course of the year developed trust and begun to provide challenge and support during meetings.

The main areas of focus for the board have been to support the development of the Special Interest Groups which are now beginning to deliver on their programs of work; and to evaluate bids for funding which pass through the network. Engagement has been supported by updates to the board around the digital program including the revised PACS/RIS convergence model and data and information sharing, the Special Interest Groups and the funding mechanism of the network.

Several Board members have been dismayed by their organisation's choices over the full/associate membership model and have expressed their enthusiasm for achieving full membership at the earliest opportunity.

James Heron, Medical Director



Digital Board Summary



It has been a year of setting and realigning strategy and governance for the digital workstream. A Digital Special Interest Group (SIG) had existed in 2022/23, consisting largely of technical PACS managers and related staff from all our Trusts. As the plan progressed, and with the appointment of a Digital Director and Project Manager, it became clear that we needed more senior engagement. So, a Digital Directors Board was established, formed of the Digital Directors and Clinical counterparts from Trusts and ICBs.

The digital programme aims to share images, data and processes across our 15 Trusts. There are two main ways of doing this, either by converging, or by interoperability. The Executive and Operations Boards were adamant that convergence would not be viable, so a business case for interoperability was produced. This ticked all the boxes strategically but was rejected for affordability – it creates an incremental cost. The boards have now reset a Convergence strategy. The close of the financial year sees a business case and specification being co-produced with the Trusts.

There are exciting times ahead and significant patient, clinical and financial benefits to be delivered.

Steve Halliday, Digital Director



Clinical Forum Summary



The Clinical Directors Forum was established this year with our first meeting in July 2023. The group members have started to build relationships and bring organisational problems to the group.

At the opening forum, the group were privileged to have an inspirational talk from Dr Martin McKechnie, Clinical Lead of the Scottish Trauma Network which outlined many of the clinical benefits of network working.

The group has also engaged with Healthcare Systems Engineering with a talk from Leslie Wright, the Kent and Medway Imaging Network, and this has now resulted in bids for funding to expand on this expertise within the member organisations.

The group continues to meet quarterly.

James Heron, Clinical Director

Digital SIG Deliverables



Deliverable



- ✓ Strategic plan agreed through governance structure
- ✓ Digital Directors Board established
- ✓ Digital objectives agreed
 - ✓ Image sharing
 - ✓ Report sharing
 - ✓ Cross-site reporting
 - ✓ Cross site scheduling
 - ✓ Better Imaging data for Training and Research
 - ✓ A platform for better use by clinical imaging disciplines
- ✓ Digital supplier day hosted to validate ambitious interoperable plan, with 60 suppliers attending from round the world

Progress/Next Steps

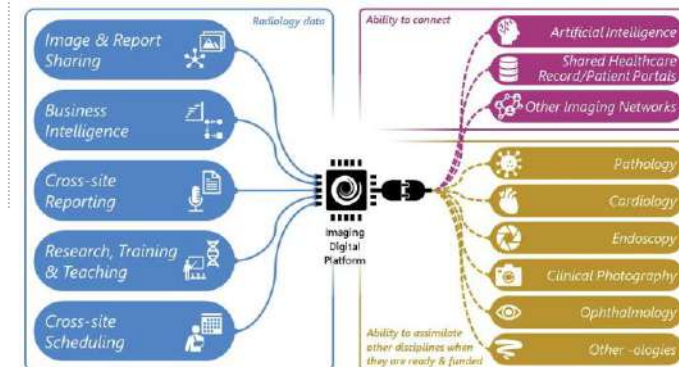


- ✓ Trust engagement with the network now agreed to include full and associate members
- ✓ Outline Business Case (OBC) for interoperability presented
- ✓ OBC Unanimously supported on strategy but rejected by all trusts on costs.
- ✓ Interoperability strategy now replaced with a converged strategy for PACS/RIS replacement with a WMIN Converged Digital Imaging Platform (CDIP)
- ✓ Accenture appointed as digital Partner, developing procurement plan with WMIN's Trusts
- ✓ Specification sessions underway to build requirements for CDIP
- ✓ Business Case sessions underway for Convergence OBC

Benefits



- ✓ Speed up patient related diagnostic decisions
- ✓ Improve clinical decision making
- ✓ Improved business practices
- ✓ Dissemination of clinical imaging information
- ✓ Resilience in data platforms
- ✓ Reporting productivity improvement
- ✓ Shared Reporting
- ✓ New service delivery models (eg shared scheduling)
- ✓ Controlled use of AI
- ✓ Data Management for AI
- ✓ Business Intelligence tools



Data and Information SIG Deliverables



Data & Information

Deliverable



- ✓ Special Interest Group initiated
- ✓ Promoting collaboration between member centres on provision of services and sharing of relevant information
- ✓ Development of a Business Intelligence network solution that will satisfy network requirements
- ✓ Agreed to develop a Data Dashboard to cover all aspects and requirements of the network
- ✓ Establishing Task and Finish groups to produce network wide clinical guidelines which could include (but not limited to):
 - ✓ Referral Management
 - ✓ Common Referral Pathways
 - ✓ Image Optimisation
 - ✓ Image Reporting
 - ✓ Access to specialised services
 - ✓ Imaging protocols
 - ✓ BI Solution agreement

Progress/Next Steps



- ✓ Inaugural SIG session held
- ✓ Chair and Deputy chairs to be agreed
- ✓ BI pilot project established and seeking Data Sharing Agreements signed from trusts to begin build of BI dashboards

Benefits



- ✓ Data driven decision making
- ✓ Improved deployment of resources
- ✓ Accurate forecasting of demand
- ✓ Improved planning
- ✓ Automate elements of DID and NIDC
- ✓ ICB system level intelligence available
- ✓ Network wide intelligence
- ✓ Trust / Hospital level intelligence
- ✓ Improvement of speed of gathering data and reporting delivery
- ✓ To provide comparators and transparency to ICB and providers

Workforce SIG Deliverables



Workforce

Deliverable

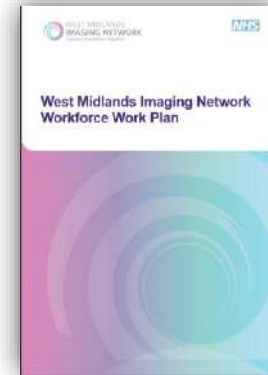


- ✓ Completion of Network wide Workforce Plan and Workforce Strategy.
- ✓ Identification of International Recruitment Ambassadors
- ✓ Supporting continued involvement of all internal and external stakeholders.
- ✓ Identification of effective strategies to collate relevant and robust data to support future work programmes

Progress/Next Steps



- ✓ Identify effective ways to implement future work plans and programmes
- ✓ Continue to explore opportunities for best practice
- ✓ Maintain links with external stakeholders



Benefits



- ✓ Maintain regional communications and links to provide a forum for peer support
- ✓ Access to network wide data sharing



Education, Learning and Development Deliverables



Education, Learning & Development

Deliverable



- ✓ Whilst there is no special ELD SIG, education forms part of most special interest groups via their work programmes such as the medical physics and paediatric groups
- ✓ Funded training places for clinical leadership and the enhanced practice grant
- ✓ Our first 'Network and Learn' session happened in February to celebrate LGBTQ+ history month



Progress/Next Steps



- ✓ Two study days are planned led by our paediatric SIG in April



- ✓ Identify ongoing opportunities for delivering 'Network and Learn' sessions
- ✓ Engaging with suppliers to identify opportunities to sponsor the Network in return for attendance or presenting to a group
- ✓ Link in with the imaging academy

Benefits



- ✓ Our recorded webinars will be made available via our Network's online forum. This will enable our members to watch videos in their own time and plan their CPD time wisely. These webinars will cover topics selected by staff and SIG members and may include aims such as attracting staff to a specialty, improving clinical practice, or sharing outcomes from service delivery changes
- ✓ Utilised experience from across the Network to deliver learning whenever possible for example our quality forum received a SharePoint demonstration showing power of free apps rather than applying for funding a QMS programme
- ✓ Used our weekly round up to advertise events and training opportunities, including securing a 20% discount for members accessing BIR training in return for advertising their courses

Quality Standard for Imaging Deliverables



Deliverable

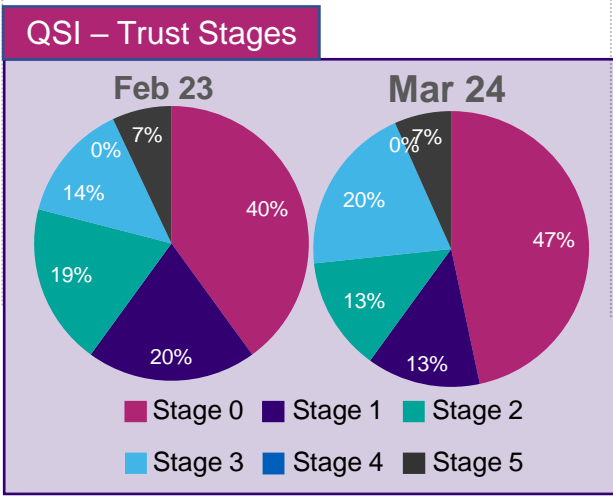
- ✓ Establishment of a 'Quality Forum' where quality leads across the Network meet on a quarterly basis to share experiences, documents and undertake work programme
- ✓ Establishment of an online forum and document sharing platform for the Network [FutureNHS Collaboration Platform](#) for all workstreams including QSI
- ✓ Supporting the awareness and ongoing development of QSI within each Trust
- ✓ Initiation of target operating model QI topic, to look at how to improve imaging staff as well as corporate governance team's understanding and support for clinical governance and QI projects

Progress/Next Steps

- ✓ Development of a work programme to include key pinch points including governing non-medical referrers and adopting a consistent approach to gender inclusive pregnancy queries
- ✓ Worsening engagement in the trusts reportedly due to lack of engagement from senior managers, and/or funding for staff

Benefits

- ✓ Support services in complying with the NHSE requirement to gain [Quality Standard for Imaging \(QSI\)](#) accreditation within 2 years of opening their CDC
- ✓ Quality Forum has provided an opportunities from leads across the Network, who typically work in isolation, the opportunity to share experience
- ✓ Each meeting has an element of learning, with the first session including a demonstration of what the system is capable of, and which is free compared to what some trusts were considering purchasing



Research and Innovation SIG Deliverables



Research & Innovation

Deliverable



- ✓ Development of R&I stakeholder engagement
- ✓ Identification of priorities within this vast area
- ✓ Initiation of Artificial Intelligence (AI) sub-group
- ✓ Submission of NHSE AI bid

Progress/Next Steps



- ✓ Development of AI Strategy
- ✓ Development of AI evaluation process
- ✓ Meetings with AI Industry
- ✓ Collation of imaging specific Clinical Trials across the region
- ✓ Chair and deputy to be determined

Benefits



- ✓ AI Forum encourages sharing practice and there is a wish among the group to support less experienced Trusts
- ✓ Ability to create large clinical audiences via our network to Industry
- ✓ Potential development of a single process of evaluating the software

Modalities SIGs Deliverables



Modalities



Deliverable



MRI SIG

- ✓ Inaugural meeting 7th November 23
- ✓ 2 meetings setting work programme
- ✓ Service provision across the Network reviewed in detail to include 58 scanners
- ✓ MRI regional physics training trial completed

Nuclear Medicine SIG

- ✓ Inaugural meeting 31st January 24
- ✓ More than 20 attendees

Progress/Next Steps



- ✓ Bi-monthly meetings chaired by Sarah Prescott, Lead MRI Physicist, UHNM
- ✓ Identified opportunity to look at developing a business case ready is appropriate funding became available for either an extra wide or open bore scanner for which trusts can utilise for bariatric/claustrophobic patients.

- ✓ Identify chair, set work programme and regular meetings

Benefits






- ✓ Review opportunities to increase capacity and workforce by sharing experiences such as use of assistant practitioners and imaging assistants for cannulation
- ✓ Sharing of MR safety forms to develop standardised questions across the Network
- ✓ Sharing of training resources such as physics, reducing duplication, ensures consistency and becomes more consistent

Pathway SIGs Deliverables

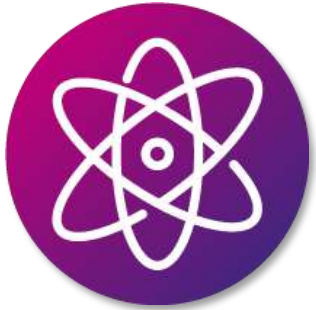


Pathways



Deliverable 	Progress/Next Steps 	Benefits 
<p>Paediatric SIG</p> <ul style="list-style-type: none"> ✓ Inaugural meeting 14th July, chaired by Dr Ben Pinkey (clinical director at BWC), with members from each 15 trusts as well as the children's ODN ✓ Both formal and informal education sessions booked planned to commence early Q1 24/25 	<ul style="list-style-type: none"> ✓ Work Programmes which have commenced includes reviewing consent and patient information for suspected physical abuse imaging and standardisation of MRI protocols across the Network 	<ul style="list-style-type: none"> ✓ Work programmes aim to reduce duplication of effort, and will ensure consistency in practice enabling the movement of patients between trusts without the need for repeat imaging ✓ Regular educational sessions will be run by specialists and recordings will be available for all members
<p>Musculo-skeletal SIG</p> <ul style="list-style-type: none"> ✓ Inaugural meeting 7th November, chaired by Mike Carr (chief operating officer at RJA), where priorities for the group discussed ✓ Subsequent meeting Feb 2024, invited guest speaker from BSoL ICS to discuss standardising pathways 	<ul style="list-style-type: none"> ✓ Priority projects identified; reducing variation in protocols (start with MRI spine), and standardising MSK pathways in primary care alongside BSoL ICS who have completed this across this system 	<ul style="list-style-type: none"> ✓ Standardising primary care referrals will ensure appropriate referrals, enforce that all regions are consistent in their approach
<p>Gynaecology SIG</p> <ul style="list-style-type: none"> ✓ Inaugural SIG 31st January chaired by Moji Bagolun aims and objectives and priorities were set ✓ Meeting frequencies and attendance requirements were set 	<ul style="list-style-type: none"> ✓ Identification of key priorities such as identifying common pathways for placenta and GP. ✓ Protocols and guidelines are key outputs desired by the group 	<ul style="list-style-type: none"> ✓ Cross network learning and feedback, data sharing to gain 2nd opinions, training opportunity. ✓ Led by specialist Women's Hospital

Medical Physics SIG Deliverables



Medical Physics

Deliverable



Workforce

- ✓ Completed a regional workforce survey
- ✓ Refreshed Regional scientific meeting
- ✓ Trial of regional physics FRCR physics training started Sept 23

SIG meetings

- ✓ Bi-monthly meetings of one of the first established SIGs
- ✓ Shared experience from implementation of MRI acceleration technology

Target Operating Model

- ✓ First group to trial the process for developing a 'target operating model'

Progress/Next Steps



- ✓ Develop training consortium
- ✓ Workforce report to be developed

- ✓ Benefits realisation

- ✓ Continuing bi-monthly meetings

- ✓ Analysis of the 20 survey responses at the next MPSIG meeting

Benefits



- ✓ Increase training capacity, reducing duplication, reduce variation
- ✓ Ultrasound STP rotations to be trialled regionally improving access to training specialism

- ✓ Networking opportunity with all heads of service from the 6 trust providers
- ✓ Invited external speaker to join a meeting to address the group's questions about the new HSE consent process

- ✓ By listening to staff working in this area, we are able to develop a model which can be owned by the group, can shape future work programmes, and discover good practice

Commercial and Asset SIG Deliverables



Commercial & Assets

Deliverable



- ✓ Network asset register updated and completed
- ✓ MoU agreement between all 15 Trust executive members for a Joint Purchasing Model

Progress/Next Steps



- ✓ Appointment of a Commercial Lead
- ✓ Stand-up of the Commercial & Asset Special Interest Group (SIG)
- ✓ Network First approach Strategy to be produced by the SIG
- ✓ Clear programme and schedule of work to deliver the agreed objectives
- ✓ A capital equipment plan agreed by all member Trusts covering a rolling replacement programme and identify routes to investment for additional (growth) capacity

Benefits



- ✓ A shared solution in finding the best price that can be achieved for equipment.
- ✓ Economies of scale in procurement for both capital equipment and outsourcing
- ✓ Reducing unwarranted financial Variation
- ✓ Sharing and levelling of resources
- ✓ Upgraded/State of the Art equipment at a lower cost
- ✓ Benefits to networks from procuring same/similar equipment that rotating staff are familiar with, also supporting with cross site reporting.

Patient and Public Involvement Deliverables



Patient & Public Involvement

Deliverable



- ✓ Identify patient volunteers who are able to contribute to the Operational Board as voting members

Progress/Next Steps



- ✓ The patient volunteers are in place and are developing their imaging knowledge. They plan on attending their first Ops Board meeting in April 2024
- ✓ Develop Patient Volunteer Policy
- ✓ Patient Volunteers support the development of the TOM surveys

Benefits

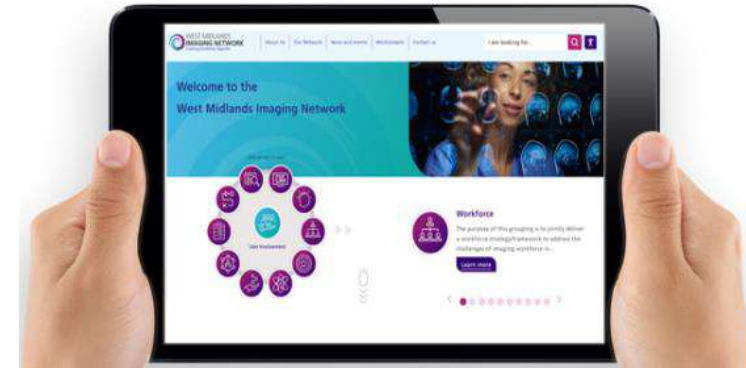


- ✓ Lived experience brings value to operational discussions
- ✓ Shared decision-making with patient volunteers provides transparency to our stakeholders, that the network can be held accountable

Communication

WEEKLY ROUND-UP

- Key communication outputs include our website, NHS Future page and social media platforms. Monthly communications meetings are held with core team members to review and audit content and traffic to sites.
- WMIN also communicates a weekly news bulletin to all network member with key information, events and network news.
- Social Media Campaigns include promotions of World Radiography Day, Lung Cancer Awareness Day, Special Interest Group news, and Conference as well as other Network activity.



FutureNHS

[West Midlands Imaging Network -
FutureNHS Collaboration Platform](#)



wmidsimagingnetwork.nhs.uk



[@WMIImagingNwk](#)

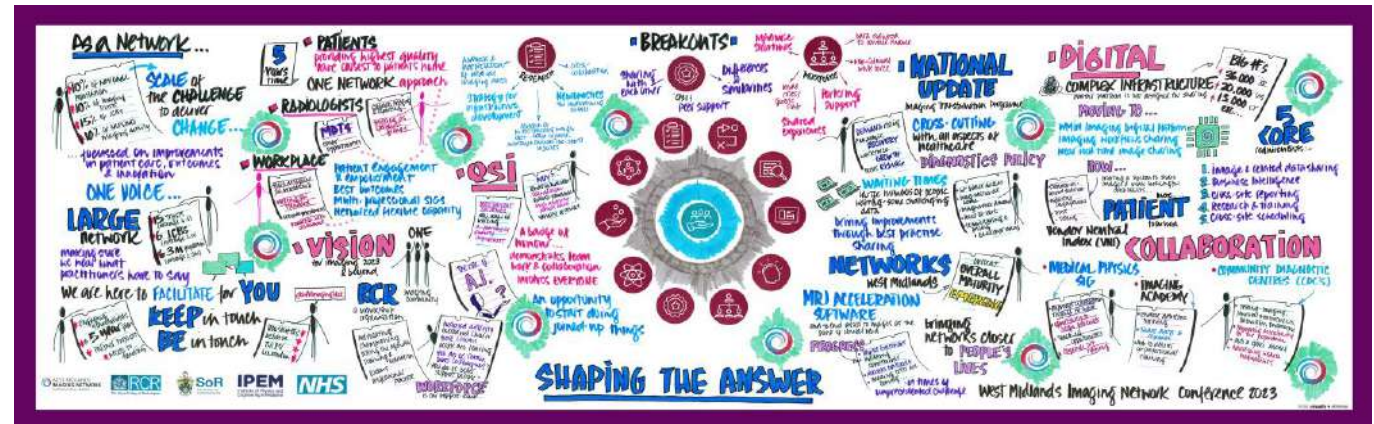


[West Midlands \(WMIN\) Imaging
Network](#)

Network Conference 16th May 2023

WMIN's first Network Conference covered a range of special interests including; Workforce, QSI, Research and Innovation and the benefits of collaboration.

Keynote speakers included Dr Kath Halliday (CoR) and Kim Robertson (NHSE). The day comprised of special interest breakout sessions and presentations by a range of network members.



Other Network Events

Coventry & Warwickshire ICB event December 23

The Network was delighted to host an ICB event in Warwick in early December 2023.



There was good representation from George Eliot NHST, South Warwickshire University NHSFT and University Hospitals Coventry and Warwickshire NHST.

The group reflected on their successes, discussed their issues and opportunities using the “Rose”, “Thorn” and “Bud” methodology.

The outcome of the morning was the creation of a focused work programme and to re-instate a monthly meeting between the Trusts and the C&W ICB.

This type of workshop for imaging has been offered to all other ICBs.

Physics Regional Scientific Meeting September 23



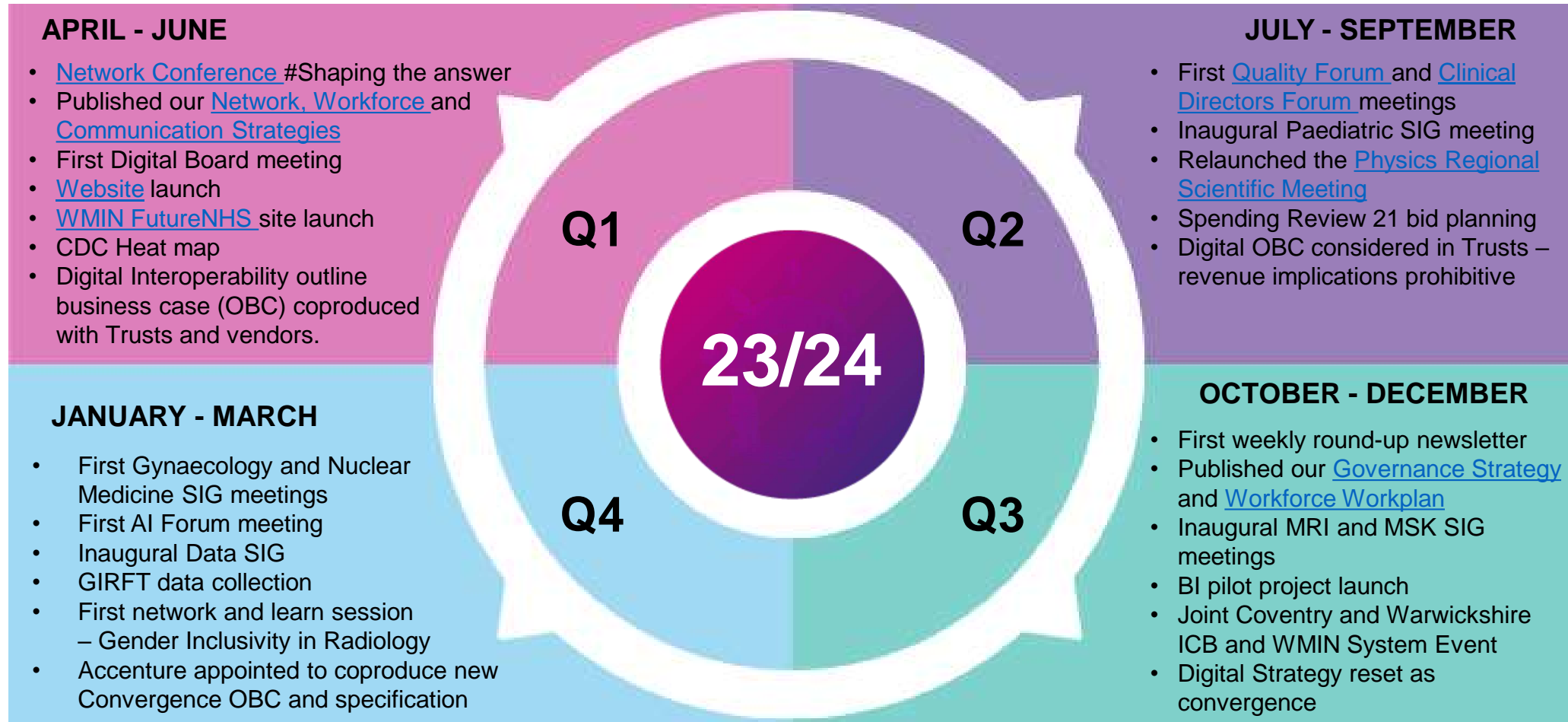
In September 2023, we relaunched the Medical Physics Regional Scientific Meeting, after a seven-year absence. We welcomed 45 medical physics colleagues, from trainees to Heads of Physics Services, from across the Network to listen to presentations from trainees on a range of subjects.

For more information or to view the abstracts from the day visit our [website](#). Next year's event will be hosted by UHCW and sponsorship opportunities will be explored.

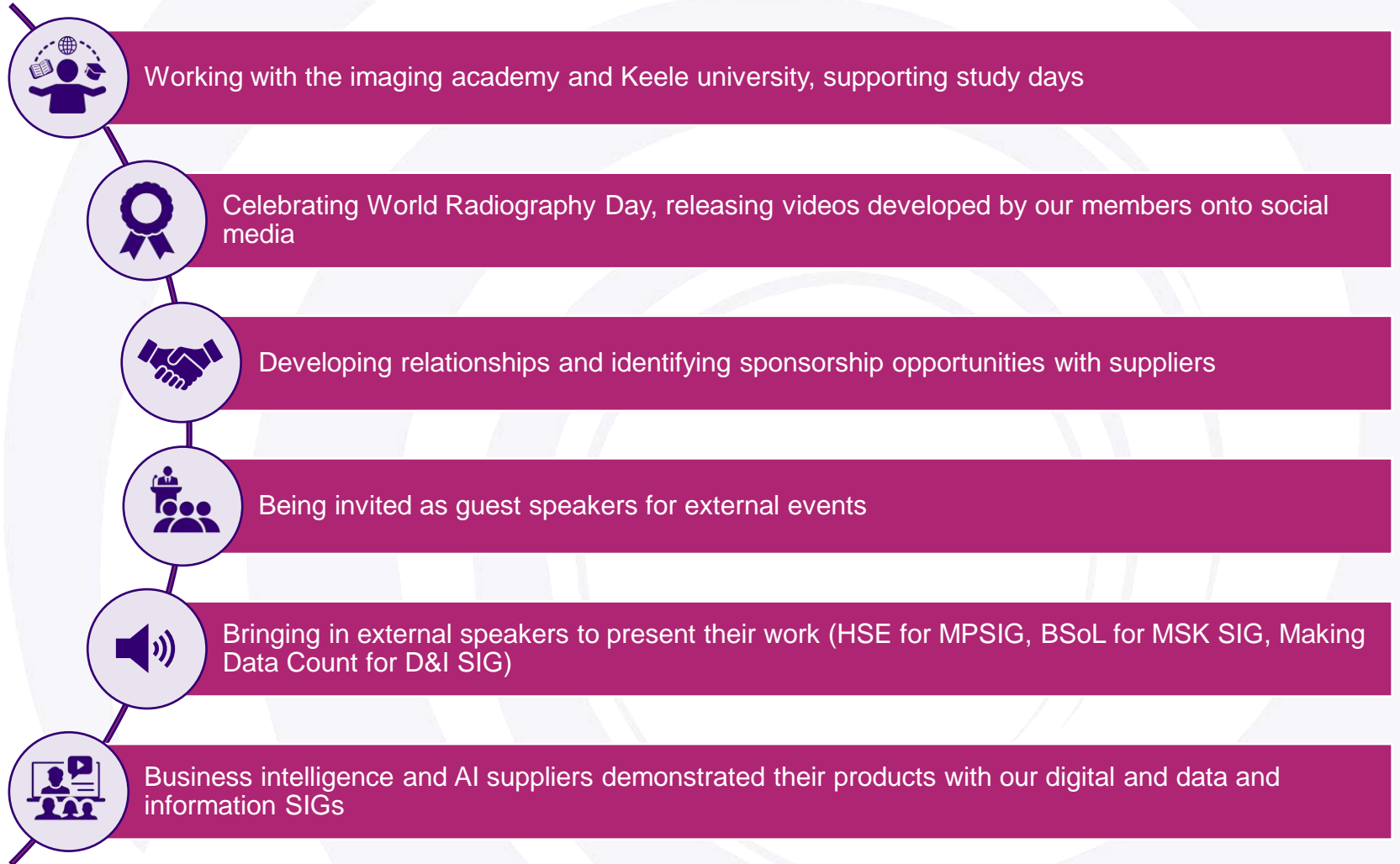
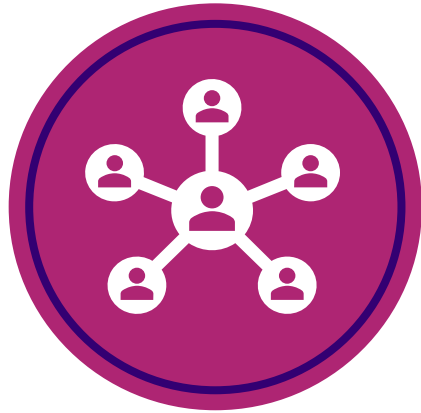


Our Year on a Slide

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. In 2023/24 we have successfully built relationships and carried out a wide range of work



Our Partnerships



Publications

Working closely with members and other stakeholders, over the last year, the network has developed several documents which help support the Network's governance framework and Maturity Matrix requirements

Network Strategy

The strategy sets out our vision, mission and key objectives and priorities which are crucial to ensuring a sustainable diagnostic workforce and long-term future growth of imaging services in the West Midlands' region

Governance Strategy

Purpose of this policy is to provide information to the member organisations of the network's governance arrangements. A robust structure, as demonstrated below, ensures there is a framework for monitoring risk, implementing changes and driving work programmes.

Workforce Work Plan

The West Midlands Imaging Network's Workforce Workplan is a strategic document that is aimed at addressing the workforce challenges within imaging across the West Midlands region.

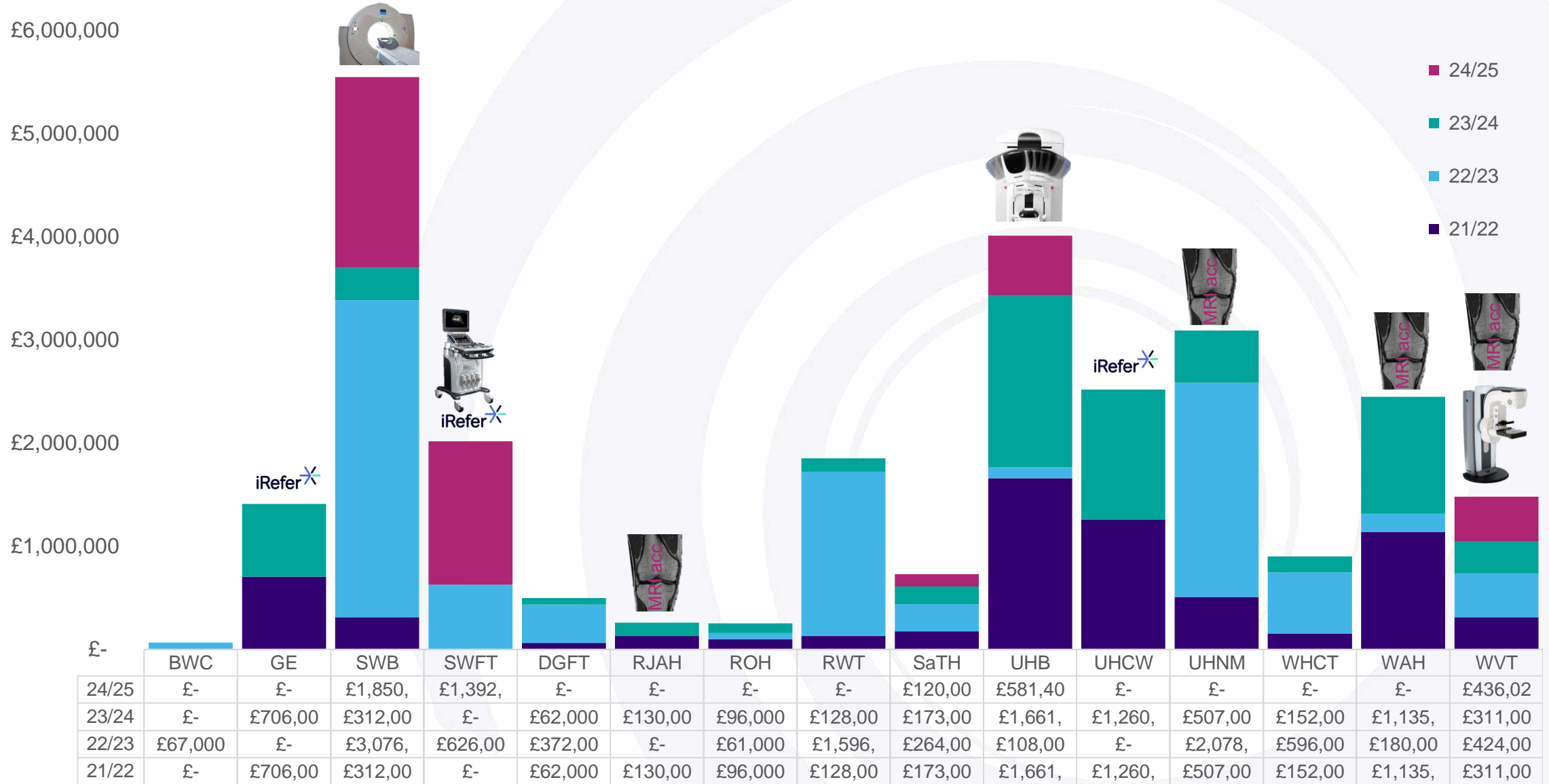
Communication Strategy

The West Midlands Imaging Network's first Communications Strategy outlines why communication is the most valuable tool as a Network and how this will be developed and delivered across the region to build and foster relationships across the board.



To find out more you can visit our website:
[Network Publications - wmidimagingnetwork.nhs.uk](https://wmidimagingnetwork.nhs.uk)

Return on Investment



Current and Target Operating Models

As the Network has matured and work programmes are being delivered, there has been a call to ensure the network is doing the right thing at the right time.

To drive a functioning Network, there is a need to demonstrate a clear shared vision for what we would like to achieve by focusing on the needs and wants of our members. In Q3 we began exploring the current landscape 'Current Operating Model', identifying the key issues within the Network, and to gather and analyse information at a system level. By defining the baseline, we have a greater understanding of where there are gaps within the Network's current strategy and have determined how to target our resources to make the biggest impact on our services. This is available on our website.

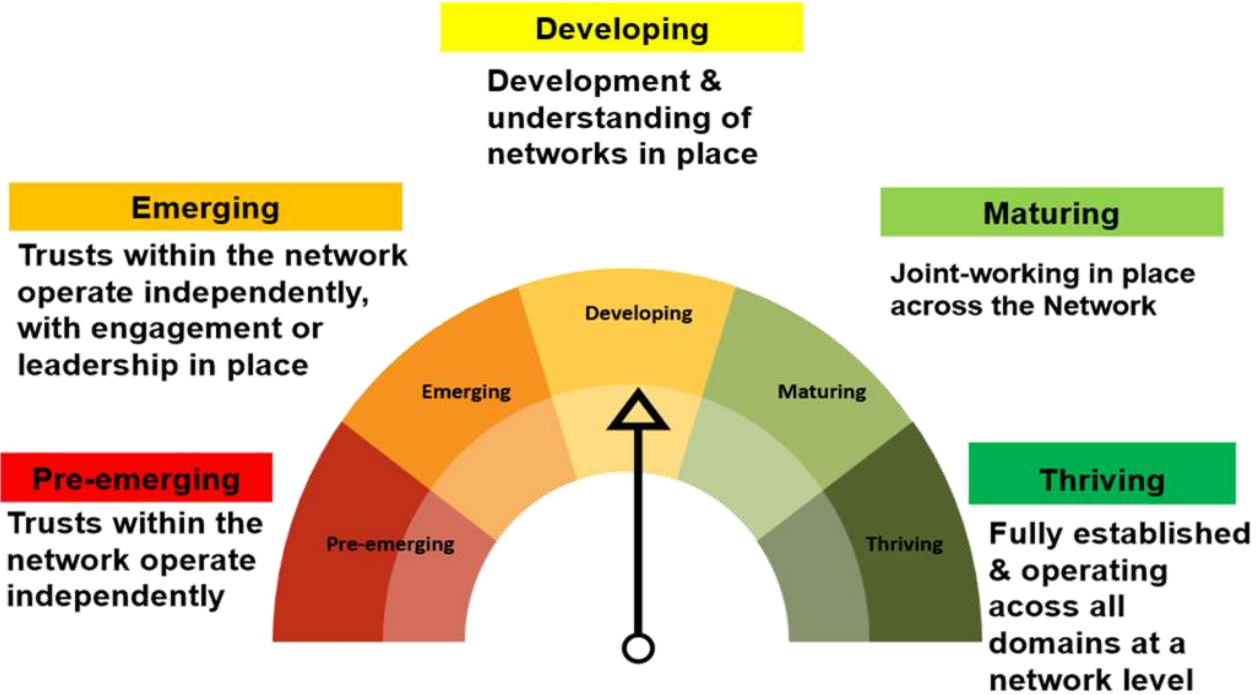
In Q1 24/25 onwards, we will begin developing a 'Target Operating Model', which is owned by our members and informed by the experiences of staff, patients, carers and referrers. The model ensures we build trust and increase engagement by encouraging ownership by our experts. It also promotes transparency through evidence-based work programmes by demonstrating the rationale behind all the decisions we make.

The concept has been trialled across a bespoke group of staff in the Network via a survey. This was well received by the group and preliminary results have given them an opportunity to define what future services should look like. This methodology will be rolled out to cover the range of different facets within the Network. Each of our SIGs have developed the models described below using surveys, interviews and data requests.

Our Current Operating Model can be found on our website: [Current and Target Operating Model](#)



Maturity Matrix



Date of Submission	Network	Operational Governance	IT & Digital	Workforce	Capital & Planning	Overall
Dec 2023	WMIN	Maturing – 3.75	Developing – 2.38	Emerging – 1.8	Emerging – 1.67	Developing – 9.59
Jul 2023	WMIN	Maturing – 3.25	Emerging – 2.0	Emerging – 1.2	Emerging – 1.3	Emerging – 7.8
Jan 2023	WMIN	Maturing – 3.25	Emerging – 1.88	Emerging – 1.2	Emerging – 1.5	Emerging – 7.6
Jul 2022	WMIN	Developing	Emerging	Pre-emergent	Emerging	Emerging – 6.4
Jan 2022	WMIN	Emerging	Pre-emergent	Pre-emergent	Pre-emergent	Emerging - 5

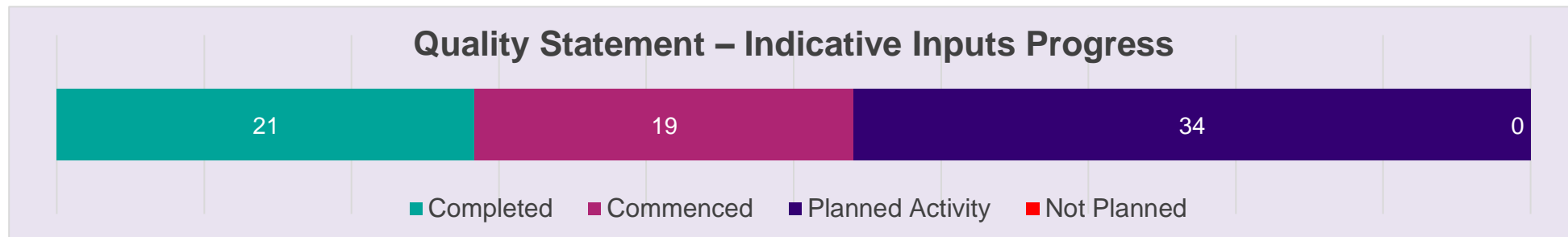
Quality Standard for Imaging Networks

The [Quality Standard for Imaging Networks](#) (QSIN) was officially launched in 2022 as a framework to support the development and quality improvement processes for Imaging Networks

The standard has been agreed by our executive board to be a quality measure adopted by the Network to ensure the effective running of each imaging service as well as the imaging network. In January 2023 we recruited an experienced Senior Quality Improvement Manager to support the further development of a robust governance system for the Network and to take leadership for the QSIN programme.

As part of the 5-year plan, WMIN seeks to be one of the first Network to be assessed and receive the professional colleges' 'Quality Mark' when the scheme commences in 2025. We remain the trailblazer with this work and have been recognised nationally as a beacon site for other Networks. Our Senior QI manager regularly presents progress with the standard at regional and national events and has shared a progress monitoring tool with other Imaging Networks to adapt for their own use.

A gap analysis was carried out in August 23 and reviewed again in December 2023. In Q3 we went from 18% to 30% complete and from 25% to 27% commenced.



Network Programme Team

Top row:

Tim Cooper – *Chair*

Kate Burley – *Network Director*

Dr James Heron – *Clinical Director*

Nisha Sungum – *Head of Operational Delivery*

Steve Halliday – *Digital Transformation Director*

Bottom row:

Sarah-Jane Slack – *Project Support*

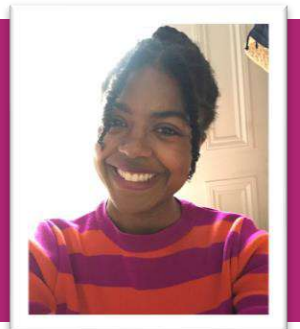
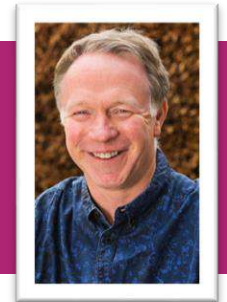
Holly Warriner – *Senior Quality Improvement Manager*

Mia Steele – *Programme Support Officer*

Iszara Blake – *Senior Programme Manager*

David Parker – *Digital Project Manager*

Naimah Archibald – *Administrative Assistant*



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