

London North West Healthcare   
NHS Trust

The Hillingdon Hospitals   
NHS Foundation Trust

The Royal Marsden   
NHS Foundation Trust

Imperial College Healthcare   
NHS Trust

Chelsea and  
Westminster Hospital   
NHS Foundation Trust

Royal Brompton & Harefield   
NHS Foundation Trust



**North West London**  
Collaboration of  
Clinical Commissioning Groups

# Specification for the programme management of the Radiology Network

## Implementing a sector wide reporting network

August 2017

# Background

North West London is developing a sector-wide strategy for imaging to collaborate on systemic issues facing radiology, and to improve access for patients. These issues include an ageing workforce with declining capacity, rising demand (at a rate of at least 5% every year) and increasing sub-specialisation of work. A key enabler for this work is the development of a sector-wide radiology reporting network, which has been developed by the NW London Radiology Clinical Implementation Group (CIG), launched in September 2015 as part of the STP Hospital Seven Day Services Programme.

It is clear that maintaining the status quo of individual radiology departments functioning independently is challenging. There are drivers for Trusts to work together to build sustainability such as an ageing workforce, increased sub-specialisation, increased demand. The NWL joint venture in Pathology services has demonstrated that a range of Trusts can work together to realise efficiencies and deliver a better service; this model may be applicable to other diagnostic services in future.

Linking the Radiology RIS/PACs systems across NW London Trusts offers an opportunity to maximise reporting capacity and efficiency to enable sustainable diagnostic reporting, supporting Trusts in meeting their diagnostic cancer targets and improving experience and outcomes for patients.

This will allow access to all historical imaging and reports from any hospital in the region and provide a platform that will enable cross-site reporting collaboration that could include:

- Virtual MDTs.
- Sub-specialist reporting network.
- Regional in-sourcing.
- Out-of-Hours Network.

# Requirements

**Q3 2017**

- Develop capital business case for approval by NHSE for the procurement of the network Technology
- Procurement Ratification paper for board approval
- Manage procurement through the following stages:
  - Publish full procurement requirements
  - PQQ submission stage
  - PQQ evaluation
  - ITT stage
  - Contract award + standstill

**Q4 2017**

- Develop 6 NWL reporting network business case(outline & full) for final approval at individual Trust Boards including the following:
  - Assessment of Finance and activity impact and sustainability
  - Assessment of Human resource implications
  - Assessment of Information governance implications
- Develop operational and clinical implementation plans with each Trust.

**Q1-Q2  
2018**

- Mobilisation and installation of solution
- Support Trust teams in embedding implementation plans

# Requirements

The role will also require day to day management of the programme, including:

- liaison with all stakeholders within both clinical and administrative areas along with external suppliers
- the production and maintenance of plans, project documentation and reports, holding overall accountability for monitoring the scope and progress of all the work packages within the NWL Radiology network programme
- ensuring all project documentation is approved by necessary governance route
- providing guidance for project teams and ensuring communication is maintained between all stakeholders throughout the project lifecycle, organising and managing resources to ensure projects are delivered on time
- ensuring all organisational procedures are adhered to, objectives are identified and met, and responsible for all ad-hoc duties and unknowns that come from the planning of the programme
- providing oversight of all the work packages and ensure they are appropriately resourced.

# Radiology reporting network work packages and deliverables (1/2)

## Work packages

## Key deliverables

## Progress to date

## Next steps

### 1. Clinical Model Design

- 1.1 Clinical Model 1 design- network capability requirements
- 1.2 Clinical Model 2 design- Y1/2 operational requirements
- 1.3 Implementation Plan- proposed phasing of operational model
- 1.4 Engagement and dissemination to clinical colleagues
- 1.5 Design key performance metrics for operational and quality assessments

- Clinical Model design groups scheduled & held regularly.
- Clinical Model 1 presented to Clinical Board on 03/08/2017

- Work on Clinical Model 2 to start.
- Clinical Manager to start September

### 2. Finance & Activity Modelling

- 2.1 Cross-charging tariffs and mechanisms
- 2.2 Activity modelling and flows (under new clinical model)
- 2.3 Benefits modelling
- 2.4 Network running costs
- 2.5 Final trust financial implications packs

- Initial activity modelling developed by ICHP
- Finance lead (CFO) and approach to trust finance input agreed.

- Continue financial modelling based on direction and input for Clinical Manager

### 3. Technical Specification

- 3.1 Market engagement
- 3.2 Technical specification
- 3.3 On-going technical support requirements for BAU

- Soft market engagement with Technology providers, presentation at Clinical Model Groups.
- RCR specification guidelines used as baseline for technical specification.

- Schedule technical specification workshops with PACS/RIS managers
- Finalise technical specification.

### 4. Information Governance

- 4.1 Data requirements
- 4.2 Sensitivity requirements
- 4.3 Certification/accreditation requirements
- 4.4 Implementation plan

- Clinical Leads and Trust SRO's holding local discussion meetings with Caldicott Guardians.

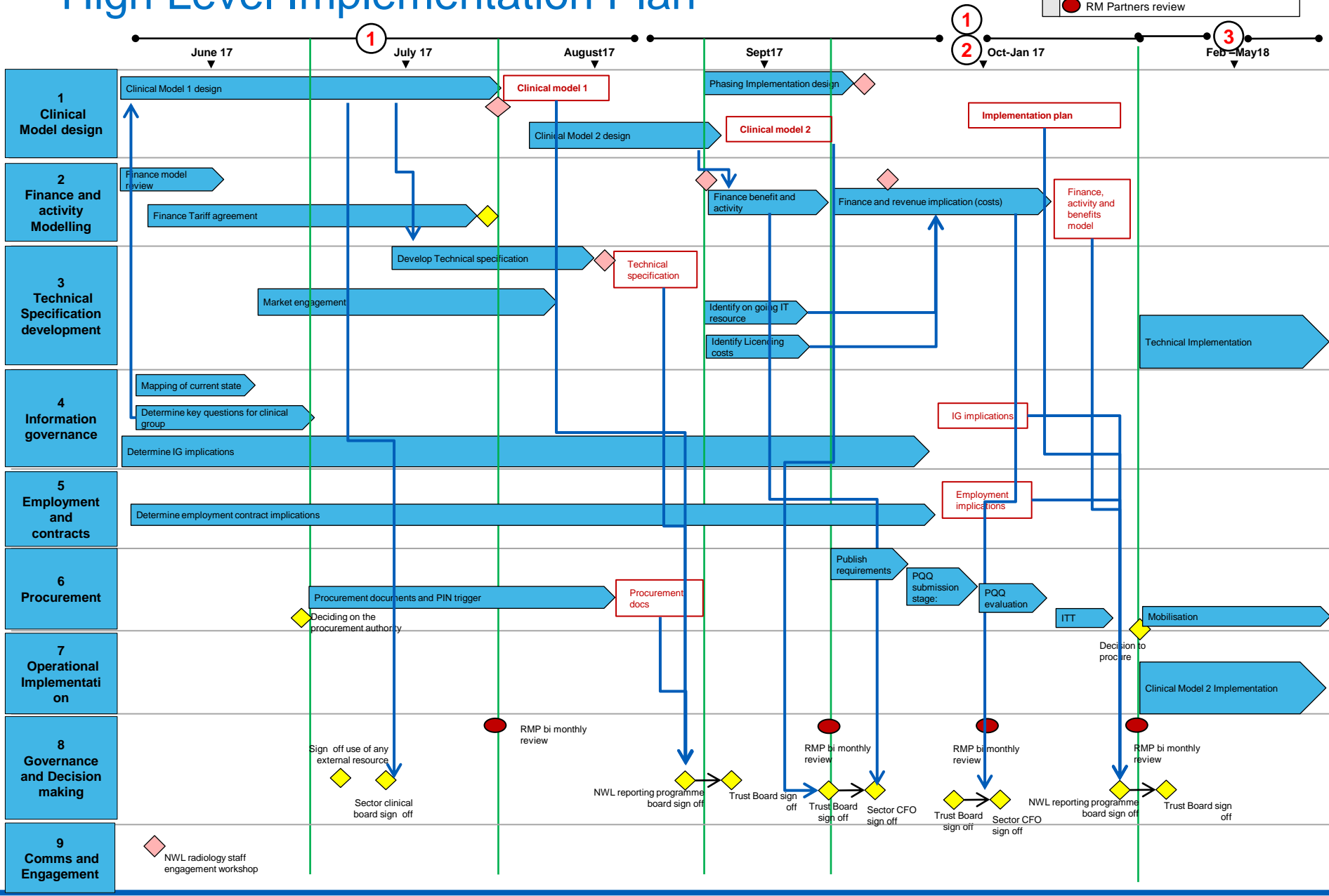
# Radiology reporting network work packages and deliverables (2/2)

Work packages	Key deliverables	Progress to date	Next steps
<b>5. Employment &amp; Contracts</b>	5.1 Workforce analysis 5.2 Plan for achieving workforce change	<ul style="list-style-type: none"> <li>Preliminary specification completed for consultancy resource</li> </ul>	<ul style="list-style-type: none"> <li>Agree resource to advice on contract implications and develop a plan for implementation</li> </ul>
<b>6. Procurement</b>	6.1 Procurement documents 6.2 Draft contracts	<ul style="list-style-type: none"> <li>Presentation and discussion on a preferred route to market.</li> <li>Activity timelines developed on the preferred routes.</li> <li>Soft market engagement with technology suppliers</li> <li>Draft procurement documentation delivered.</li> </ul>	<ul style="list-style-type: none"> <li>Decision on procurement authority.</li> <li>Decision on route to market.</li> <li>Formally initiate procurement activity</li> </ul>
<b>7. Implementation</b>	7.1 Technical implementation plan 7.2 Operational & clinical implementation plan	<ul style="list-style-type: none"> <li>Consultancy engaged</li> <li>Programme Lead started 24/07/2017</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with suppliers as part of the procurement to understand implementation timeline for their solutions.</li> </ul>
<b>8. NWL Governance and Decision Making</b>	8.1 Trust Governance / Updates 8.2 CCG Updates 8.3 Programme Governance (NWL Provider Board, Programme Executive, Radiology Reporting Network Programme Board, Clinical Board, RM Partners board Sub-Groups)	<ul style="list-style-type: none"> <li>Radiology Reporting Network Programme Board and clinical sub-group terms of reference to be approved by Provider Board 13/07/17</li> <li>Clinical Model 1 presented to Programme Board 03/08/2017</li> <li>Network CIO representation selected for programme board.</li> </ul>	<ul style="list-style-type: none"> <li>Alignment of NWL Radiology Network Programme with PET CT bid project.</li> <li>Conflict of Interest register introduced.</li> </ul>
<b>9. Communications &amp; Engagement</b>	9.1 Patient and public comms and engagement plan 9.2 Staff engagement plan 9.3 Comms materials/ meetings in various media outlets	<ul style="list-style-type: none"> <li>Not Started</li> </ul>	

# High Level Implementation Plan

**KEY**

- Outputs
- ◇ Operational milestone
- ◇ Decision points
- RM Partners review



**Phasing** 1. Designing 2. Procurement 3. Implementation

# Timescales

- This bid requires support to be provided from end October 2017 – end October 2018.
- The bid requires the tasks to be completed and delivered to the team by Wednesday 31 October 2018.
- Bid responses should show number of days to be supplied within bid sum.
- Our work programme has built significant momentum which needs to be maintained to manage the programme's continued delivery requirements. We ask that in your response you identify your approach to ensuring the programme's momentum is maintained while your support team is mobilised.
- **The progress of this contract will be subject to NWL meeting NHSE funding conditions.**
- Any successful bidder will be given a comprehensive briefing as part of project initiation and access to supporting documents.



# The team and reporting arrangements

## Your team

We expect this support to be provided by experienced individuals with a proven track record of working on programmes of this type, scale and complexity within the NHS. We require named individual(s) who will provide support for the duration and who have the relevant expertise and resources to carry out the roles, including their Subject Matter expertise and experience of working on similar projects.

When articulating the shape of the teams you propose to do this work, we will be specifically looking for evidence of:

- The track record and experience of individual team members in programme management of large scale radiology technology projects;
- Resilience to undertake the work and provide flexible levels of resource and skill mix, depending on the needs of the programme;
- The ability to work effectively with senior stakeholders/providers;
- Details of professional qualifications, and quality assurance or audit ratings which are an independent endorsement of your organisation's quality and professionalism;
- The ability to synthesise complex information and present a clear, cogent argument.

We expect that the team will have an on-site presence and that this presence consists of a combination of skill mixes.

## Our team and reporting arrangements

- On a day-to-day basis, your team will report to the Assistant Director of Acute Care Transformation and work alongside the Implementation Manager for Radiology.
- Whilst regular day-to-day feedback will be provided, due to the necessary close working relationship, weekly reviews will be held to ensure support is meeting requirements.
- Formal contract reviews will be held to discuss progress and raise any issues or risks that have arisen and ensure expectations are aligned across both parties.

# Submission

Your submission will cover as a minimum the following questions:

- A description of your understanding of the programme, this brief, the challenges and risks and how you would look to manage them;
- The team that will be provided to deliver the work with a breakdown of roles including CVs to address the points made in our requirements;
- A description of your organisation's track record delivering similar types of work;
- Your approach to delivering our requirements;
- A summary of total costs for the work:
  - not to exceed £249,999

The pricing element of your bid should detail day rates and number of proposed days for each individual member of the proposed team. Given the additional pressure on resources, we would expect you to demonstrate additional value in your bid.

We are looking for concise, well-structured and clear proposals rather than volume and ask that submissions for each Lot are kept to no more than 10 pages before appendices (which can include CVs).

You should quote to fully meet the requirements of the lot. Quotes meeting only part of the requirement may be rejected.

Bid submissions are required to be submitted to **TBC by close of play on Wednesday 13 September 2017.**

# Assessment criteria

The total maximum value cannot exceed £249,999.

NWL will apply the following award criteria when evaluating the bid. Scores range from 5 to 0, where:

- 5 is Excellent
- 4 is Good
- 3 is Acceptable
- 2 is Minor Reservations
- 1 is Major Reservations
- 0 is Unacceptable

Item	Weighting
<p><b>Specification</b></p> <ul style="list-style-type: none"> <li>• <i>Demonstrates clear understanding of project requirements</i></li> <li>• <i>Includes clear articulation of approach, techniques, and methods to deliver these requirements</i></li> </ul>	<b>20%</b>
<p><b>Project specific experience and capacity</b></p> <ul style="list-style-type: none"> <li>• <i>Experience in programme management of health service redesign initiatives</i></li> <li>• <i>Named members of the team who are prioritised for the duration of this project</i></li> <li>• <i>Team to demonstrate relevant experience of delivering such programmes and resilience to undertake the work and provide flexible levels of resource and skill mix, depending on the needs of the programme.</i></li> </ul>	<b>25%</b>
<p><b>Demonstrated ability to mobilise resources for immediate commencement and ability to deliver against required timescales</b></p> <ul style="list-style-type: none"> <li>• <i>Clear project plan with milestones provided</i></li> <li>• <i>Resource plan provided</i></li> <li>• <i>Potential risk and mitigation plan provided</i></li> </ul>	<b>20%</b>
<p><b>Presentation</b></p> <ul style="list-style-type: none"> <li>• <i>Addressing any additional questions posed contained in the specification</i></li> <li>• <i>Named members of the team delivering programme present</i></li> </ul>	<b>5%</b>
<b>Cost</b>	<b>30%</b>

# Decision process & timeline

Item	Date
Outgoing invitations to bid	w/c 4 September 2017
Bids close date	Wednesday 13 September 2017
Interviews	Monday 18 September 2017
Decision Notification	w/c 18 September 2017
Expected start date	w/c 23 October 2017
Expected completion date	Wednesday 31 October 2018

# Further Information

To discuss this bid in more detail, please contact:

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