

CAMRIN Vision:

CAMRIN– “World class imaging service for the people of Cheshire & Merseyside”



Strategic Objectives

- AIM – Striving for sustainable quality in Cheshire and Merseyside Imaging Services**
1. **Collaboration** Work together to ensure sustainable high quality imaging services
 2. **Innovation** Enable the uptake of high impact improvement for patient population and staff
 3. **Efficiency** Making the best use of resource available across Cheshire & Merseyside
 4. **Patient and Staff focused** Placing patient and staff at the centre of all transformation
 5. **Quality** Standardisation of policies and procedures in accordance with best practice and reduction of variation

Risk and Issues

Risks

- Continued funding for the Network

Issues

- Lack of engagement from certain trusts
- Clinical and operational capacity
- COVID has delayed the publication of the national imaging network implementation guidance

Projects	Network Priorities 2020/21	Measurable benefits	Progress
<p>Network Operational Governance Model</p>	<ul style="list-style-type: none"> • Complete Options Appraisal to agree on a future network operational model • Identify and agree preferred option • Complete a feasibility study based on the agreed Options Appraisal <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Reduction in variation of services across Cheshire & Merseyside • Improved staff retention and recruitment • Full benefits to be developed as part of options appraisal 	<p>On Target</p>
<p>Post COVID Regional Planning</p>	<ul style="list-style-type: none"> • Represent Cheshire and Merseyside on the Regional Imaging Cell • Develop a clear picture of backlogs and activity across Cheshire and Merseyside • Collaborative approach to capital allocation <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Reduction in imaging backlog • Collaborative working to manage demand 	<p>On Target</p>
<p>Network Business As Usual</p>	<ul style="list-style-type: none"> • Development of future CAMRIN strategy • Management of the programme management office, oversight of the six programmes of work • Identify and apply for funding • Management of the governance of the Network and reporting to stakeholders <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Increase in collaboration 	<p>On Target</p>
<p>Review against Network Criteria</p>	<ul style="list-style-type: none"> • Await publication of the National Imaging Network Implementation Guide • Complete formal review against National Network Criteria <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • CAMRIN formally recognised as an Imaging Network 	<p>On Target</p>

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Risk and Issues

- Risks**
None identified
- Issues**
- Lack of engagement from certain trusts
 - Clinical and operational capacity
 - COVID has delayed transformation projects by 3 months

Projects	Transformation Programme Priorities 2020/21	Measurable benefits	Progress
Interventional Radiology	<ul style="list-style-type: none"> • Complete Options Appraisal to agree on a future model and location • Complete a feasibility study based on the agreed Options Appraisal • Begin regional and national approval processes for major service change • Begin mobilisation of the agreed option. <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Reduction in variation of services across Cheshire & Merseyside • Adoption of best practice • Improved staff retention and recruitment • Improved consultant skill mix 	At risk
Radiology Reporting Collaborative	<ul style="list-style-type: none"> • Identify a project team • Complete Options Appraisal to agree on the correct financial model • Complete the roll out of Orchestrator to support Regional Collaborative reporting • Develop operational and governance model <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Reduction in outsourced reporting – keeping money within the NHS • Increase reporting capacity • Standard rates of pay 	On Target
Paediatric Review	<ul style="list-style-type: none"> • Complete a case for change - to gain an understanding on current issues and possible changes <p>Objective alignment: Collaboration (others likely to be added when the scope of the project is known)</p>	<ul style="list-style-type: none"> • Project is not yet at a stage to state benefits 	On Target
OOHH – Long term Sustainability	<ul style="list-style-type: none"> • Gain funding for the out of hours hub to enable it to be sustainable for the next year • Gain dedicated ongoing funding for the OOHH from associated trust • Delivery the changes outlines in the business case for year 2020/21 funding <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Ongoing cost avoidance of £2,577,622 per year across the associated trusts in CAMRIN 	On Target

CAMRIN CANCER PATHWAY PLAN ON A PAGE 2020/21

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Risk and Issues

Risks:

- Lack of engagement
- Scanning capacity - failure in achieving waiting times
- Reporting capacity - failure in achieving turnaround times

Issues:

- Data gaps
- Lack of functionality of IT systems to track patients
- Covid-19 causing delays and backlogs in clinical services
- Radiographer CXR reporting not supported in some Trusts
- Advanced practice cannot be supported due to lack of backfill

Projects	Cancer Pathways Programme Priorities 2020/21	Measurable benefits	Progress
<p>Priority Cancer Imaging Pathways –Oesophagogastric, Lung & Prostate</p>	<ul style="list-style-type: none"> • Complete review and closure of projects • Confirm outstanding issues, risks and recommendations • Outline tasks and activities required to close the project • Identify project highlights and best practices for future projects • Agree how delivery groups can continue their work into the future 	<ul style="list-style-type: none"> • Standardisation of scanning protocols & improved image quality in some areas • Standardisation of exam codes in some areas • Processes refined 	<p>On Target</p>
<p>Priority cancer Imaging Pathway - Colorectal</p>	<ul style="list-style-type: none"> • Continue working towards standardisation and improvement of processes • Agree minimum standards for scanning protocol for CT Colonoscopy • Establish adjustments necessary to support diagnosis of colorectal cancer post Covid-19 <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Discussion of best practice • Standard protocol for MR rectum introduced which will result in improved image quality and diagnostic accuracy • Training provided for radiographers 	<p>Delayed</p>
<p>Gynaecological cancer imaging review</p>	<ul style="list-style-type: none"> • Support and encourage radiology services to implement the imaging pathways and to make the necessary changes in order to achieve the timescales set out in the Cheshire and Merseyside Gynaecological Pathway for ovarian and endometrial cancer. • Review, plan and implement improvements in the delivery of broader gynaecological imaging. <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Standardisation and improvement in gynaecological imaging • Provision of training in image acquisition and reporting. 	<p>Planning phase</p>
<p>CAMRIN Radiology Expert Reference Group</p>	<ul style="list-style-type: none"> • Agree Terms of Reference for CAMRIN Radiology Expert Reference Group • Establish leadership, membership, governance and administration support arrangements • Set goals/ agenda/ dates <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Constant source of expert clinical opinion for the network • Promote standardisation • Future focussed 	<p>Planning phase</p>

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Risk and Issues

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None identified
- Issues**
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Projects	Transformation Programme Priorities 2020/21	Measurable benefits	Progress
<p>Capacity and Demand</p>	<ul style="list-style-type: none"> • Complete CT and MR Capacity and demand data tool and circulate to stakeholders • Integrate tools to allow to forward planning based on COVID impact • Work with Regional Imaging Cell to improve Future planning utility • Engage with stake holders for improvement works on tool <p>Objective alignment: Collaboration, Innovation, Efficiency</p>	<ul style="list-style-type: none"> • Network wide access to capacity and demand data • Enable cross site planning for provision of service 	<p style="text-align: center; background-color: #FFD700;">At Risk</p>
<p>Cross Trusts Dash Board</p>	<ul style="list-style-type: none"> • Resolve issues with the Wellbeing Radiology Information System (RIS) analytics preventing operational utility • Develop cancer specialist dashboard • Develop Generic Key Performance Indicator (KPI) Dashboard <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Vision of KPIs across all sites • Easy audit of performance of departments a trusts • Ability to see impact of improvements 	<p style="text-align: center; background-color: #00FF00;">On Target</p>

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Risk and Issues

- Risk**
- Contacts for RIS and PACS are due to expire in 2022 and 2023, procurement process required to meet time lines of contact end dates
- Issues**
- Stability of PACS solution as Trusts move to PACS reporting
 - RIS servers are at end of life and options are required on next steps to ensure it poses no clinical risk to patients if the servers go down for the RIS

Projects	Transformation Programme Priorities 2020/21	Measurable benefits	Progress
<p>Picture Archiving & Communications System (PACS) based reporting</p>	<ul style="list-style-type: none"> • Provide demonstrations of PACS reporting • First engagement with Trusts and Philips • Set up of Testing environment with Philips and Wellbeing <p>Objective alignment: Collaboration, Efficiency, Quality</p>	<ul style="list-style-type: none"> • Standardisation of reporting across Trusts • Operational process refined • Better use of resource across region • Increase reporting capacity 	<p style="text-align: center; background-color: #00b050; color: white; padding: 10px;">On Target</p>
<p>Radiology Information System (RIS)/PACS Operational Business Specification (OBS)</p>	<ul style="list-style-type: none"> • Submission of Mission Statement for expression of interest from suppliers • Selection of suppliers from Gateshead framework • Review of Outcome Based Specification (OBS) templates <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused, Quality</p>	<ul style="list-style-type: none"> • Ensure cost effectiveness and sustainability • Standardisation of systems and processes in Radiology 	<p style="text-align: center; background-color: #00b050; color: white; padding: 10px;">On Target</p>
<p>Cross site reporting – Shared Workflow</p>	<ul style="list-style-type: none"> • Completion of testing across remaining sites • Raise Request For Change (RFC) to move to live environment <p>Objective alignment: Collaboration, Innovation, Efficiency, Quality</p>	<ul style="list-style-type: none"> • Increase reporting capacity • Better use of resource across region 	<p style="text-align: center; background-color: #00b050; color: white; padding: 10px;">On Target</p>
<p>Other Ologies Solution</p>	<ul style="list-style-type: none"> • Raise Purchase Order (PO) for Technical Solution • Complete all clinical workflow mapping for pilot sites <p>Objective alignment: Collaboration, Innovation, Patient and Staff focused</p>	<ul style="list-style-type: none"> • Support single patient record • Standardise image capturing • Improve service integration 	<p style="text-align: center; background-color: #00b050; color: white; padding: 10px;">On Target</p>

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Risk and Issues

Risks
None identified

Issues
None identified

Projects	Transformation Programme Priorities 2020/21	Measurable benefits	Progress
Outsourced Radiology Reporting Collaborative	<ul style="list-style-type: none"> • Complete Options Appraisal and recommendation report for contract award • Begin regional approval processes for contract award • Complete a review of individual Trust service level requirements and complete contracts • Begin mobilisation of the agreed option. <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Reduction in outsourced reporting spend • Improved contract management • Standardised reporting rates 	Delayed
PACS/RIS Systems replacement procurement	<ul style="list-style-type: none"> • Identify a project team • Develop specifications and tender documentation • Commence RIS procurement exercise • Evaluate submissions and complete options appraisal/award recommendation report <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Alignment of systems and interoperability across Cheshire & Merseyside • Adoption of best practice/innovation • Improved contract management 	On Target
Radiology Equipment Maintenance	<ul style="list-style-type: none"> • Obtain confirmation of Trust engagement and commitment • Complete a feasibility study based on the agreed Options Appraisal • Begin regional and national approval processes for major service change • Begin mobilisation of the agreed option. <p>Objective alignment: Collaboration, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Maximise the savings potential and minimising unwarranted variation; • Improved contract management and service levels 	Delayed
Radiology Consumables	<ul style="list-style-type: none"> • Complete assessment of current product range and spend • Development of strategy/work plan • Engagement with clinical stakeholders and supply market <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Maximise the savings potential and minimising unwarranted variation • Adoption of best practice/innovation • Improved quality and patient safety 	Delayed

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Risk and Issues

Risks

- HMRC/Pension affect on additional working hours for Radiologists
- Robust workforce planning data is not available at present for the network.
- Covid-19 will delay schedule due to capacity, restricting engagement
- Higher Education Institution's unwilling to work collaboratively.

Issues

- HR passport for Cheshire & Merseyside imaging staff has not yet been agreed by the Trust HR Directors

Projects	Transformation Programme Priorities 2020/21	Measurable benefits	Progress
Cross- trust specialty development of staff	<ul style="list-style-type: none"> • Development of joint posts for radiologists, radiographers and sonographers • Identify areas of staff shortage/hard to fill positions • Review process from identification, advert, interview and governance <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Key positions filled • Grater variety of roles • Greater job satisfaction via staff survey 	On Target
Leadership / management Band 6 to7, Band 7 to 8	<ul style="list-style-type: none"> • Development and succession planning across all imaging modalities • Identify opportunities for staff through Continuous Professional Development • Identify barriers to advancement <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Staff survey results • Lower staff turnover • Better career pathways 	On Target
Development of recruitment and retention strategy	<ul style="list-style-type: none"> • Identify a project Team to review and develop strategies to promote imaging as a career • increasing staff numbers whilst decreasing leavers • Engage with Higher Education Institution's to address student pathway, placements <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Identify areas of recruitment including armed services • Improve student experience/understanding of role • Increase student placements 	On Target
'HR' Passports	<ul style="list-style-type: none"> • Development of a process to allow free movement of staff between trusts • Align with HR passport – 'Enabling staff toolkit' & agree Memorandum of Understanding • Link in with HR Director's on current process • Determine the level of interest at trust level. <p>Objective alignment: Collaboration, Innovation, Efficiency, Patient and Staff focused and Quality</p>	<ul style="list-style-type: none"> • Less bureaucracy • More streamline staff movement • Greater variety of roles offered to staff • Able to manage peaks and troughs across network at pace. 	On Target