



Welcome to the NHS Imaging Transformation Conference



8th July 2026
etc.venues, Prospero House, 241 Borough
High St, London, SE1 1GA



Chair Opening Address



Jeevan Gunaratnam
Head of Government Affairs
AXREM





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Join the Healthcare Engagement Society (HES)

- **What it is** – A secure, year-round platform bringing NHS professionals together across six specialist communities.
- **Why it matters** – Stay connected beyond today's event, share challenges, and learn from peers facing the same priorities.
- **Your benefits** – Exclusive access to interviews, insights, best practice, and real-time discussion threads with colleagues nationwide.
- **How to join** – Simply scan the QR code, choose your community, and start connecting today.



SCAN ME

Stay Connected Beyond Today

Join the **HES Primary & Long Term Care WhatsApp Community** to stay connected with the people, ideas and conversations shaping this space. Receive relevant updates, access focused peer discussion groups, share practical insight and be first to hear about future events, resources and opportunities.



Scan the QR code to join the Community



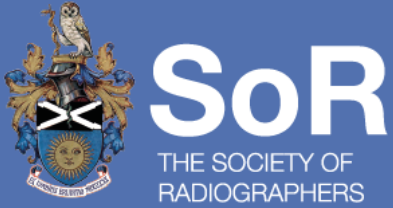
Keynote Presentation



Sue Johnson

Professional Officer for Clinical Imaging
The Society of Radiographers





Unlocking Imaging Capacity

How Professional Body Leadership Enables
Workforce Transformation at Scale

Sue Johnson

Society of Radiographers

RadVision 2026



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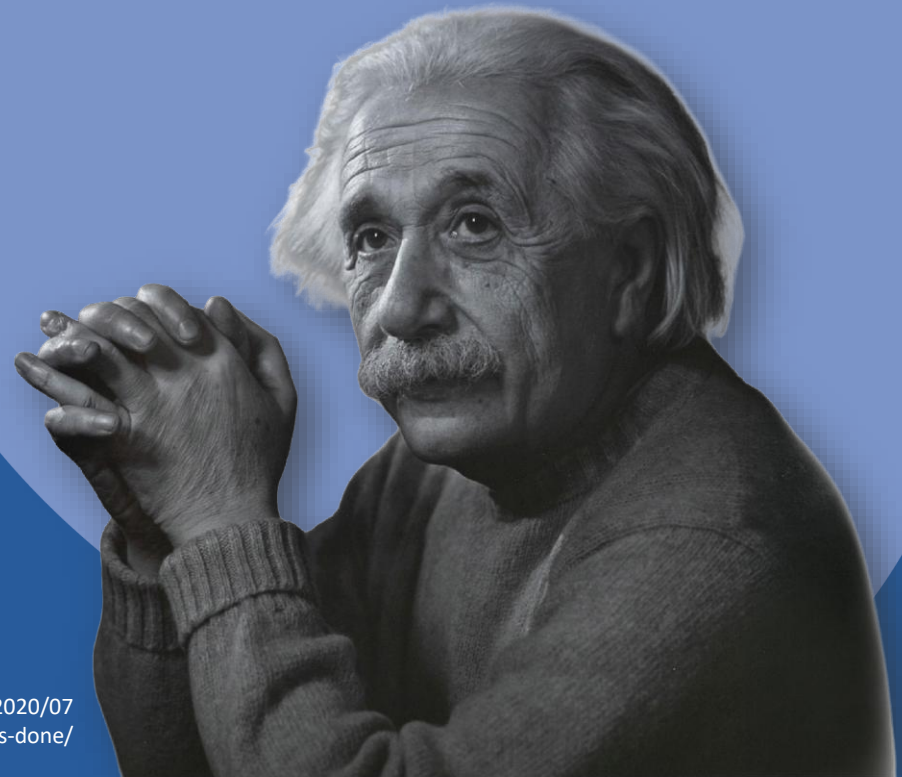


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*"INSANITY:
doing the same thing over
and over again and
expecting different results."*

Albert Einstein

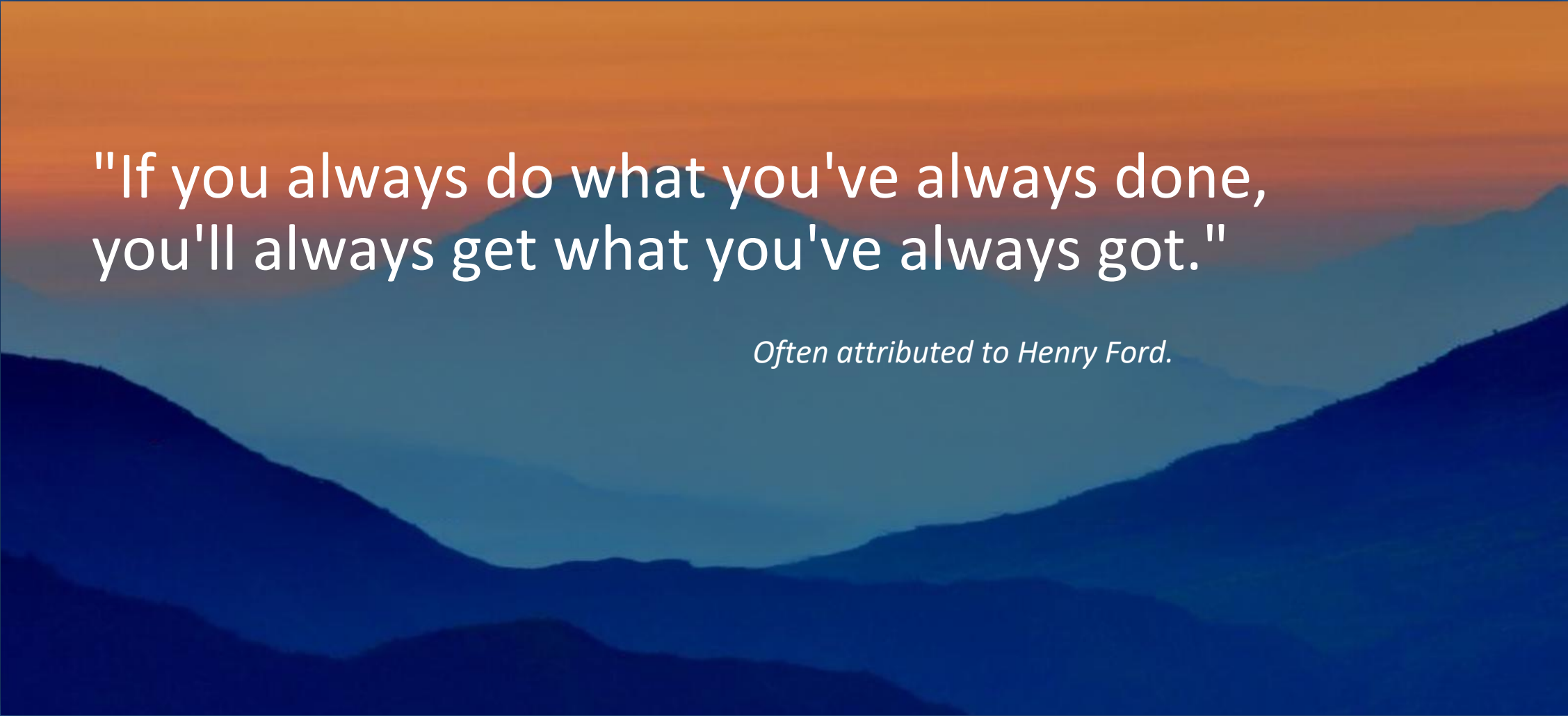
<https://practicaltheologytoday.com/2020/07/29/if-i-keep-on-doing-what-always-done/>



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"If you always do what you've always done,
you'll always get what you've always got."

Often attributed to Henry Ford.



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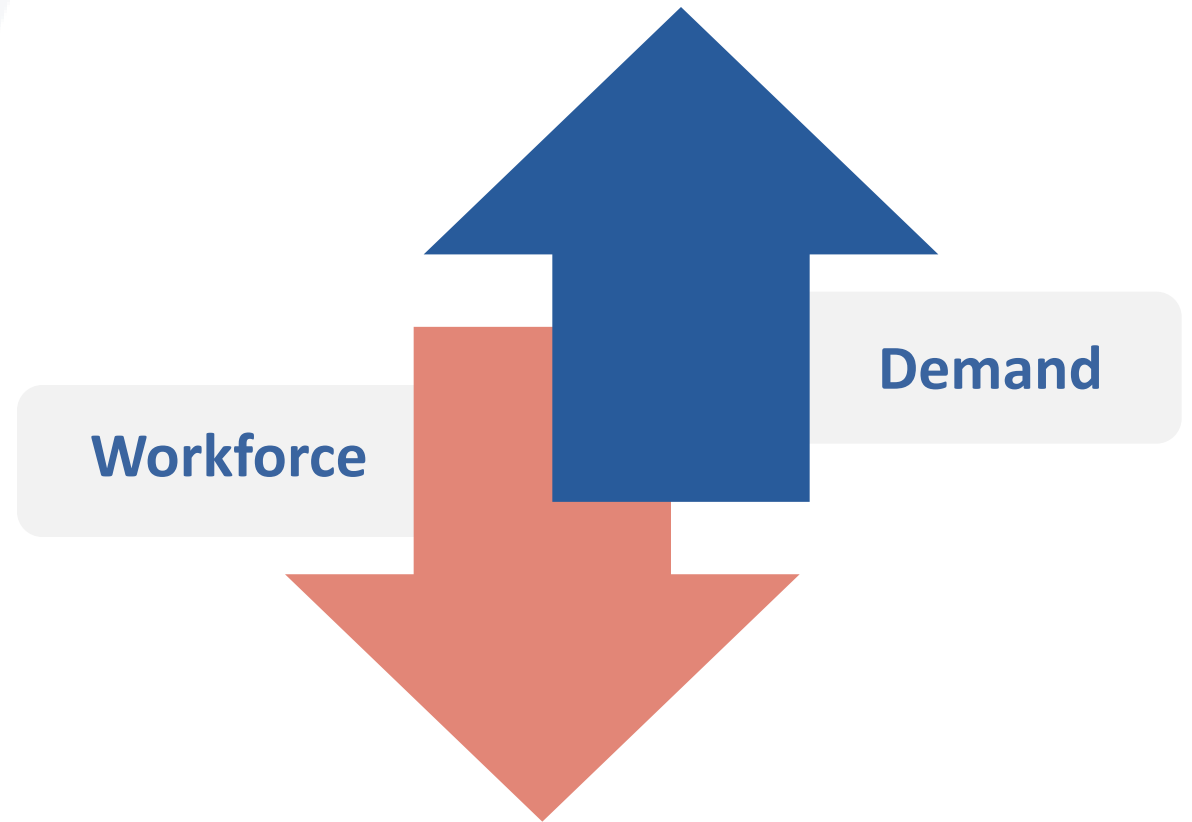
The Reality We're Facing

Demand is increasing

Complexity is increasing

Workforce gap is structural

👉 Coping ≠ Scaling



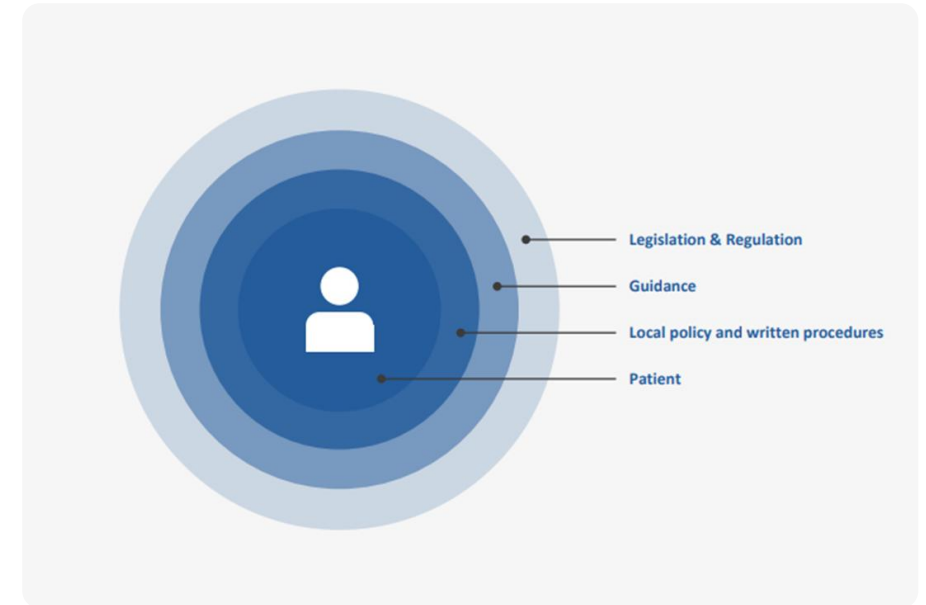
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Professional body guidance

- Legislation/regulation = mandatory compliance
- Professional guidance = expected standard of practice
- Local policy = contractual and operational delivery



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Guidance & governance

Career frameworks

**Professional body
leadership**

Skill mix redesign

**Expanded workforce
capacity**



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If we are serious about scaling imaging, this is the starting point.

**Professional Body
Leadership**



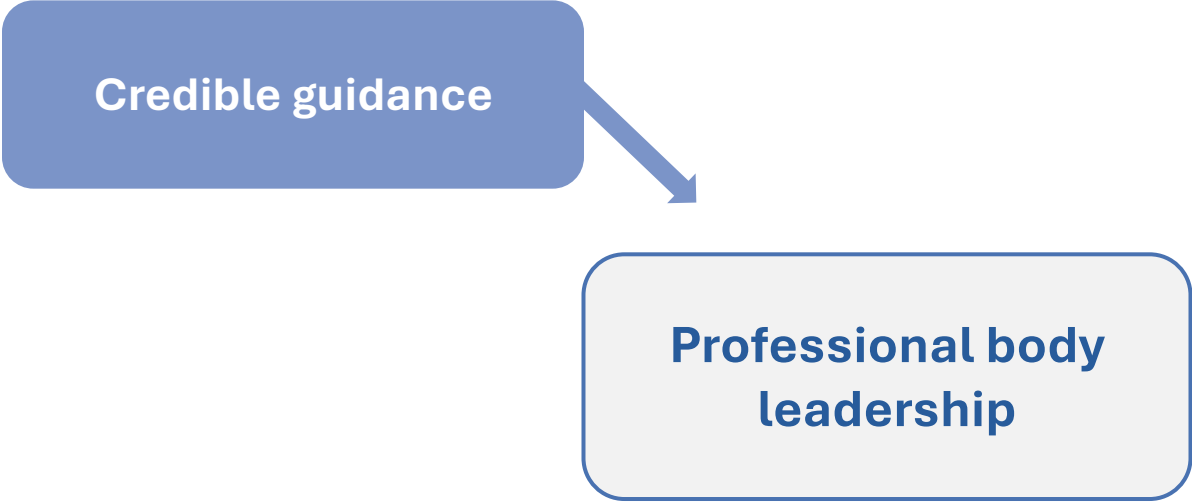
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Consistent, trusted, usable

Credible guidance



```
graph TD; A[Credible guidance] --> B[Professional body leadership];
```

Professional body
leadership



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Credible guidance

National frameworks

**Professional body
leadership**



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Success =

- Are we reducing risk — not just managing it?
- Are roles clearly defined by capability — not shaped by history?
- Are services performing better — without increasing strain elsewhere?
- And could this model stand up in another organisation tomorrow?

👉 That's what good redesign looks like in practice.



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The Core Problem

A Model Designed for a Different Time

- Fixed roles
- Linear pathways
- Capacity tied to individuals

**Professional body
leadership**



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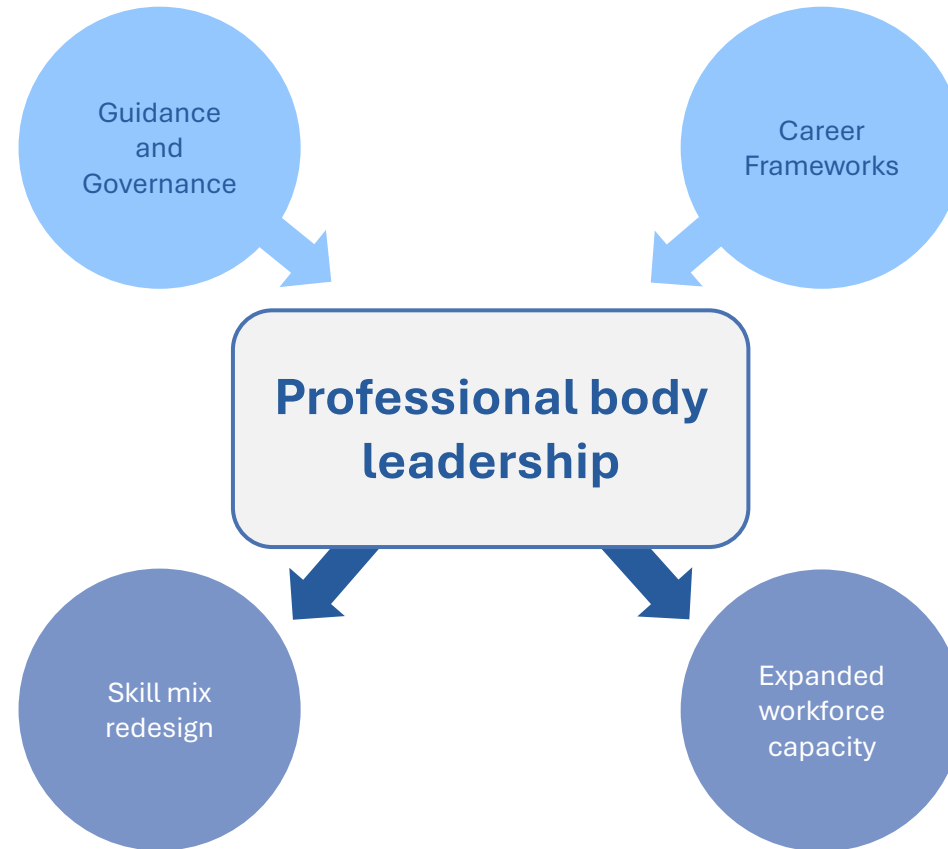
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How Capacity is Created

How Capacity Really Grows



👉 Capacity is released, skills matched to tasks, not just added



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Why This Matters for CDCs

Scaling CDC Delivery Requires:

- Throughput
- Standardisation
- Flexible and confident workforce

Without redesign: 👉 Capacity plateaus



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Designing CT Contrast Delivery at Scale (CDC Model)

Clinical support workers

- Meet and greet
- Routine patient care and flow
- General house keeping
- Cannulation (trained and assessed)

Assistant Practitioner

- Patient preparation
- Cannulation (trained & assessed)
- Supports patient care across pathway, workflow and imaging to protocol

Radiographer (enhanced)

- CT imaging to protocol
- Patient assessment and care
- Supervision
- Contrast administration
- Immediate decisions within scope

Advanced Radiographer (CDC lead)

- Complex decisions & escalation
- Supervision
- Leads emergency response & manages patient deterioration
- Clinical leadership (no on-site medical cover)
- +/- reporting

Radiologist

- Reporting
- Clinical oversight



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From Bottleneck... to Flow

Traditional Model

- Radiographers stretched across all tasks
- Advanced practice limited
- Radiologists bottlenecked
- Contrast = dependency point

👉 Capacity constrained

Designed Workforce Model

- Support staff maintain patient flow
- Assistant practitioners support protocol delivery
- Radiographers work at top of practice
- Advanced radiographer leads CDC floor
- Radiologist (back at base) focused on complexity

👉 Capacity released

👉 Same workforce. Different design. Different outcome.



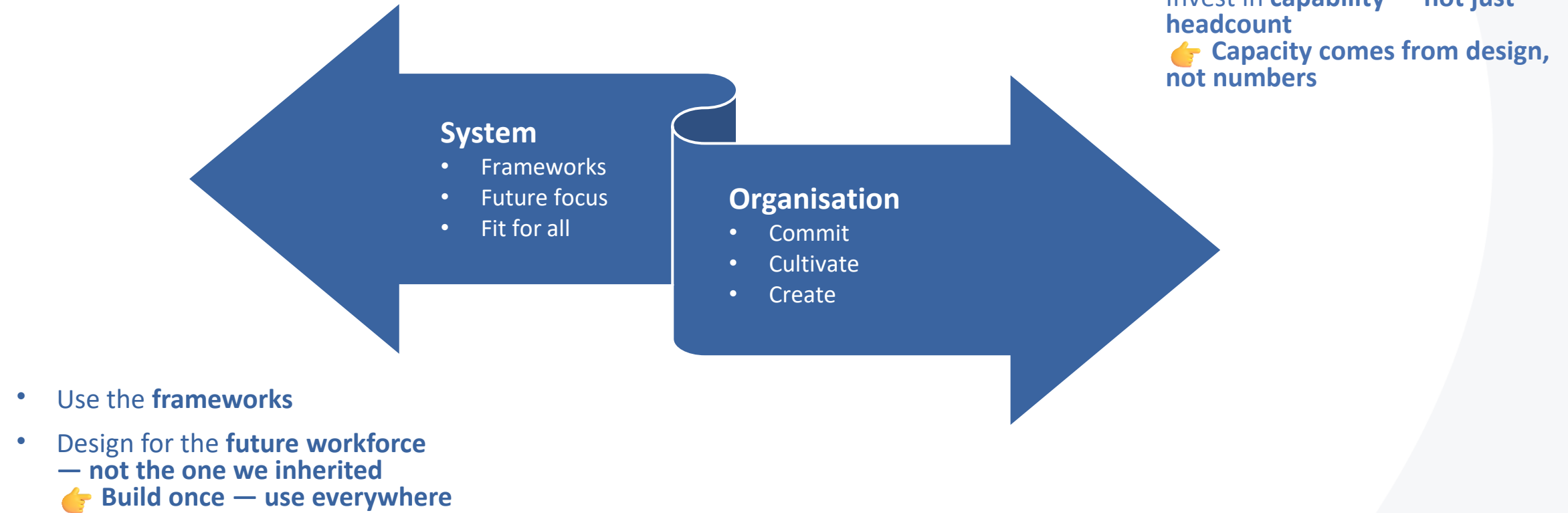
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What Needs to Happen

From Insight to Action



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And to finish

We Already Have What We Need

- Evidence
- Frameworks
- Guidance
-  Now: scale with confidence



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References

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(2022) *Education and Career Framework for the Radiography Workforce*.

Available at:

<https://www.sor.org/learning-advice/career-development/education-and-career-framework>

Society of Radiographers (SoR)

(2025) *Scope of Practice*.

Available at:

<https://www.sor.org/learning-advice/professional-body-guidance/scope-of-practice>

(2023) *Developing career pathways for diagnostic imaging support worker roles guidance on roles and responsibilities*

Available at:

<https://www.sor.org/learning-advice/Professional-body-guidance-and-publications/Documents-and-publications/Policy-Guidance-Documents-Library/Developing-career-pathways-for-diagnostic-imaging>

(2025) *Guidance on scope of practice for advanced practitioners and consultant practitioners 2025*

Available at

<https://www.sor.org/learning-advice/professional-body-guidance-and-publications/documents-and-publications/policy-guidance-document-library/guidance-on-scope-of-practice-for-ap-2025>

Support Society of Radiographers (SoR)

Worker and assistant practitioner hub

Available at:

<https://www.sor.org/swap>

Society of Radiographers (SoR)(2017)

Consultant Radiographer: Guidance for New and Established Roles

Available at:

<https://www.sor.org/learning-advice/professional-body-guidance/consultant-radiographer-guidance>

Royal College of Radiologists guidance

Available at:

<https://www.rcr.ac.uk/clinical-radiology/publications-and-standards>

RCR & SoR

(2022) *Quality Standard for Imaging (QSI)*.

Available at:

<https://www.rcr.ac.uk/career-development/audit-quality-improvement/quality-standard-for-imaging>



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Skill Clinic



Dr Sivakumar Manickam

Consultant Radiologist | Lead Paediatric Radiologist | MSE
Radiology
Mid and South Essex University Hospitals Group





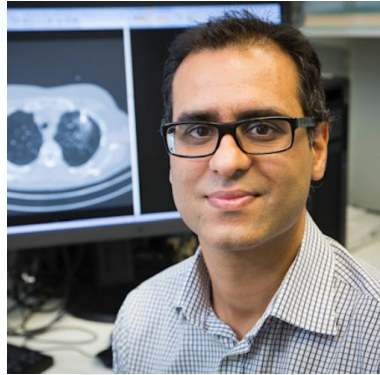
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Dr Allan Andi
Clinical Director and ROI Lead
Everlight Radiology



Professor Sam Hare
CEO
Heart Lung Health Group



Scaling The Network: How National Teleradiology Partnerships Are Solving The Clinical Capacity Crisis



Professor Sam Hare, CEO HLH Group



Dr Allan Andi, Clinical Director, Everlight Radiology



“In the UK more than 5 million radiology reports are completed annually by outsourced radiology reporting services.

More than 95% of NHS trusts outsource in this way.”



Founded by Radiologists in 2006, who believe all patients deserve access to **high quality radiology**, whoever and wherever they are



Award Winning
Routine TAT
Compliance 2024

HealthInvestor
Awards 2024
WINNER

Diagnostics Provider
of the Year

400+ GMC consultant radiologists
across 6 continents



3m+ reports delivered annually



200+ Global hospital clients



50+ NHS Trusts
81 ANZ Clients



40% Growth in Reporting Radiologists on
previous year





Everlight-HLH: The Partnership At A Glance

Prostate MRI:

Access the UK's largest network of specialist Uroradiologists. We provide standardized PI-RADS scoring and 3D lesion segmentations compatible with leading biopsy platforms like Koelis and BK Medical.

Cardiac (CMR & CTCA):

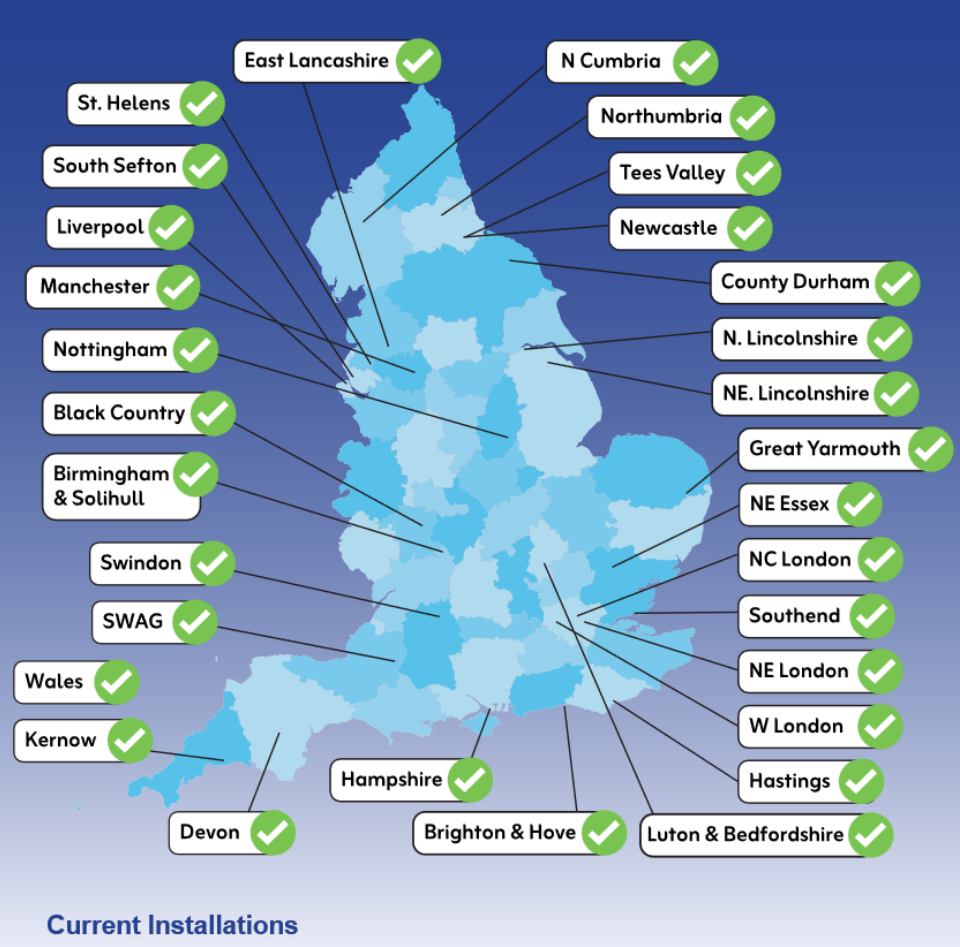
Benefit from the UK's only sub-specialist cardiac teleradiology provider. All reporting is performed by Level 3 CMR-accredited clinicians using advanced AI-integrated post processing software.

SCALING THE NETWORK: THE HLH IMAGING GROUP & EVERLIGHT TELERADIOLOGY PARTNERSHIP

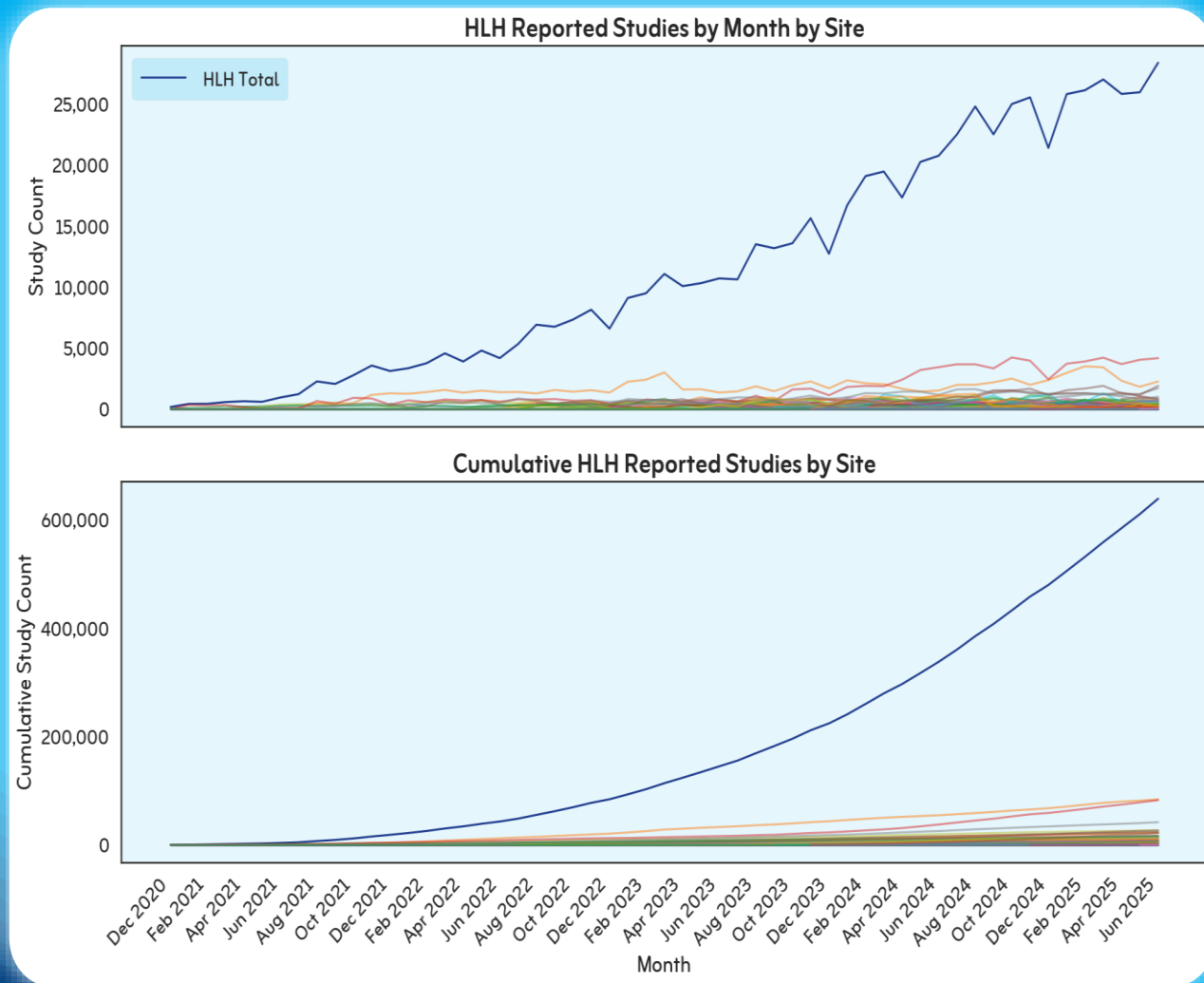
EXPANDING RADIOLOGY SERVICES
THROUGH STRATEGIC
COLLABORATION



THE HLH GROUP



THE HLH GROUP EXPERT + AI + FRICTIONLESS IT



Average lung
scan reporting time
of 44.2 hours

At the Torbay and South
Devonshire screening programme.



SCALING THE NETWORK: THE CASE FOR NATIONAL COLLABORATION



From Regional Networks to National Scale

Limitations of Regional Networks

Regional reporting networks improved access but are now insufficient due to rising imaging demand and workforce shortages.

Growing Diagnostic Demands

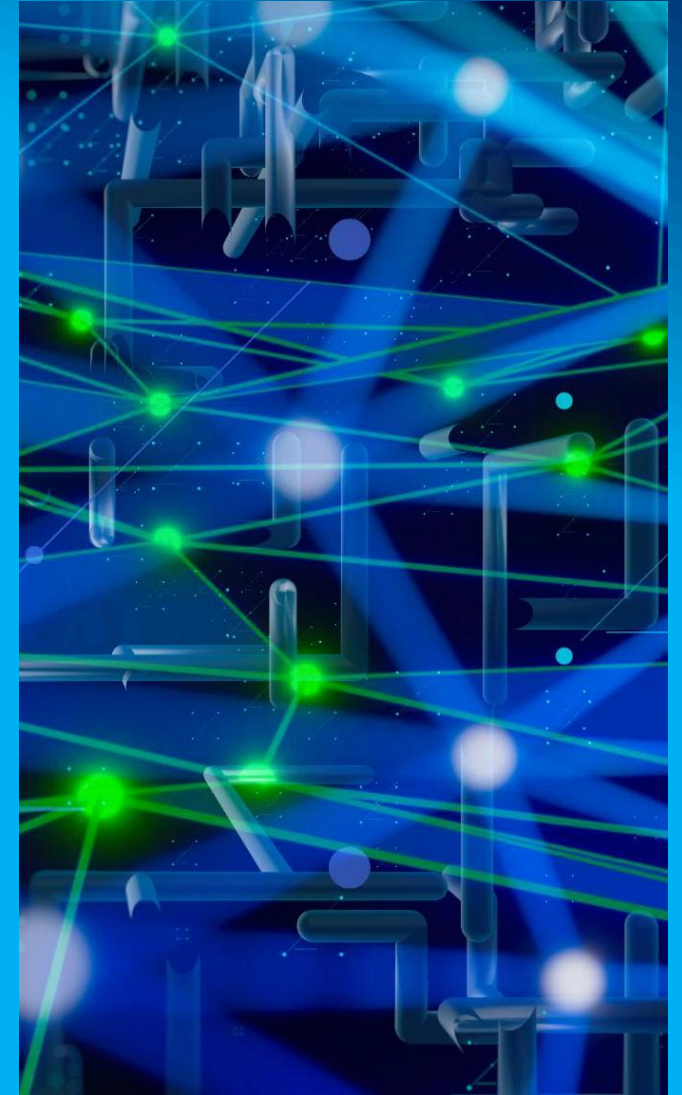
Increased use of advanced imaging like cardiac CT and prostate MRI reflects evolving clinical guidelines and earlier diagnosis goals.

National Collaboration Benefits

A digitally connected national workforce enables scalable reporting capacity without compromising quality or governance.

HLH—Everlight Partnership

This partnership extends local services by sharing specialist expertise nationally to improve resilience and patient care.



THE CLINICAL CAPACITY CHALLENGE



HLHGroup



Rising Demand Meets Workforce Constraints

Increasing Imaging Demand

Demand for cardiac and prostate imaging has sharply increased due to early diagnosis and expanded screening programs.

Workforce Shortages and Burnout

Subspecialist radiologist supply lags behind demand, causing burnout and reporting delays in NHS departments.

Structural Inefficiencies in Expertise Deployment

Local workload confinement causes uneven capacity use, leading to backlogs and unused reporting potential across trusts.

Need for National Coordination

A nationally coordinated approach balances workload, maintains standards, and builds resilience in NHS imaging services.

WHY HLH AND EVERLIGHT TOGETHER



HLHGroup



Complementary Strengths, Not Competition

HLH Subspecialist Expertise

HLH provides nationally recognised subspecialist expertise with structured reporting for diagnostic accuracy and clinical relevance.

Everlight Operational Scale

Everlight offers resilient service delivery and integration with NHS systems, enabling seamless, scalable reporting workflows.

Collaborative Partnership Model

The partnership combines clinical leadership and operational scale to enhance NHS imaging services without added local burden.

SEAMLESS WORKFLOW INTEGRATION FOR NHS TEAMS



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Scan at NHS hospital

CT or MRI scan
performed locally

1



2



Everlight technology platform

Secure cloud infrastructure
connects imaging systems

3



HLH specialist reporting

Sub-specialist radiologists
analyse the scan

4



Structured report delivered

Clear diagnostic report
returned to clinicians

WHAT THE NHS SEES

- ✓ One Workflow
- ✓ One Governance Framework
- ✓ One Extension of the NHS Workforce
- ✓ National access to scarce subspecialist expertise
- ✓ Resilient service continuity

THE NATIONAL COLLABORATIVE MODEL IN PRACTICE



HLHGroup



A Seamless End-to-End Workflow for the NHS

Local Imaging and Secure Transfer

Imaging is acquired locally and securely transferred via Everlight's platforms ensuring efficient workflow orchestration.

Subspecialist Reporting by NHS Radiologists

HLH provides subspecialist reports using structured templates to ensure clarity and support clinical decisions.

Integrated Service Enhancing Clinical Capacity

The integrated model acts as an extension of local teams, flexing to demand and maximizing clinical expertise impact.

LOOKING AHEAD: SCALING WHAT ALREADY WORKS



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From Lung Cancer Screening to Cardiac and Prostate Pathways

National Diagnostic Network

HLH's lung cancer screening programme demonstrates scalable, high-quality national diagnostic reporting with digital infrastructure and governance.

Expanding to Cardiac and Prostate Pathways

Cardiac and prostate diagnostics are next focus areas, applying national collaboration to improve reporting times and patient outcomes.

Collaboration Over Competition

Strategic partnerships strengthen local services by providing resilience, consistency, and access to scarce expertise across NHS diagnostics.

Future-proofing NHS Diagnostics

Scaling national networks enables stable, equitable, and patient-centered diagnostic delivery beyond capacity crises.



THANK YOU



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Refreshments & Networking



Chair Morning Reflection



Jeevan Gunaratnam
Head of Government Affairs
AXREM



Case Study



Case Study



Maria Moors
Senior Account Director
BridgeHead Software



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The Data Problem Isn't Coming — It's Already Here: Who's Really in Control?

Maria Moors

Account Director



Leadership Interview



Martin Goodlet

Imaging Programme Manager
South Yorkshire & Bassetlaw Acute Federation



Barnsley Hospital
NHS Foundation Trust

Doncaster & Bassetlaw
Teaching Hospitals
NHS Foundation Trust

The Rotherham
NHS Foundation Trust

Sheffield Children's
NHS Foundation Trust

Sheffield Teaching
Hospitals
NHS Foundation Trust



South Yorkshire & Bassetlaw
Acute Federation



Delivering Imaging Transformation at System Level: Aligning Trusts, Networks and System Priorities

Presented by: Martin Goodlet, Diagnostic Programme Manager

Why a System Approach is Needed

2019 → Long Term Plan → Establish Imaging Networks

2020 → Richards → Diagnostics need a new operating model

2020 → GIRFT → Reduce variation through collaboration

2024 → Darzi → System problems need system solutions

2025 → GIRFT Imaging Networks Review → Networks remain the optimal strategy

2025 → NHS 10-Year Plan → Hospital to Community, Analogue to Digital, Sickness to Prevention

Digital Infrastructure

- Multiple PACS, RIS, Order Comms and EPR platforms
- Interoperability and shared data remain inconsistent

Commissioning & Contracting

- Funding and contracts remain organisation-focused
- Financial incentives don't always support collaboration

Performance Management

- Success is measured primarily at trust level
- Limited visibility of true system capacity and demand

Workforce & Training

- Workforce development is largely organisation-based
- Training investment often benefits the wider system

Culture & Governance

- Accountability sits with trust boards, not networks
- Networks rely on influence, relationships and shared objectives

Introducing South Yorkshire & Bassetlaw

- Population served: ~1.5 million people
- Geography covering:
 - Barnsley, Doncaster, Rotherham, Sheffield and Bassetlaw
- 5 acute providers:
 - Barnsley Hospital NHS Foundation Trust
 - Doncaster & Bassetlaw Teaching Hospitals NHS Foundation Trust
 - The Rotherham NHS Foundation Trust
 - Sheffield Teaching Hospitals NHS Foundation Trust
 - Sheffield Children's NHS Foundation Trust



Trust	Imaging examinations
Sheffield Teaching Hospitals	466,040
Doncaster & Bassetlaw	415,560
Barnsley	237,425
Rotherham	148,470
Sheffield Children's	46,360
Total	1,313,855

"Five organisations. One Imaging Network"

- Timely access to diagnostic imaging
- Patient choice based on clinical need and available capacity
- Standardised referral and clinical decision support
- Networked reporting across organisational boundaries
- A more integrated pathway for patients across SYB

Do we design the operating model and find the technology to enable it, or use the technology available to unlock a new operating model?

Our lesson: sometimes the opportunity comes first. The key is making sure technology, pathways, workforce and finance evolve together.

What have we achieved so far in SYB?

Our progress so far:

- Over 3000 scans delivered via Mutual Aid
- Cross-site reporting happening in parts of SYB
- Joint PACS/RIS procurement reducing fragmentation
- DDC creating opportunity to connect Order Comms, CDS, e-vetting, RIS and PACS
- Stronger shared focus on capacity, demand and pathway standardisation

These successes have been underpinned by 4 interconnected workstreams:

1. Service Models
2. Operational Processes
3. Digital
4. Workforce Sustainability

- Collaboration is a priority for everyone, but rarely the top priority.
- Trust and Network priorities do not always align.
- Delivery relies on people doing Network work alongside already demanding day jobs
- Building consensus often takes longer than solving the problem.
- Involving everyone slows progress; involving too few risks losing ownership.
- Networks need trust representation, whilst remaining system-focused and independent.
- Success depends more on relationships and influence than authority.

Lessons learned

- System working exposes challenges and opportunities you don't see locally.
- You don't need perfect data, systems or structures to start making progress.
- Most barriers are organisational, not technical.
- System benefit won't always feel like local benefit.
- Progress depends on relationships, influence and trust—not just governance.
- Sometimes the opportunity comes first — technology, pathways and operating models evolve together.

Creating a network is not about creating a single service. It is about creating the conditions for organisations to work together when it improves outcomes for patients.

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NHS Deep Dive



Liz Elfleet

Programme Manager for CDCs
Collaboration of Acute Providers, Humber & North
Yorkshire





Humber and North Yorkshire
Collaboration of Acute Providers



CDC Programme

Liz Elfleet- CAP CDC Programme Manager

My Experiences

- Barnsley Glassworks CDC
- 8 CDCs in Humber & North Yorkshire



4 Existing hospitals/ accommodation are now designated CDCs

Capital Investment received

- £2.5m Askham Bar
- £1.4m Selby
- £0.8m ERCH
- £1m Ripon

This funding include the provision of the pads to site the scanners



Askham Bar

Selby



ERCH



Ripon Community Hospital

Ripon (spoke)
Opened: Dec 23

East Riding Community Hospital (Spoke)



Scunthorpe Hub

Lindum Street, Scunthorpe DN15 6QU



Scunthorpe Hub
Capital Investment: £12.4m



Grimsby CDC in Freshney Place (Spoke)



Hull and East Riding Hub

Albion Street, Hull HU1 3TD



Capital Investment: £20m (which includes £2m funding from Hull City Council)



Scarborough Hub

Clayton Approach, Eastfield, Scarborough YO11 3TU

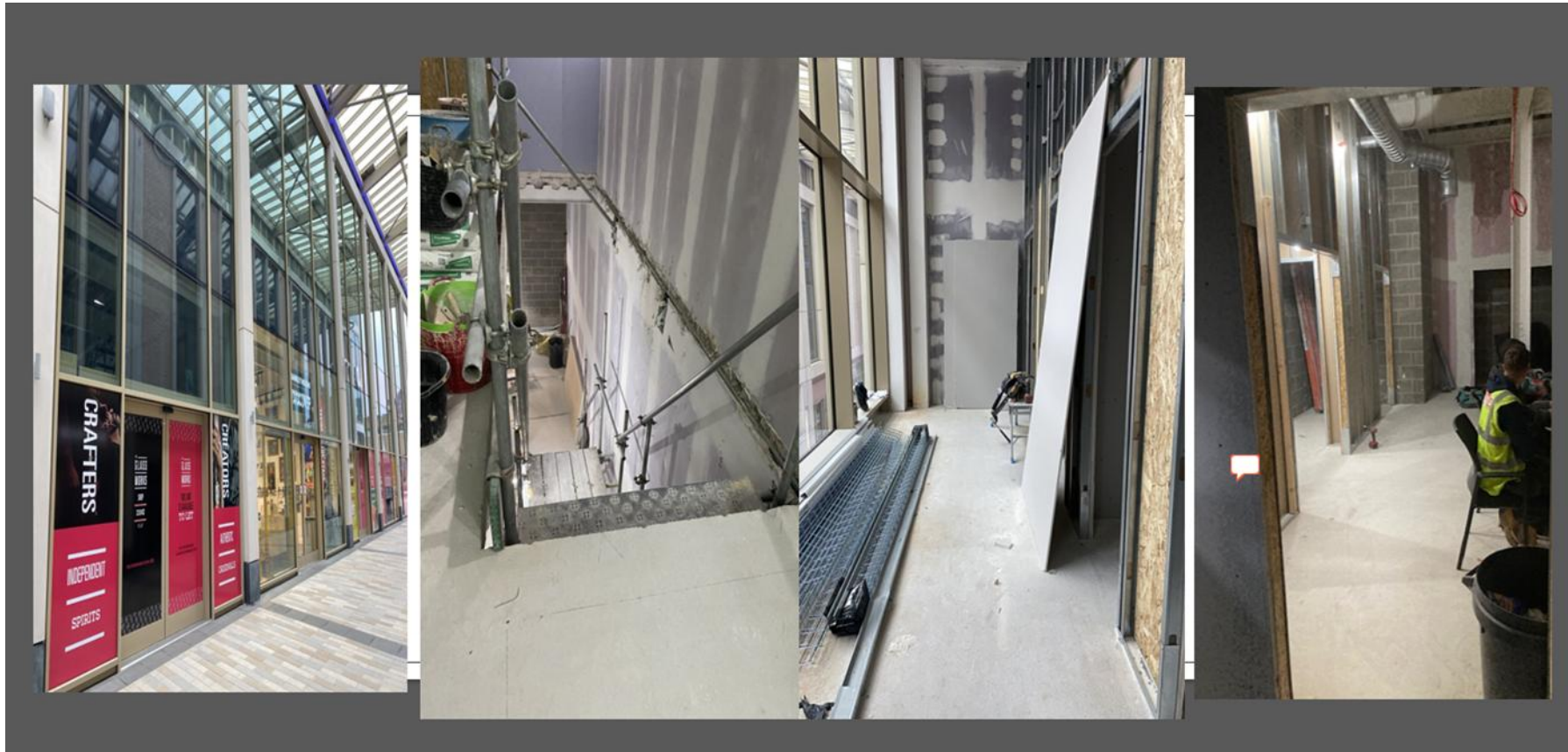
Artists graphic of new Scarborough CDC



Capital Investment: £12.4m



From this....

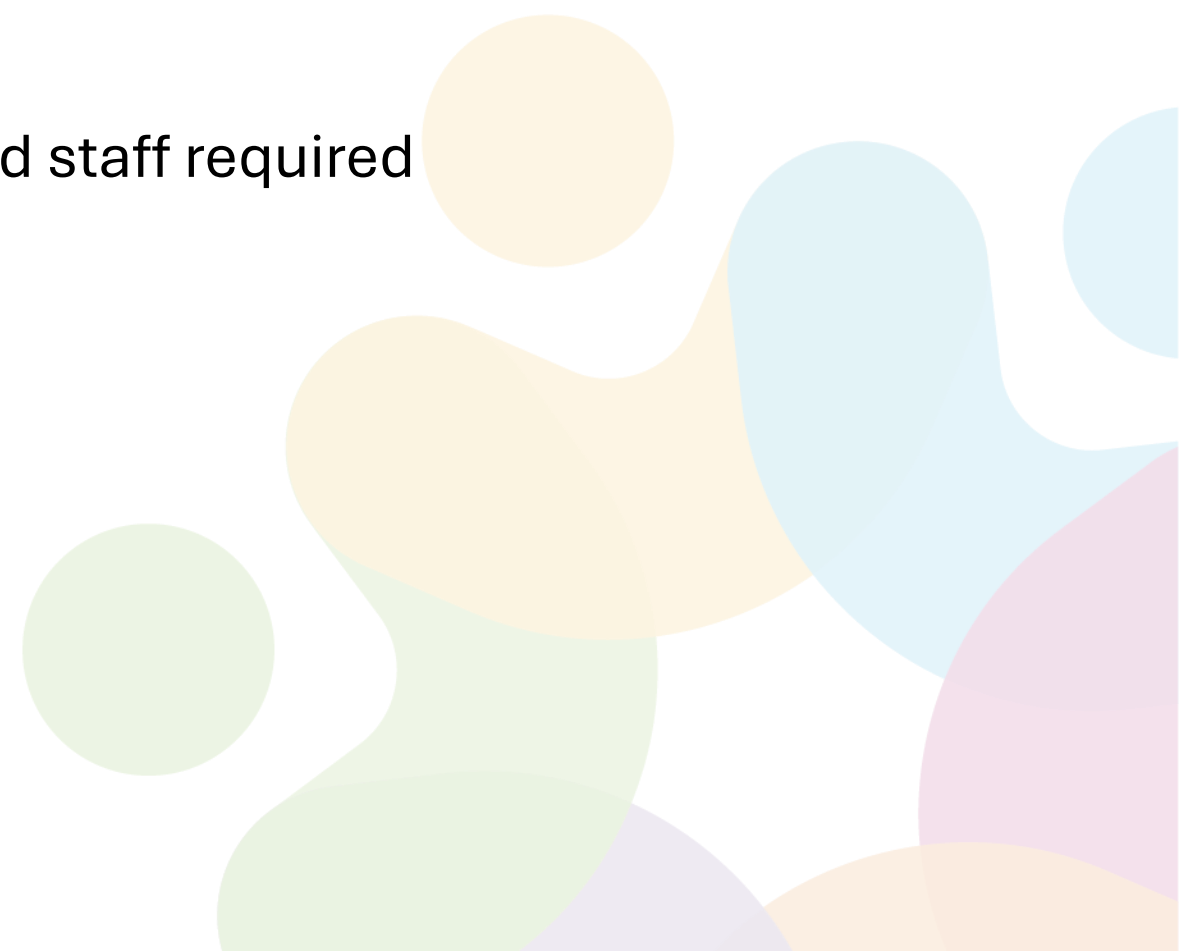


To this.....



Challenges

- Staff consensus
- Build delays
- Activity performance
- Financial balance
 - Mapping activity to opening times and staff required
 - Value for money
- Workforce
- Digital Infrastructure
- Reporting Capacity



Capacity

- Patient choice
- Exam selection in modalities to maximise capacity
- AI
- Digital solutions
- Mutual Aid across the system
- Recruitment



Workforce

- Reviewed current staffing models
- What opportunities could we offer for career development
- Anchor institute
- Apprenticeships
- Where are our service pressures – advanced practice support
- CDC Manager
- Quality Manager – accreditation
- Administration teams

Career routes into Imaging – existing pre-CDC

- Band 2 Medical Imaging Care Assistants
 - Trainee Band 4 (Annexe 21) Assistant Practitioners
 - Apprenticeship through Barnsley College and inhouse specific training
 - Assistant Practitioners
 - Primary Imaging
 - Nuclear Medicine
 - CT – no scanning, IV cannulation, patient & staff support
 - Student radiographers
 - Sheffield Hallam University
 - Bradford University
 - Sonographers
 - Pg Dip in Ultrasound
- Plus trainee radiologists

New models (1)

- Band 2 Medical Imaging Care Assistants
- Band 3 Trainee Assistant Practitioners to mirror nursing associates
- Assistant Practitioners
 - CT - scanning
 - MRI - scanning
- Degree apprenticeship radiographers
- Degree apprenticeship sonographers
- Assistant Practitioner in ultrasound
 - DVTs
 - AAAs
 - ABPIs



New models (2)

- Advanced Practitioner Sonographer
 - MSK injections
- Practice Educators
 - CT
 - MRI
 - Primary Imaging
 - Ultrasound
- ST1 Radiologists
 - Purchased a BodyWorks Eve scan trainer
 - Over 100 pathologies
 - Booked abdominal only lists
 - Rotation of 3 months, 2 days a week across the SYB region

Benefits

- CDCs are an excellent training base
 - Provide time for teaching
 - Provide time with patients
 - Less pressure
- Anchor institute
 - Local people want to work locally
 - Can offer entry level posts with a clear career pathway for people who want to progress
- New pathways for entry into radiographer roles (or other professions)
 - 2 qualified radiographer
 - 2 more to start degree apprenticeship

Benefits (2)

- Assistant Practitioners are now embedded in the CT & MRI workforce
 - Allows Band 6/7 to undertake additional duties whilst supervising the scans
 - Increased job satisfaction
 - Financial saving
- Radiologist workforce
 - Support across the region
 - Introduces ST1s to life in a district general
 - ST1s opt to return for other placements
 - Supports our radiologist recruitment medium to long term
- Admin Team
 - Development opportunity for existing staff
 - Entry level Band 2 for reception

Key Messages - Workforce

- Invest in staff early
 - Identify staff development requirements
 - Link into free literacy and numeracy courses often offered through trade unions for free
 - Upskill before opportunities are available
- Link in with 16–18-year-old education opportunities
 - Incident day showcases services
 - Share the career opportunities
 - Have visual staff examples
- Engage existing staff
- Tailor it to what works for you



Key Messages - Sustainability

- Maximise space
- Multipurpose rooms
- Pathways to minimise attendance at hospital
 - Breathlessness Pathway
 - Unscheduled Bleeding on HRT
- Staff retention
- Digital Capability





Humber and North Yorkshire
Collaboration of Acute Providers



Q&A

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below to register your interest

**Register Interest - Empowering
Leaders: Radiology and Nuclear
Medicine Training Course**



The Studio, The Studio,
3rd Floor, 7 Cannon St,
Birmingham, B2 5EP



21 Sep, 2026 - 22 Sep, 2026



Learn, share & grow
with peers and expert
leaders

Lunch & Networking



Chair Afternoon Address



Jeevan Gunaratnam
Head of Government Affairs
AXREM



Keynote Presentation



Rahul Singh
Consultant Spine
Surgeon & MHRA
Medical Advisor



Bryce Travers
Director Digital Innovation
Eastern Diagnostic
Networks



Eastern Diagnostic Networks

EDN

RadVision 2026

Bryce Travers – Director of Digital Innovation



Eastern Diagnostic Networks



EDN – What are we?

1 – Eastern Diagnostic Imaging Network (EDIN)

- Eight trusts

2 – East Coast Pathology Network (ECPN)

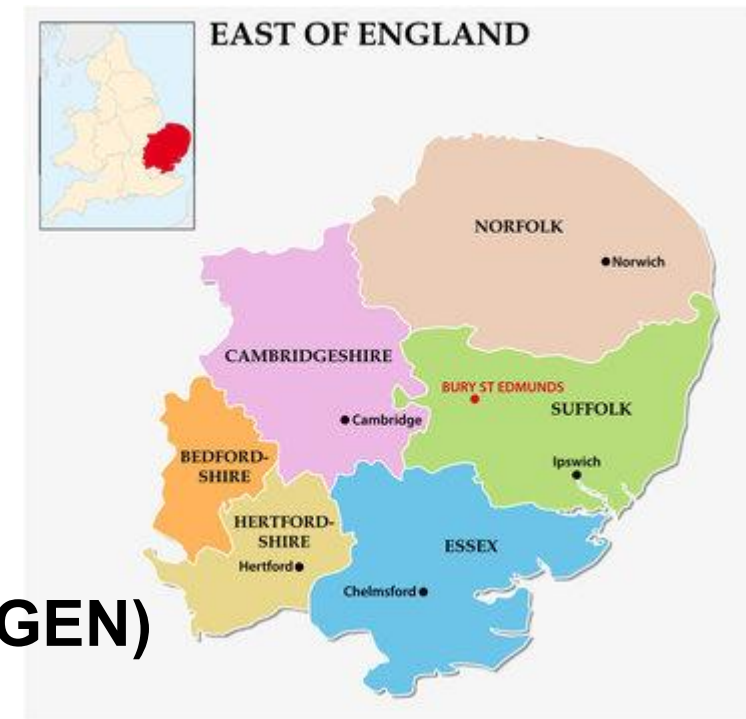
- Five trusts

3 – Eastern Physiological Sciences Network (EPSN)

- Fourteen trusts

4 – Eastern Gastrointestinal Endoscopy Network (EGEN)

- Thirteen trusts

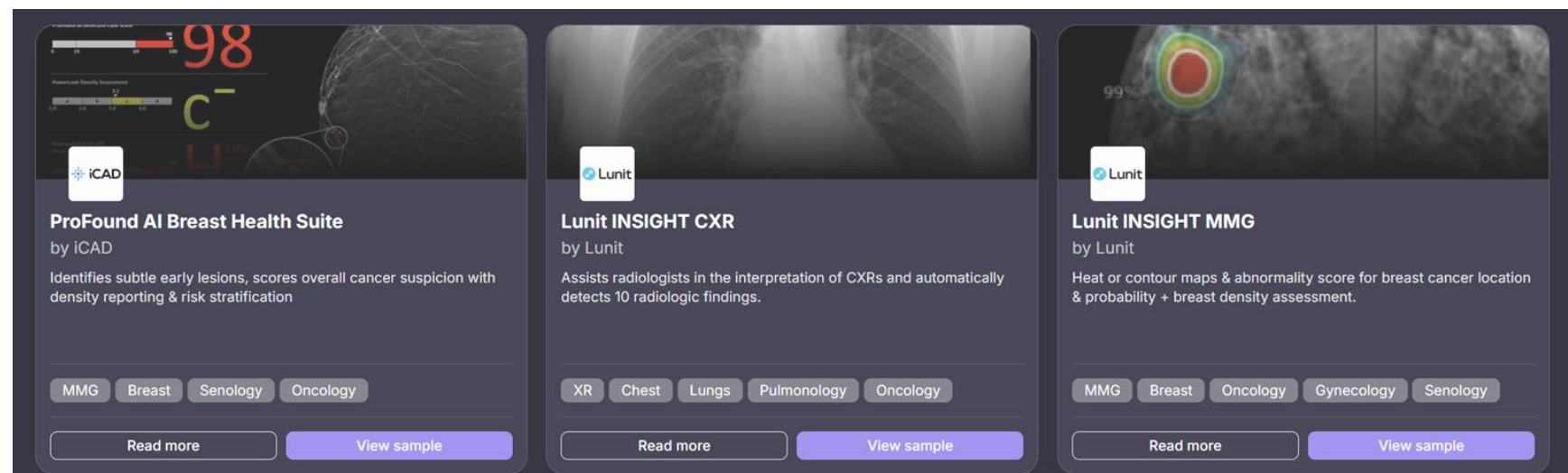


Today here to talk about AI in EDIN – deployment of a strategic platform to facilitate deployment, engagement and evaluation



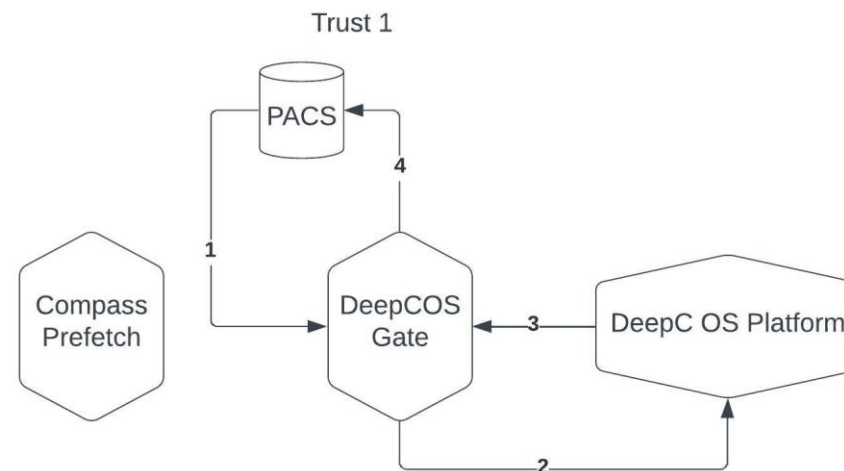
AI Platform – Why?

- IT integration overhead – previous AI diagnostic connects took 6-9 months of work per algorithm
- Cost of deployment – time equals money
- Speed of evaluation – configuration within a week
- Supports strategy of regional use – test in three, roll out in 11
- Single responsible provider – large choice of algorithms, stability



AI Platform – How?

- Single virtual DeepC Gate server deployed in trust – connected to PACS
 - PACS autoforward rules – including relevant priors if required
 - All DICOM anonymised within trust firewall before sending to Platform
 - Consistent structured returns, irrespective of algorithm
-
- Next stage uses Prefetch connected to RIS and PACS
 - Local and Network relevant priors



AI Platform – Difficult? You bet!

Unusually – not a supplier issue

- Information governance – single DPIA? Not a chance
- Clinical safety – multiple opinions and reviews
- Contract discussions – “but we wanted X”
- Competing priorities – feeling the lash
- Moving ahead – bringing clinical teams together to discuss next algorithms

Chest Xray (again)!

Bone Age!

Head CT!

Fracture Detection!

MRI Prostate!



Skill Clinic



Bryce Travers

Director Digital Innovation
Eastern Diagnostic Networks



Ben Thorn

Head of Radiology
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