



Community Diagnostic Centres



Working together to meet diagnostic demand



Alliance Medical is Europe’s leading provider of diagnostic and molecular imaging services.

We are a trusted partner of the NHS and hold the national PET -CT Service contract. Our **1200+ staff** currently serve **800,000 patients** across **50 sites** and over **100 NHS Trusts**.



The front-runner in CDC provision, we created the UK’s first CDC and operate 8 multimodality CDCs across the UK. Our 35 CDCs in Italy pioneered the UK model.

We design and deliver CDC solutions that support organisations to deliver change.



Our Community Diagnostic Centres



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|--|--|
|  Turner diagnostic centre, Colchester
MRI, PET-CT |  Clacton
CT, MRI |
|  South Tyneside
MRI, CT, PET-CT |  Oxford
(in partnership with Perspectum)
CT, MRI, US, Phlebotomy, pain
film, physiological measures and
mammography |
|  Northern Care Alliance
MRI, CT, PET-CT, US, X-ray,
Endoscopy to follow |  Fylde Coast
MRI, CT, US, X-ray |
|  Cannock
2 CTs, MR, expanding to
4 CTs + Ultrasound |  Bulstrode Place, Marylebone
MRI, PET-CT, US, Xray |



Dear Colleagues,

If you are reading this, you will be only too aware that diagnostic provision is at a turning point in this country. Prof. Sir Mike Richard's 2020 Recovery and Review set out the stark reality of the UK's diagnostic landscape and the complex reasons behind it. His core message, however, was simple; demand exceeds capacity and will continue to grow - we need to develop new models of care. He placed Community Diagnostic Centres at the core of NHS service transformation and highlighted the role of independent healthcare providers in supporting this vision. In response, Alliance Medical has developed a range of flexible, scalable and affordable solutions, based upon our extensive learning and experience. We understand the complexities and requirements of developing an integrated, accessible diagnostic facility that meets local population needs, closer to home.

We work in partnership to support the unique requirements of each ICS and Trust. That's why we have developed a design process that places our partners in the driving seat, with a range of approaches to suit a range of requirements. From simple provision of Diagnostic Imaging for Hub and Spoke models, through to end-to-end large CDC design and delivery, our aim is to address solutions together with a specific focus on the areas where you need support.

Our approach ensures solutions are co-created to directly respond to the challenges of each organisation we work with.

Richard Evans
Managing Director



Why Alliance Medical?

We are Europe's leading diagnostic and molecular imaging services provider, **operating across 10 countries**. We have been delivering high-quality diagnostic solutions in partnership with public and private healthcare organisations for **over 30 years**. We lead the Molecular Imaging Collaborative Network and hold the National PET-CT contract; delivering NHS PET-CT **services to 80% of England**, with nearly **£100m of investment** over the last 10 years.

We are the front-runner in CDC provision; we created the UK's first, fully integrated, multimodality Diagnostic Centre in partnership with Colchester Hospital University NHS Trust. **We operate 8 multimodality CDCs across the UK**; our 35 CDCs in Italy pioneered the UK model. We have **successfully mobilised over 60 Diagnostic Imaging services in the past 6 years** from small scale spokes to large, multimodality sites.



Our Solutions

Large CDC Model

Fully integrated solution across primary and secondary care, with an emphasis on faster referral and turnaround times for reporting.



Turner CDC, Colchester
UK's first, fully integrated, multi-modality Diagnostic Centre in partnership with Colchester Hospital University NHS Trust.

Standard CDC Model

Bespoke design of elective-only facility, supported by streamlined patient pathways and effective triage system governed by the whole clinical community.



South Tyneside CDC
Multimodality £10m centre in partnership with S Tyneside & Sunderland NHS Trust.

Hub and Spokes

Additional modalities, tailored to specific needs with the ability to meet future diagnostic requirements.



Mobile Medical Plus®
Unique to Alliance – our Mobile Imaging Units meet immediate capacity needs and convert seamlessly into relocatable-sized facilities.



CASE STUDY

Cannock CDC

delivered in partnership
with Royal Wolverhampton
NHS Trust

- ▶ **Two CT scanners, one MRI scanner** linked by a support unit, including reception, waiting area, toilet and kitchen
- ▶ **Open seven days a week**, the CDC scans an average of **25-30 patients per day** for CT and MRI.
- ▶ **3 staff work on each scanner**, plus a receptionist and porter.
- ▶ **Reduction in waiting times for CT and/or MRI scans** - vast majority of patients now offered routine appointments within four weeks.
- ▶ **Major impact on cancer pathways** - within its first month the average waiting time for CT has reduced by **five days** and MRI by **eight days**, with further improvements expected.
- ▶ Once adult patients are scanned, their diagnostic images are sent to **radiologists at New Cross Hospital**, who complete their reports to the consultant, who contact patients.
- ▶ **Excellent patient feedback.**

“

It's a great facility – and only four miles up the road. I saw the consultant on Wednesday and got an appointment on Friday afternoon

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“

It's a really lovely place, easy to find and everyone is really friendly. The scan only took 10 minutes

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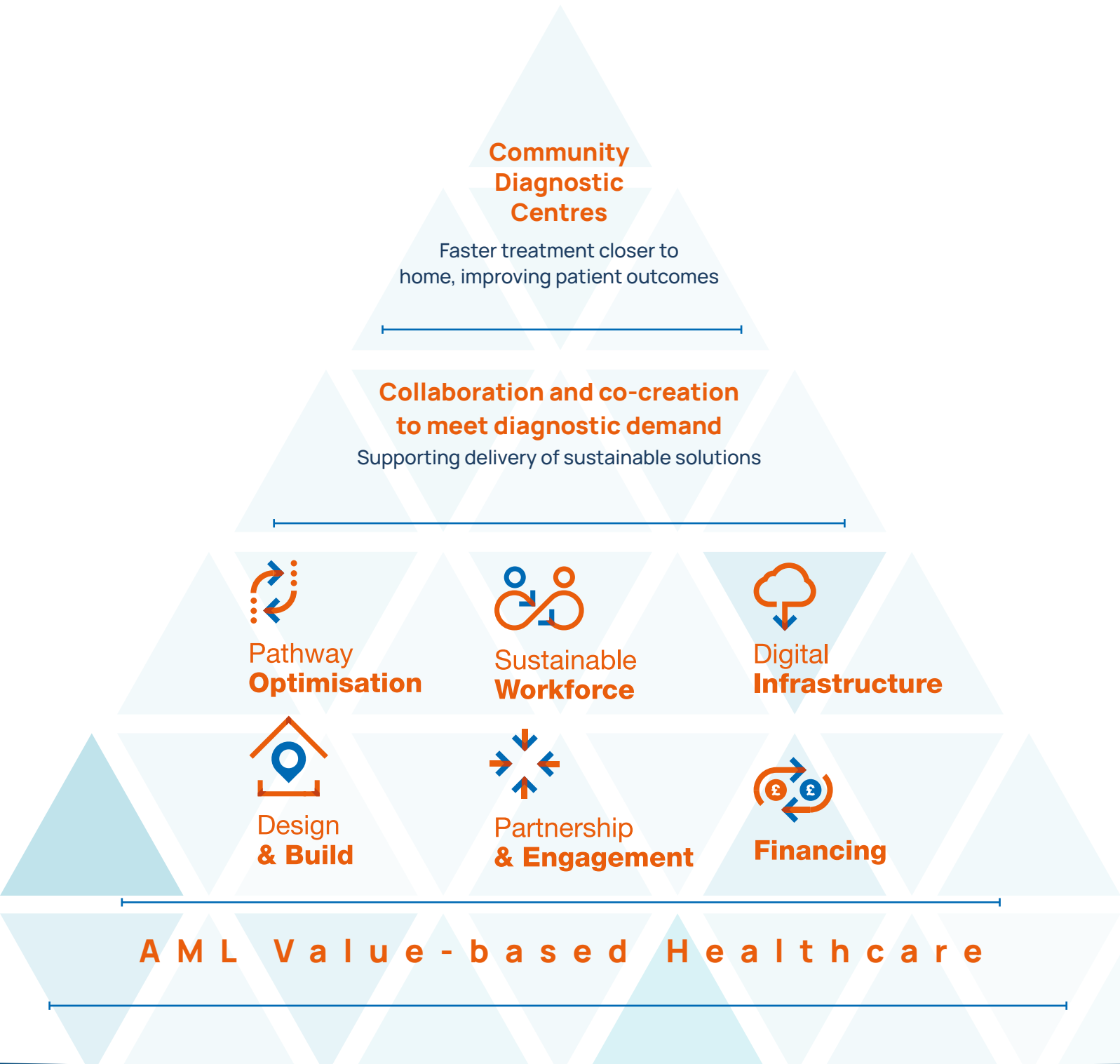
I was surprised and over the moon to be seen so fast - the speed at being seen has been fantastic.

”



Our approach

We have identified **6 Key Themes** that support current and future delivery of **Professor Richards’ Recommendations** and NHSE CDC Service Specification. We offer all or any elements, depending on your requirements



- 1 Pathway Optimisation**
Rapid deployment, increasing capacity, improving outcomes. We manage the diagnostic pathway through an integrated governance framework, with elective only pathways for GP referrals.
- 2 Sustainable Workforce**
Immediate solutions whilst providing **long-term growth, access to training and career development.**
- 3 Digital Infrastructure**
Our systems work with yours to **improve care quality and reduce risk, streamlining referrals** and reporting.
- 4 Design and Build**
We are experts in the design, build and delivery of CDCs. Our Diagnostic Villages can be mobilised seamlessly in months, and expand with demand over time.
- 5 Partnership & Engagement**
System-wide collaboration with access to a **network of trusted partners** with specialist expertise.
- 6 Financing**
Affordable, flexible options that minimise risk. We fully project manage, staff and equip CDCs, ensuring valuable resources are not diverted.

Pathway Optimisation

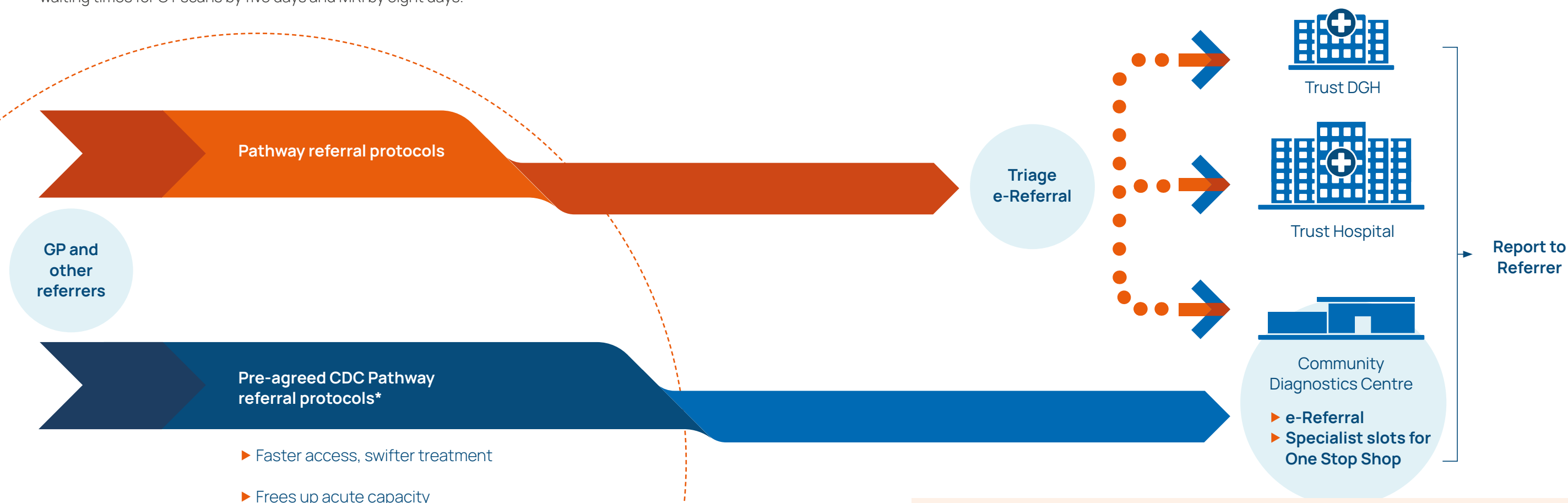
We take account of immediate overflow and capacity growth and can double CT and MRI scanning capacity with local volume, throughput and outcomes driving service design.

We've achieved a **79% reduction in appointment waiting times** for routine cardiac MRI scans at Wythenshawe Hospital - from **24 weeks to 5 weeks with additional scanner capacity**, extended working hours and selective weekend lists.

Our flexible designs can be operational in days, providing immediate overflow capacity and expanding to fulfil additional elective diagnostic demand.

Our recent CDC partnership with The Royal Wolverhampton NHS Trust has reduced the average waiting times for CT scans by five days and MRI by eight days.

- ▶ We separate acute and elective diagnostics. Direct GP referral protocols can be incorporated into our elective-only pathway, increasing test capacity and reducing pressure on acute diagnostic services.
- ▶ Governance arrangements generally reflect those of the host organisation; we work closely with NHS clinical and operational teams to define the scope and reach of the governance structure and facilitate CQC registration.
- ▶ The diagnostic pathway can be managed through an integrated governance framework, controlled by NHS providers and supported by a triage system operating to local clinical pathway rules. Existing care pathways are enhanced with referral rules determined and governed by the whole clinical community.



* Clinical Pathway rules to be agreed by joint Trust / AML Clinical Governance Group

Working with our partners, we are developing **one-stop-shop solutions, offering a range of diagnostic services in the same place. Patients receive faster treatment, closer to home**, with improved outcomes. Co-location of a range of diagnostic services promotes knowledge-sharing, expertise and opportunities, allowing CDCs to act as centres of excellence in attracting new NHS staff.

We can reliably support diagnostic demand with a workforce of over **1,200 UK staff including approx 500 radiographers** - one of the largest UK resources outside the NHS.

We provide staff for immediate CDC deployment, with flexible options, whilst jointly developing plans for sustainable workforce solutions.

We operate successful shared staffing models with many NHS Trusts, working in rotation across local acutes and the CDC, sharing knowledge and learning. **Leeds PET-CT Unit and Leeds Teaching Hospital NHS Trust** - We operate shared staffing and shared facilities. Trust staff currently undertake scanning duties 4 days p/w working collaboratively with Alliance staff.

We have one of the most progressive training and recruitment programmes in the independent sector. Working in partnership with NHS Trusts, HEIs and universities, we help to build skills and capacity, offering access to training placements, secondments and recruitment initiatives.

- ▶ Clinical Competency Training Pathways for **MRI, CT, PET-CT**
- ▶ Rotational training placement for NHS Trust Radiographers
- ▶ Graduate preceptorship training scheme - over **90 newly qualified graduate radiographers** since 2017, with **40 learners in training** at any one time
- ▶ **Apprenticeship programme** including Assistant Practitioner - Radiography Route apprenticeship programme
- ▶ Supported Return to Practice training programme
- ▶ **PET-CT Academy** with The Christie School of Oncology
- ▶ **12 collaborative** UK university partners, providing **40+** electives and Undergraduate Radiography student placements per year

We have recently been shortlisted for Clinical Apprentice of the Year and Apprentice Employer of the Year in the **Lancashire & South Cumbria NHS Health & Social Care Apprenticeship Awards 2022**.

West Middlesex MRI Unit and Chelsea & Westminster NHS Trust - we deliver MRI training to Trust Radiographers. NHS staff are seconded to our MRI unit for training, providing resilience, collaborative working, shared learning and skills.

Our most recent radiographer **recruitment** campaign has delivered 12% clinical workforce growth nationally in the last 12 months, with more than 80 qualified radiographers from overseas, bringing skills and diversity to our teams.



Digital Infrastructure

Working with clinical and IT teams, we co-develop the digital architecture to ensure safe, swift operation of CDC Pathways.

We have a working solution to remove the challenges associated with the traditional outsourced imaging model by creating a comprehensive RIS-to-RIS interface, offering a seamless referral and reporting experience.

Our Turner Community Diagnostic Centre in Colchester was the first CDC to benefit from this with Wellbeing Software's CRIS.

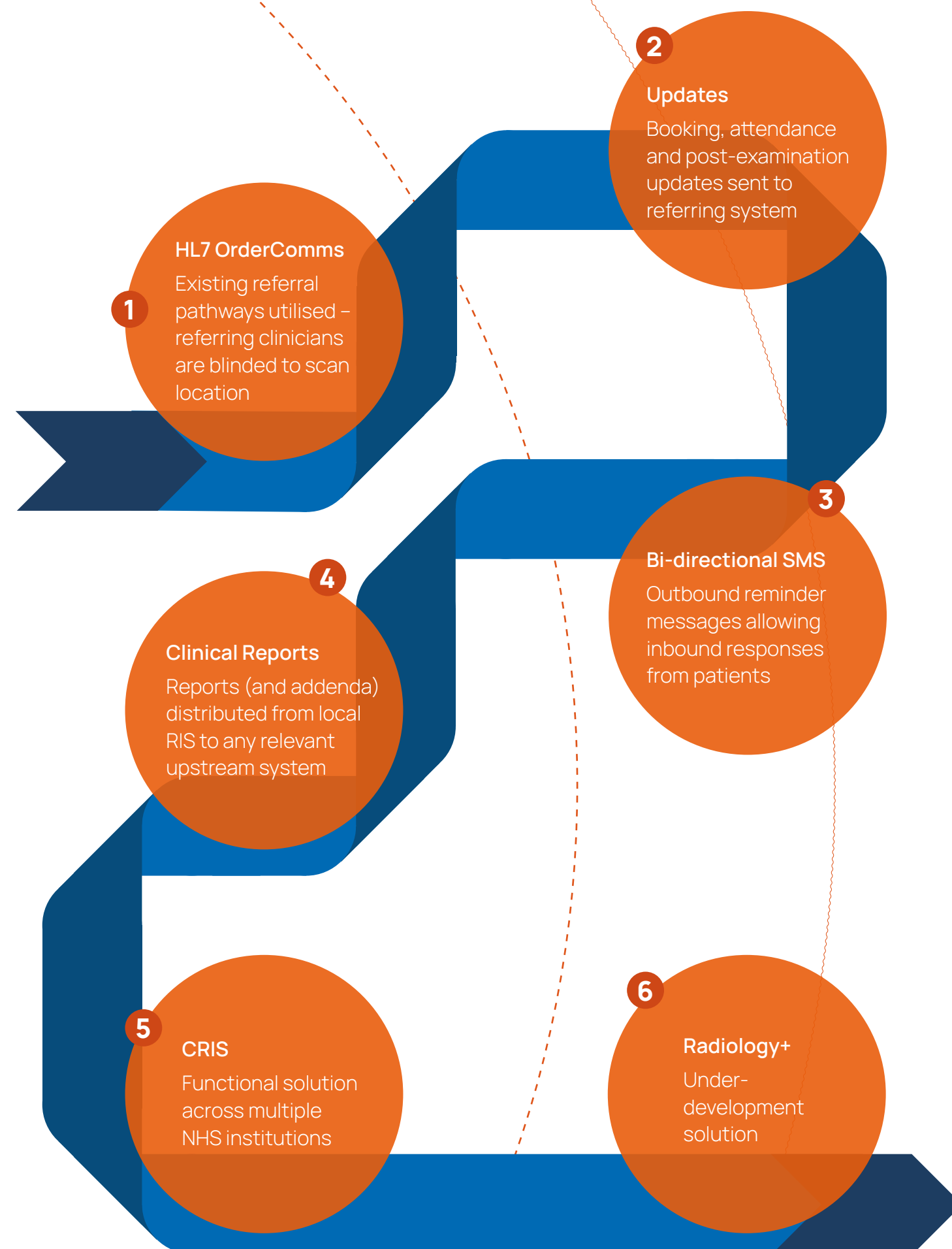
This solution supports our NHSE national PET-CT contract across 31 sites.



We have reduced time from referral to report **WITHIN 7 days from 65% OF PATIENTS to over 96% since the start of the contract**, eliminating variance across the country.

Benefits:

- ▶ Utilises NHS Trusts native referral infrastructure
- ▶ Reduces manual data entry and associated clinical risk
- ▶ Referring clinicians can monitor the pathway and receive reports in their own local systems
- ▶ Onwards referral is managed in NHS Trust native systems





Digital Infrastructure

“

GP direct access to CDCs will be a game changer for cancer referrals.

”

NHSE&I CDC Update, May 2022.

2

Directory of Service

AML to centrally manage and publish details of approved diagnostic services

3

Directly Bookable

Where appropriate, GP to have option of selecting appointment for patient at time of referral

1

NHS e-Referral Service

GPs to utilise existing systems and referral pathways in order to refer patients into CDC

4

Invitation to Book

Outbound (one-time) email link sent to patients enabling slot selection

5

Docman Connect

Clinical reports distributed to Primary Care systems, with proof of delivery

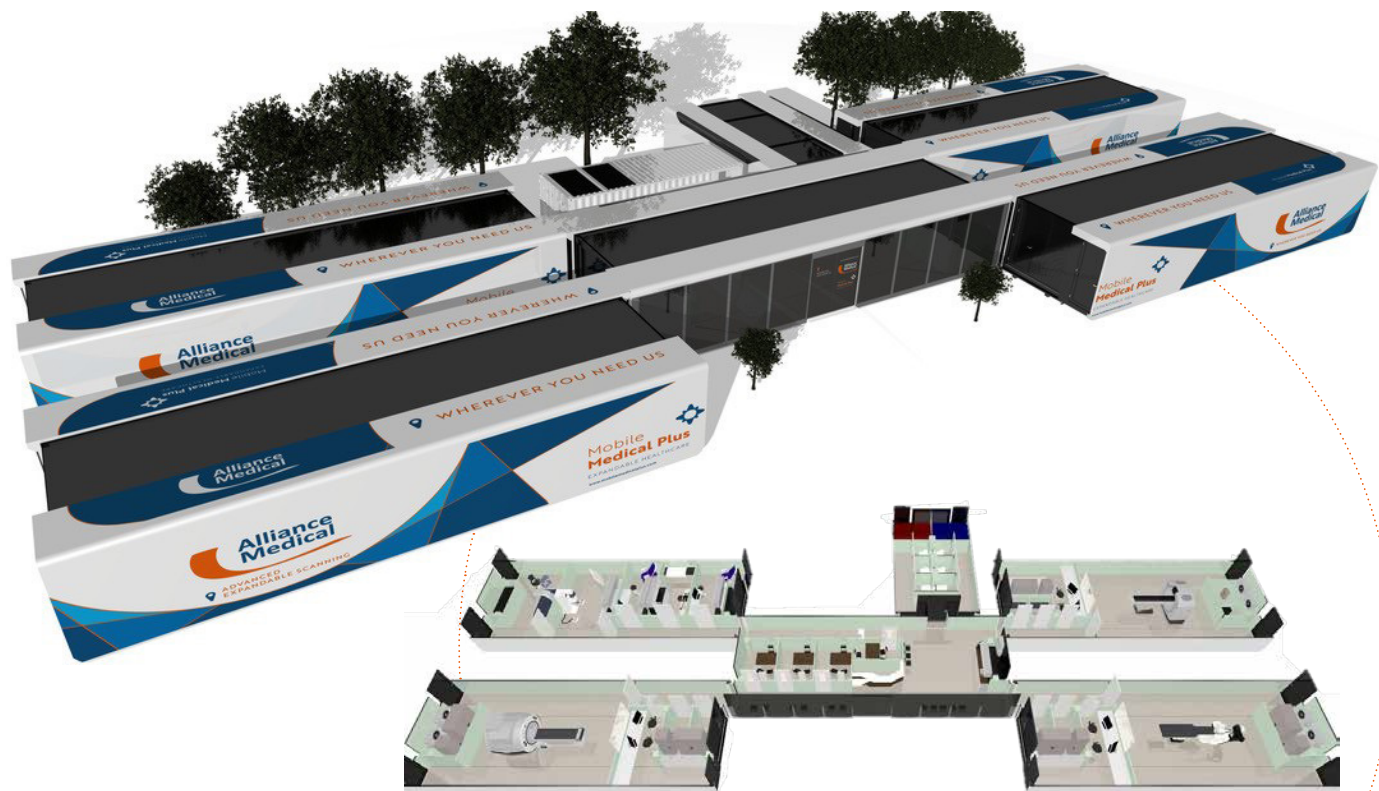
Appropriate GP direct access to CDCs can be incorporated into our elective-only pathway, leading to faster treatment for patients and better outcomes. Our solution utilises the NHS eRS, increasing test capacity, reducing pressure on acute diagnostic services and helping to clear the covid backlog.



Our Project Team includes experts in architecture technology, planning, construction, logistics, workflow and F&M. We undertake assessments to determine what assets, staffing and technology are required for CDCs to meet immediate and future clinical and operational needs.

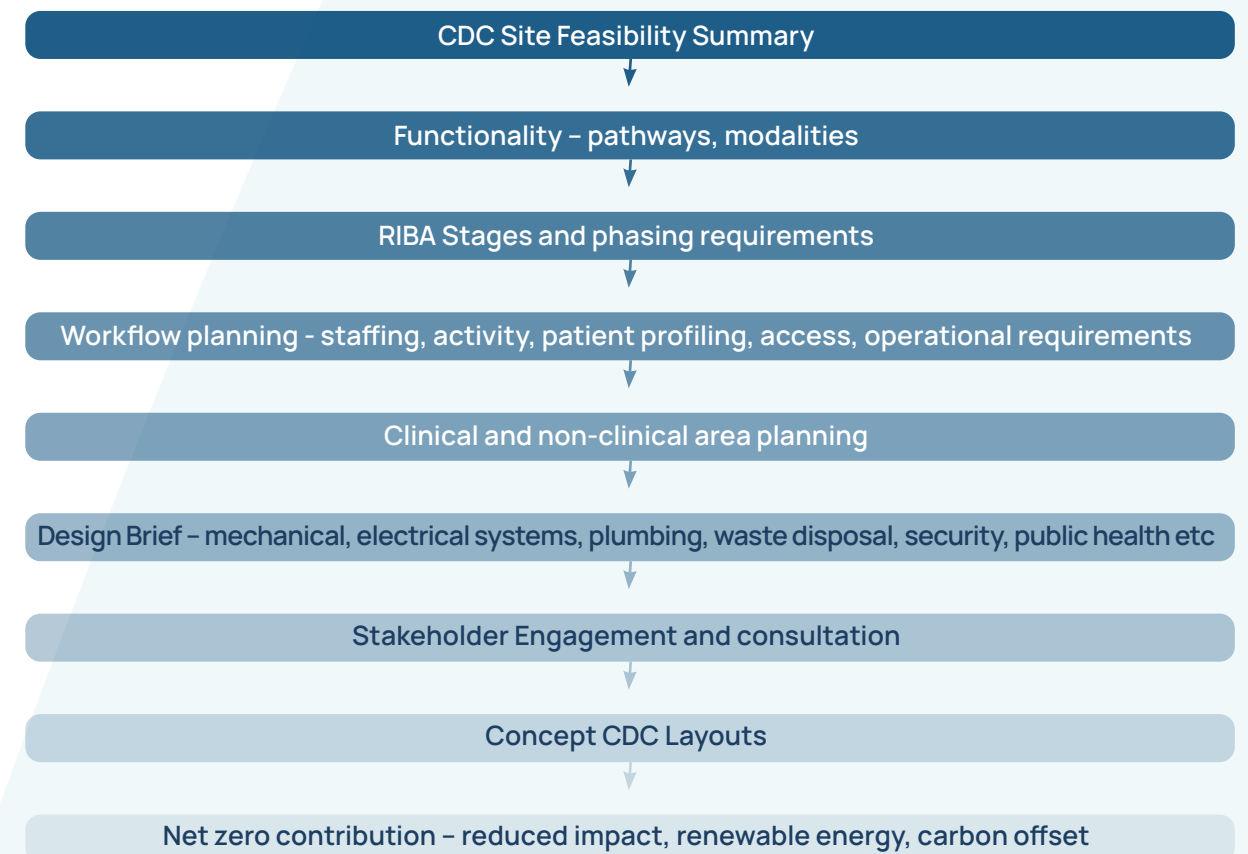
We can deploy immediate short term modular solutions to bridge the gap between planning and delivery. Mobile Medical Plus® combines the latest in expandable unit technology with state of the art imaging facilities and can be operational in days.

We assess and identify potential site options and scale, based on pathway priorities and local need. Using our Diagnostic Village simulation technology, we can simulate work and patient flow. Our design team works closely with clinical and operational teams, ensuring the final solution is the result of extensive collaboration and shared decision making.



Our Diagnostic Villages can be mobilised seamlessly in months and expand with demand. Permanent structures can be operational within 12 months with no disruption to clinical services. Our approach accommodates every level; from standard and large scale facility design to 'plug and play' Hub and Spoke solutions.

Process Planning



Contributing to Net Zero

We identify opportunities for emission reductions and conservation in energy use and use low-carbon materials where possible. We optimise building use with smart technology, workflow and shift patterns to bring services together, closer to home, reducing patient and staff journeys and the resulting carbon emissions

CASE STUDY

Alliance Medical & Northern Care Alliance forecasting demand and capacity

NCA responsible for running 4 Hospitals and Community Services for Salford, Oldham, Bury, Rochdale.

Modelling undertaken;

- ▶ **Baseline existing demand & capacity** – equipment, location, hours. Data validated with clinical and operational leads
- ▶ **Pre-covid activity levels** – expected future capacity levels
- ▶ **National, regional, local data to forecast annual increase.** Model case-mix sensitive with high levels of clinical input

Modelling applied to determine;

- ▶ Impact of repatriated activity
- ▶ Current capacity
- ▶ Optimum configuration of capacity based on site and referral pathway
- ▶ Impact of future capacity requirements

Modelling supported plans to deliver 1 CT scanner at each of 4 CDCs in stage 1 to accommodate 80 – 100% of all OP and GP scan referrals.



Partnership & Engagement

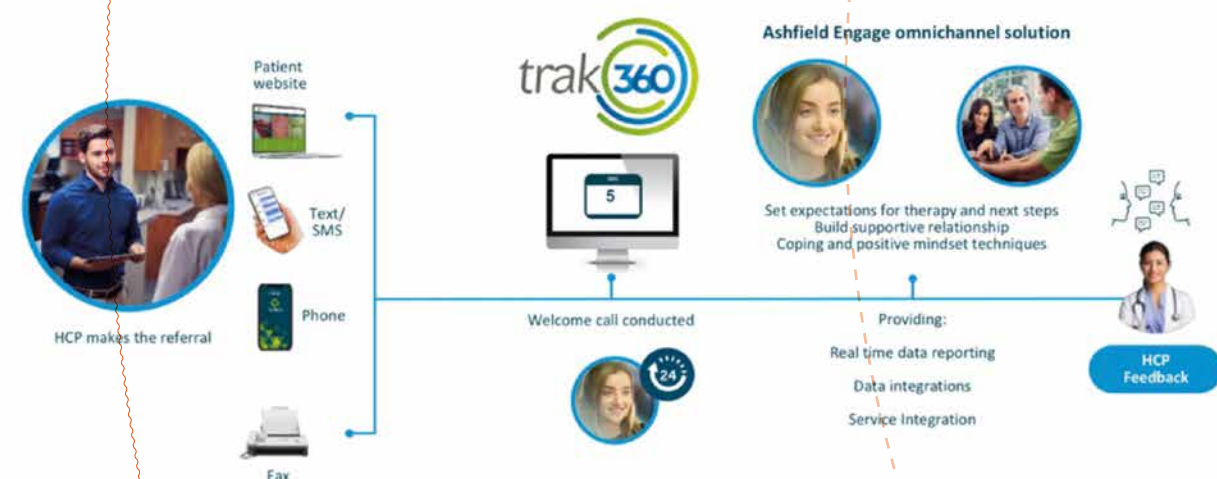
Our partnership approach and extensive networks bring the best services and providers to each CDC.

We have access to specialist expertise and can bring added value in related fields such as **Radiopharmacy, Research and Education**. We offer access to the latest **AI-enabled systems and automated workflow solutions** to support staff and clinicians in achieving the best outcomes.

The Philips Radiology Operations Command Centre (ROCC) is a multimodality, vendor-neutral remote imaging solution which allows clinical staff to **seamlessly connect, in real time, across multiple scanners and locations, and access remote support**.

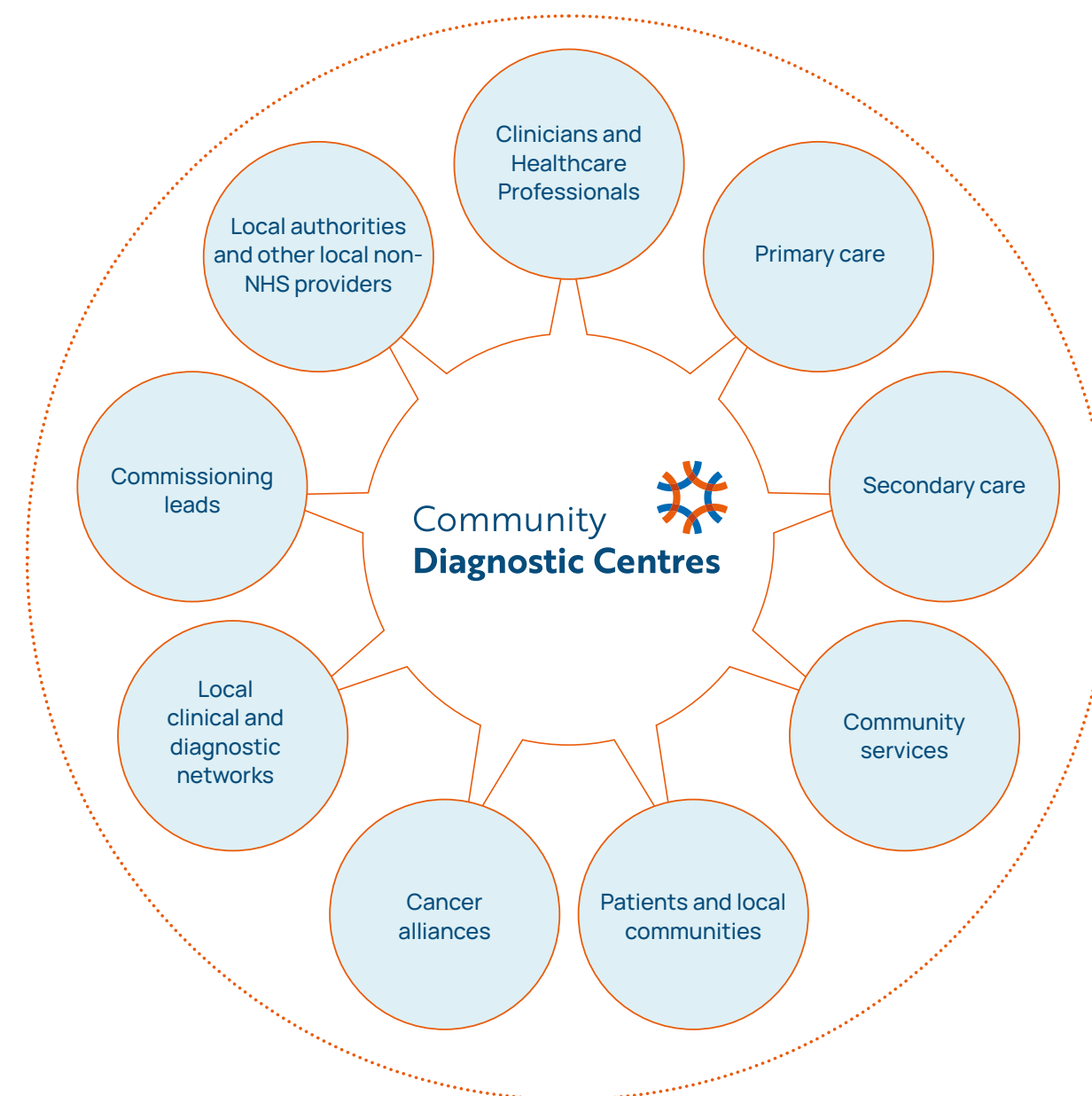
GE Healthcare's Imaging Growth Tile is an AI app in GE's Command Centre Software Platform that will harmonise real-time data from across Alliance sites to **predict equipment utilisation and scheduling optimisation**.

Ashfield Engage's Clinical Contact Centre utilises **award winning Trak360TM advanced technology to deliver remote booking, patient support and medical information** in a safe, secure environment. Cloud based telephony delivers excellent patient experience and choice.



We are active partners across the UK healthcare landscape. **We lead the Molecular Imaging Collaborative Network for PET-CT services**, working with **The Christie NHS Foundation Trust**, other NHS hospitals, patient representatives, academic centres, charities and commissioners. It is widely acknowledged as an exemplar of how the independent sector supports the future of the NHS.

We understand the importance of engaging with CDC stakeholders across the wider community to meet the ambitions of a truly integrated service; patients, families and patient groups



Finance and Contracting

We provide a range of commercial models, tailored to individual requirements, with a focus on flexibility and minimising risk. Options include fixed, tariff and block contracts, as part of a full Turnkey service with various end of term options.

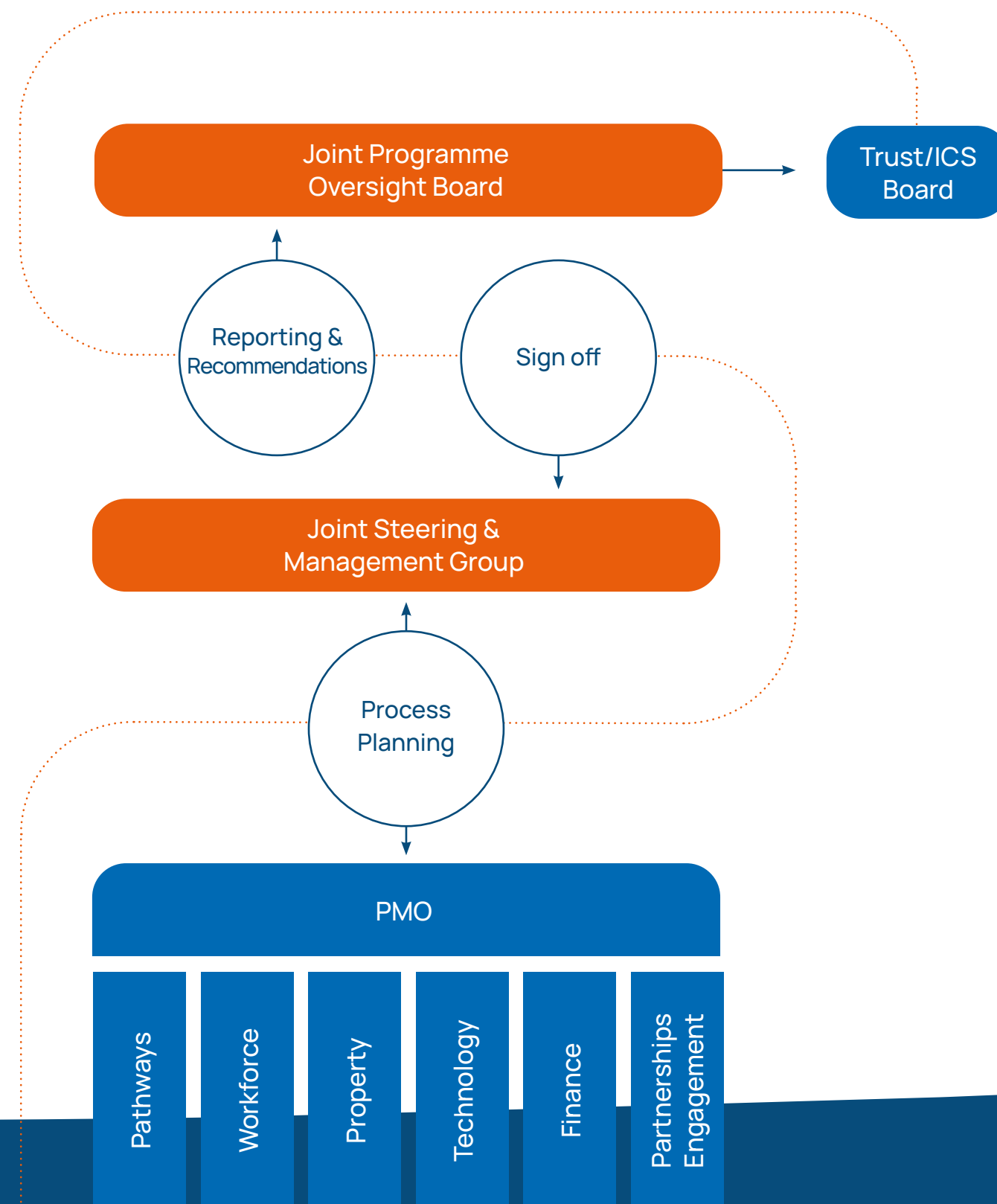
We will commit the capital expenditure and resource to build, equip and manage the CDC. **We will replace all imaging equipment over 10 years old** and manage the asset lifecycle, capitalising on the efficiencies of new technology and equipment.

Our Value-based ethos incorporates ways to optimise capacity, unlock savings and realise benefits, helping to inform strategic planning and financial forecasting. We can support Business cases, providing short and long term financial projections, forecasting, acquisition and cap/op ex investment, workforce modelling and asset management. We are also experts at navigating through IFRS16 compliance regulations.

Supporting sustainability;

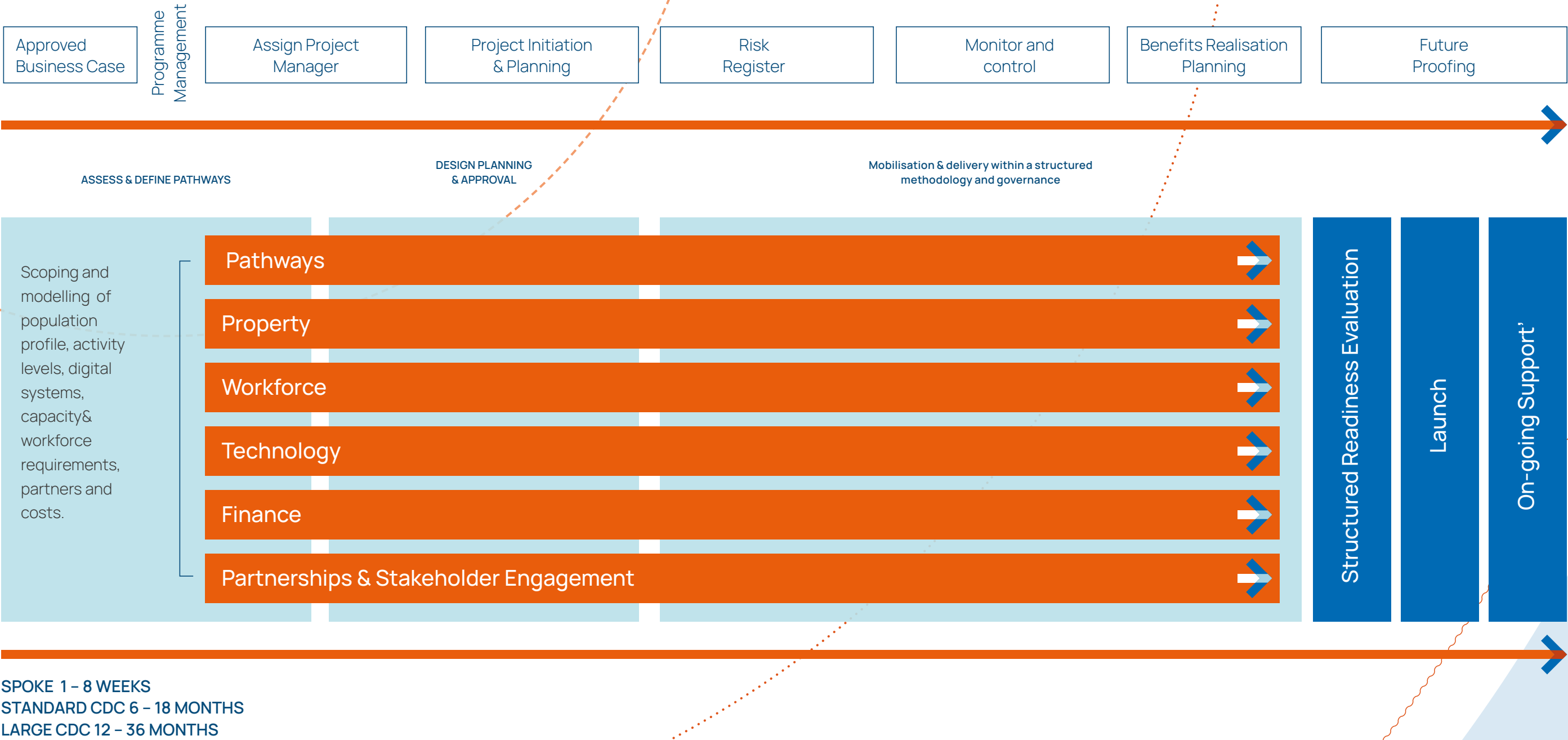
- ▶ evidencing impact of existing funding, building a case for multi-year capital and revenue funding
- ▶ development of investment plans for further expansion of capacity
- ▶ local system commissioning/contractual demand and capacity modelling
- ▶ developing 'proof of concept' for large CDC models

Our partnerships are underpinned with robust legal frameworks and contractual commitments. We manage the sub-contracting process. We define and agree clear joint-operating protocols as well as financial, clinical and operational KPIs aligned to strategic priorities. These are regularly reviewed and refined to ensure **we are not only delivering but exceeding outcomes during the lifetime of the contract**. We can propose shared risk and reward options for contractual consideration and realisation of mutual benefits.



Managing and delivering the design process


Our Planning Process is delivered by a dedicated Programme Design, Delivery and Mobilisation Team; CDC experts from clinical, operational and technical backgrounds, with extensive experience of designing and delivering CDC services across Europe and the UK. They work closely with core NHS staff and Programme Management Offices (PMO), creating joint workstreams to facilitate the design process and mobilise the service.





To find out more

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