



Doug Dietz, an industrial designer at GE Healthcare, saw the fearful reaction of young children as they approached traditional imaging scanners. Doug trained himself in design-thinking, and created the *Adventure Series*. These child-friendly themed scanners have had a huge effect on patient experience.

## Re-imagining healthcare with design thinking

### The problem

The *Building Connections and Confidence in Imaging* (BCCI) course has been designed for clinical leaders in Imaging. The course recognises a series of local and systemic pressures driving development implications:

- The long-expanding increase in the demand for imaging services, influenced by the introduction of new technology and requirements from other clinicians.
- Time and work pressures that can drive a short-term, task-focus orientation for imaging professionals, making leadership development and human connection more challenging.
- The COVID pandemic contributing to a backlog of work, and adding more pressure on resources and workload.

These pressures can lead to the isolation of imaging professionals, as recovery drives a short-term task focus, and disconnects them from fellow clinicians and from ongoing learning opportunities. How to connect them to each other, and to their ongoing learning?



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## What we did

Through 2022 – 2023 we worked with three successive cohorts, with a total of 33 learners. All worked in Imaging, and most in leadership roles. We ran an online course over 4.5 days, plus a 90-minute launch event to introduce learners to the online technology.

We worked with them at three levels of need: their personal learning, leading their teams, and they worked on a shared system challenge that affected everyone.



We covered topics of inclusive leadership, purpose-driven work, personal and team resilience. And we led learners through a design-thinking process, where they developed ideas to meet the following system challenge:

**What are all the ways in which we might use technology to transform learning for radiographers through their learning journey, from new registrants to senior professionals?**

And we wove the learning from the training sessions into the implementation of the London Imaging Training Academy. This gave the learners extra motivation: to know that their ideas might find further resource for implementation, and have an opportunity to add genuine value to Imaging professionals across the 5 x London integrated care systems.

In each session, the group developed their idea further, finding inspiration from other sectors and fields.

They finished with a pitch of shortlisted ideas to a panel of accountable stakeholders from the London Imaging Academy, the London Leadership Academy and NHS England.



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## Learning outcomes

The learners reported a clearer sense of their own strengths; a greater sense of confidence, informed by feedback on how others value them. They were establishing better connections with others, through coaching, giving feedback, identifying strengths and giving praise. Many said they'd developed their creative problem solving, including idea development, generating more and better ideas; testing ideas before implementation; and presenting ideas to decision-makers.

Learners also developed their skills in Miro, a collaborative digital platform. While some wanted more in-person contact, they also valued the power of online collaboration in a diverse group.

## Ideas into action outcomes

The latest feedback from the London Imaging Academy is that:

- 1) ***We have collectively procured a state-of-the-art learning management system.*** This technology will allow contributors and experts from across London to develop high quality learning programmes across multiple modalities. This is provisionally due to launch in early in 2024. It will:
  - Be available to all NHS staff in Imaging across London.
  - Be the one place on which to find development programmes, access them, test your knowledge, and receive feedback.

As part of its development, we are engaging with other web-based providers who can provide imaging databases and support. In time this will become a focal point for collaboration and for the sharing of opportunities, ideas and to celebrate our unique community.
- 2) ***Multiple Imaging Academy spokes in London are working with simulation offerings.*** This includes the use of a bespoke simulation programme building skills and knowledge in dealing with a deteriorating patient (present nationally) in newly established community diagnostic centres. Further work is ongoing with novel online simulator platforms, allowing trainees to practice their skills in a risk-free environment under the supervision, or not, of an educator.
- 3) ***Imaging Academy spokes are pioneering the integration of imaging academies into the induction and preceptorship of new team members.*** This is a sustainable way of supporting those who are new to our profession, offering CPD, mentorship and guidance.
- 4) ***We have invested significantly in our educator workforce.*** We believe this community has doubled in size across the capital, providing mentorship, expertise and support like never before to imaging staff.
- 5) ***We continue to work collaboratively and engage with our educator community.*** We now have regional forums at which our teams can input their ideas and feedback to influence the direction of our work.



I thoroughly enjoyed participating in the pitch sessions. It was wonderful to listen to the innovative ideas which the programme had helped develop. There seemed to be real enthusiasm from those involved to share their perspectives and ideas. Incredibly useful and reassuring as our Imaging Academy develops.

Phil Gregory, Clinical Director (Radiographers), London Imaging Academy



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