

Welcome to Big Splash, the NHS IMAS newsletter for pool members, Partners and stakeholders. We hope you enjoy reading our latest edition.

## NHS IMAS 'a credit to NHS England'

**NHS IMAS has successfully passed its latest check against its two international standards for quality and environmental management.**

NHS IMAS has held the International Standards Organisation (ISO) ISO 9001:2008 for its Quality Management System (QMS) since 2012 and ISO 14001:2004 for its Environmental Management System since the financial year 2013/14.

The ISO certification confirms that NHS IMAS has recognised and reliable Business Management Systems (BMS) in place that focus on continuous improvement to support its clients in delivering services to patients.

The surveillance visit took place in May and reaffirmed that NHS IMAS is continually reviewing and improving its processes and services to meet the changing needs of its NHS clients.

NHS IMAS is delighted with the feedback from the European Quality Assurance (EQA) External Assessor.

The report states:  
*'Commitment to the QMS is total from senior management down in a department of competent and enthusiastic people. A total quality department which is a credit to NHS England.'*



The next visit by the EQA Assessor is planned to take place in March 2017 when NHS IMAS will be assessed against the new adjusted ISO standards 9001:2015 and 14001:2015. If you are interested in achieving the ISO standard in your NHS organisation and would like to talk to us about our experiences, please contact NHS IMAS at [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net).

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# BIG Splash

## Richard Jeavons' thoughts

**The NHS IMAS core proposition has always been 'by the NHS, for the NHS'.**

We have sought out NHS staff interested and available to work outside their own organisation in places that need their skills and experience to sort a problem and make sustainable improvement.

A key part of the approach is what it gives the individuals in terms of their own development. This comes through the support that NHS IMAS wraps around each assignment, the content of the assignment itself, and the networks and opportunities that are opened up for the future.

We know from our evaluation and quality management systems that we are delivering the promise of real personal development for NHS pool members, including opportunities for new jobs.

For example, just recently one NHS pool member secured a permanent role following a successful NHS IMAS assignment. This role was a promotion for the individual and the support and encouragement given by NHS IMAS gave them the confidence to apply for the permanent position. The pool member tells us about their experience in this edition of Big Splash.

We continue to work closely with colleagues across the system on talent management and development and I strongly encourage you to think about registering with NHS IMAS as a great way to open up new opportunities.

The NHS IMAS approach to supporting people on assignments is one element of our comprehensive Quality Management System.

In conjunction with our latest successful external audit, we are taking on the requirements of the new ISO 9001 standards for next year. We are confident about meeting all the standards and sustaining our record of excellence in quality management.



# BIG Splash

## Life on assignment - Helen Dennis

**NHS IMAS pool member, Helen Dennis, talks about her NHS IMAS assignment for the NHS Leadership Academy.**



The NHS Leadership Academy was established in 2012 and is based in Leeds. The aim of the Academy is to support and develop all leaders in the NHS, create a climate of care and compassion, and improve patient outcomes and their experience of the health service. The Academy offers a series of comprehensive development programmes and applied offers to support leaders at every level across health and care – of which, over 33,000 have been completed to date.

My career started in the public sector in the Government Departments of Whitehall – initially as a jobbing civil servant and then onto a press officer role and progression across the

specialist arm of Government communications working across all disciplines including media, copywriting, research, advertising, PR, design and events. A move up north at the turn of the millennium took me first to the then Department of Social Security, followed by the Department of Health, where I worked exclusively on NHS and public-facing communications. I moved into the NHS in 2012 to take up a role in the strategic communications team at NHS England.

I first registered with NHS IMAS in April 2014 after realising that the NHS was where I wanted to stay and recognising – perhaps selfishly – that a placement in another part of the NHS might be helpful to my career. Last September, NHS IMAS contacted me to ask if I'd like to be considered for a interim assignment at the NHS Leadership Academy. The role was as Interim Head of Communications to lead the Academy's marketing and engagement function as well as

supporting a smooth governance transition from NHS England to Health Education England (HEE) by 1 April 2016.

NHS IMAS set up my initial telephone interview and then a meeting with the Academy and, after a two week period of split time, I started the role full time on 1 December 2015. The framework that NHS IMAS put around my transition - an agreed set of objectives and deliverables and an open line of support directly to the NHS IMAS office – helped my nervousness at taking on my first Head of Communications role in a new organisation.

From the moment I stepped through the door, I knew I'd love the Academy. It's an amazing place doing amazing work which has a direct impact on the NHS and patient care. It is currently led by Karen Lynas who has been massively supportive and inspirational.

The communications contribution to the Academy's work is hugely

important because awareness across the NHS of its programmes and offers was very low, and it shouldn't be! Despite the steep learning curve, I got to work quickly to scope requirements and three weeks later presented a paper to the Academy's Board outlining the actions I felt that we needed to take to move to a more strategic model of communicating our offers of support for the NHS. This included better planning to map out all of our 'deliverables', being clear about our objectives, audiences and stakeholders and aligning with the broader national and local agendas across health and care. Evaluation of the Academy's programmes and offers has always been fantastic so it wasn't difficult to illustrate the fact that the programmes are wholly in tune with 'the system' and are designed to support and develop those colleagues facing the huge leadership challenges of working in today's NHS.

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The task was effectively quite simple, if not entirely straightforward, and that was to maximise every communications and marketing opportunity by setting it in the right context, both nationally and locally, to highlight the leadership development benefits offered by the Academy to individuals, organisations and the NHS as a whole. In light of the move to HEE (though only in terms of governance rather than brand), the broader context of their processes also had to be considered.

So, by January 2016, my assignment was proving to be terrifying and deeply rewarding in equal measure. No longer was my thinking around my career development, albeit potentially a great bi-product, but much more importantly it was about how I could contribute as much as humanly possible to a tiny NHS organisation that was directly trying to affect change for the better across the entire health and care service.

A humbling and scary realisation but also an empowering one because, with NHS IMAS's ongoing support, I didn't feel I was alone.

In February 2016, HEE agreed the go ahead to recruit to the permanent position of Head of Marketing and Engagement at the Academy. The role was advertised on NHS Jobs and I applied. I am delighted to say that after an assessment centre I was appointed to the role. If I hadn't done the NHS IMAS assignment, I am confident that I would not have been able to demonstrate in either my application or my interview the skills and experience necessary to do the job.

I have nothing but praise for NHS IMAS and gratitude for the opportunity and invaluable experience my placement gave me.

## Pool member development

### **NHS IMAS has held its latest WebEx as part of our programme of development for pool members.**

Pete Gordon, Head of Improvement (cluster 4) – Emergency Care Improvement Programme, delivered a Perfect Week / Breaking the Cycle WebEx for NHS IMAS pool members. Perfect Week works with sites and wider health and care systems that are consistently under pressure. For one week, they focus to 're-calibrate', to see and feel what 'good looks like' and to rapidly test and implement change. If implemented correctly, it's a great opportunity to empower front line teams and create a social movement.

This WebEx received extremely positive feedback, and NHS IMAS would like to thank Pete for running this session. NHS IMAS will be delivering a further session later in the year and details of this will be available in due course.

The Emergency Care Improvement Programme (ECIP) will be delivering a WebEx for NHS IMAS pool members on 6 September 2016. This WebEx will be an ideal opportunity for our pool members to find out more about ECIP and the work which is currently ongoing. More information about this WebEx will be published on Twitter and the NHS IMAS website.

If anyone would like to run a WebEx session for NHS IMAS pool members, or have any ideas of topics for future sessions, please contact Daniel Wood at [daniel.wood7@nhs.net](mailto:daniel.wood7@nhs.net).

# BIG Splash

## NHS IMAS - be part of it!

**NHS IMAS continues to provide an excellent service to organisations across the NHS.**

It has recently been recognised as 'a credit to NHS England' for its focus on continuous improvement to support clients in delivering services to patients.

An important part of this is the breadth of experience NHS senior managers can contribute to our growing talent pool to meet the demands of the service supporting the Five Year Forward View for the NHS.

NHS IMAS is inviting expressions of interest from NHS managers at Agenda for Change grade 8d and above (or those ready to move into an 8d role) to join our pool. We are particularly keen to hear from individuals with strong operational, performance, financial or programme management experience.

NHS IMAS can help individuals to:

- gain experience in other areas of the NHS at a local, regional or national level;
- find their next challenge;
- progress their career; and
- share good practice and bring learning back to their substantive organisation.

NHS IMAS can also provide a coaching and mentoring service to support NHS pool members undertaking assignments and for general career coaching. Other learning and development opportunities are also available such as WebEx seminars and a course in consultancy and facilitation skills.

A number of our pool members have discussed their experience of undertaking an NHS IMAS assignment and these are regularly featured in 'Big Splash'. This shows the variety of roles where NHS

IMAS has provided support and the benefits gained by individuals and organisations. ([www.nhsimas.nhs.uk/news-and-publications](http://www.nhsimas.nhs.uk/news-and-publications)). Examples of current assignments include:

- A Chief Finance Officer at a Clinical Commissioning Group
- An Interim Programme Director for a national programme
- A Programme Director for Emergency Care within an acute trust
- A Head of Governance for a national project.

If you are interested in becoming a Pool member or would like to recommend a colleague, please visit the NHS IMAS website at: [www.nhsimas.nhs.uk/contact-us/to-apply](http://www.nhsimas.nhs.uk/contact-us/to-apply) or contact us by email [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net) or telephone 0113 825 1573.



Interim Management and Support

## NHS IMAS Tweets!



**Don't forget to follow NHS IMAS on Twitter!** The account has been launched to keep everyone up to date with NHS IMAS news and encourage NHS managers to join the NHS IMAS pool and for NHS organisations to use our services.

We will also share details about learning and development opportunities, key areas of work we're supporting across the NHS and current opportunities and assignments – all anonymised of course.

If you're on Twitter and want to keep updated with NHS IMAS news, you can follow us at [@NHSIMAS](https://twitter.com/NHSIMAS)

# BIG Splash

## Quick Splash - Marion Smith

Interim Management and Support

**Marion Smith is an NHS IMAS pool member and has previously provided interim management and healthcare consultancy to NHS trusts in the south of England.**



**My typical day involves ...**There is no such thing as a typical day! Whilst I am on assignment, I am part of the team and come to work giving 100% commitment to the role. As an interim you have a certain amount of autonomy, having agreed clear deliverables before the beginning of the assignment. I therefore know what the client wants and I get on and deliver! In my role, I can be writing reports to tight deadlines, developing quality improvement frameworks, preparing for CQC inspections, holding stakeholder focus groups, meeting with executives and

attending meetings internally and externally – it’s all in a day’s work! What I find day to day that is so important is my ability to build relationship and work collaboratively with people during the assignment. Also, as an organisational development consultant I know the importance of listening and, as a coach, these soft people skills are essential if I am to hit the ground running and start to make an impact early on. To do this I believe that it is important to have a clear sense of purpose on assignment and in my role it is about improving the care we give to patients.

**The best thing about my job is...** Change is a constant state in the NHS and people are needed to respond to all of this change effectively. For me, undoubtedly it is the people that I meet and work with that is the best thing about my job. Hearing that the skills and experience that I bring and share has made a difference is very satisfying. In this sense I bring more

than the list of accomplishments on my CV, I bring my authentic self and people appreciate and respond very positively to that.

**Have you been on an NHS IMAS assignment?** Yes, I have been on several NHS IMAS assignments working in NHS trusts across the South of England and in London and the South of England with the NHS Trust Development Authority, (now part of NHS Improvement) ranging from interim management consultancy to Head of Quality and project management.

**What do you want to do next?** I am looking for my next assignment at the moment as I am just finishing my current assignment. Whatever I do, it will involve people, culture, change and improvement.

**If I didn’t work in the NHS...** and I wanted to do something completely different, I would be in property development.

**In my spare time...** I spend my time with my teenage daughter and husband at home in Hampshire. I like to see my friends and as I love to cook I try to go to the gym as often as possible, maybe three to four times a week for a quick 30 minutes on the cross trainer! I love going on long walks with my family and friends. We are thinking of getting a dog so there may be an addition to the family soon! I also like to visit the Island of Benbecula in the Western Isles in Scotland where I grew up on an island and enjoy the beachside life, eating the amazing mussels picked off the rocks and catching up with family and old friends! I also like to travel abroad in the summertime when I can.

### Organisational development and supporting change

**NHS IMAS pool member Jude Goddard shares some top tips and what she, and a small but motivated virtual team, did to make organisational development everyone's business.**



My assignment was to provide organisational development support to NHS Improving Quality (NHS IQ) to enable staff to have a smooth and supported transition to NHS England as the Sustainable Improvement Team.

To do this, I used the guidance and ambition created by the Do Organisational Development (Do OD) Programme. Do OD is the expert resource on organisational development for the NHS, and is delivered by NHS Employers in partnership with the NHS Leadership Academy. The partnership stresses the importance of focusing organisational development energy on what will make a real difference. Do OD

tested out five priority topics that will support the Five Year Forward View and help organisations and individuals to address the challenges that are happening now in the NHS.

We changed the name of OD to help create meaning for an organisation that needed support going through transition, we called our work Organisational Support rather than development. Below is my top tips for each priority area.

#### **1. Building OD Capability**

By setting up a virtual OD group we made OD a priority that was discussed across the whole organisation. Together we wrote an OD plan and worked with nominated leads and champions from different grades and teams across the organisation to lead on respective elements. We shared our vision with everyone across the organisation, not just by presenting papers at the necessary meetings, but also by having those conversations, asking people "What does OD mean to you?" We shared our work through

WebEx events and a forum for sharing ideas called 'lunch and learn'.

#### **2. Culture Change**

To change the culture of the organisation we undertook team development activity and included as many people from the different departments and teams as possible. These people designed and delivered the work, thereby owning and shaping it. We identified organisational values and behaviours, ensuring there were strategic links to those of NHS England, the host organisation.

To ensure the values were part of the organisational fabric we wanted to place them on show. We made screen savers illustrating them and displayed the values in offices. Another team in Birmingham put the values and behaviours on the wall and used them as a check-in at team meetings and other teams used them to undertake further in-house training and learning development.

As the organisation was so varied we made room for each of the teams that wanted to do their own work on values and, in that way, teams began to own what they did and understand more about what that meant.

As well as the values we developed 'ever' and 'never' behaviours and worked hard at holding each other to account, both when these behaviours were adhered to and also when they were broken. The results were highly satisfying and staff felt more empowered to challenge and contribute to the team and organisational dynamics.

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Our values work ran all the way through the organisation. The Senior Management and Leadership Team took part in this and their direction was fed back to all staff through staff briefings and newsletters and the views of the staff went back up the chain.

### 3. Systems thinking

We enabled staff to further their trust, explore the complexity of systems and to develop the system's goals by offering a series of workplace coaching sessions. Individuals were offered between three and six sessions on a face-to-face basis, via telephone or using Skype. We also offered team coaching.

This coaching offer was so successful that we provided over 300 hours of coaching to over a third of the staff. This was one of the most successful and powerful interventions, with excellent evaluation.

Alongside our coaching we offered Resilience Building as well as a suite of other training offers.

### 4. Integration

Do OD talks about asking the OD community how OD can support integration and integrated care.

Using the coaching model we explored with staff how they could support integration at an organisational systems level. We enabled this by using reflection and enabling staff to freely explore the impact on changes at a social, political, economic and psychological level that would impact on the integration agenda. This was a bi-product of the coaching and one of the most potent ways we discovered to promote change through our people

### 5. Evaluating OD

It was important that we had a Senior Management Team that was keenly interested in our OD intervention, and they were interested in the return on their investment for staff morale and value for money. We needed to see how our intervention was making a difference. This was a challenge, as we had no initial benchmarks other than the staff survey.

We evaluated our intervention in three ways, and reported our findings to the board. We produced quantitative reports on through-put and grade of staff attending interventions, numbers of staff receiving coaching and numbers of those coming back time and time again for more.

We also produced qualitative reports on coaching intervention that were anonymous unless someone agreed for their comment to be published. People could, if they chose, describe how they felt and if they felt more positive about work and themselves. They were also provided with an opportunity to share learning outcomes and measureable facts.

### Conclusion

The principle of engagement and involving people at all stages of the process was highly valuable and, although some people didn't choose to engage with it, it became an organisational wide development at all levels creating momentum and purpose. Creating a language for

change that became part of everyday conversation was instrumental in making OD a clear priority for most people and the behaviours we identified became part of how people worked together. The fact that people kept coming back was success itself and demonstrated that if you genuinely involve people they will make initiatives successful. This is a real-time example of ownership and empowerment being practised to great effect.

To learn more about Do OD please go to NHS Employers website at [www.nhsemployers.org/campaigns/org-anisational-development](http://www.nhsemployers.org/campaigns/org-anisational-development)

# BIG Splash

## Life on assignment - Angela Crockett and Cherry Abson

**Angela and Cherry have undertaken several NHS IMAS assignments, offering commercial and contracting support to NHS organisations. They tell us about their most recent assignment at a large acute trust.**

Prior to working in the NHS our careers had been in the private sector where we held senior commercially-focused positions in separate market leading multinational organisations.

We have recently undertaken an NHS IMAS assignment on a part-time basis for a large Trust in relation to a long term arrangement with a private sector supplier. The Trust wished us to explore whether the agreements in place commercially delivered the right outcome for the Trust and were fair and equitable based on both sides input and responsibilities.

We started by reviewing the suite of documents which culminated in a succinct analysis and included suggestions for change and questions

to be addressed. We identified with the Trust that the 'words on the page':

- (i) did not reflect the service actually being provided;
- (ii) contained certain provisions which were sub-optimal; and
- (iii) didn't meet the Trust's latest requirements for out of hours support.

We worked closely with the Trust and agreed both our approach and the desired outcomes. We were very concerned not to do anything to damage the day to day relationship between the Trust and the supplier and so ensured our interactions with the supplier were constructive and in partnership.

We raised the issues to be addressed with the supplier who, after initial reservations, came to recognise both the value of having documents that accurately and clearly described what was expected of each party and that the commercial terms needed to be fair and equitable.

Persistence and determination, combined with highly refined negotiating and stakeholder management skills, were required to achieve the results we delivered, which were:

- A 10% reduction in the total spend;
- A retrospective recompense to recognise the Trust's input;
- Mutually agreed clarity on scope of services;
- New commercial arrangements going forward.

Despite the supplier's initial resistance, we have developed a mutually collaborative trust-based relationship with the supplier, have delivered on our objectives for the Trust and the relationship between the Trust and the supplier has been enhanced.

In fact, the supplier has acknowledged that it has corporately changed the way it approaches certain things as a consequence of dealing with us and that it has learnt from the experience.



Cherry Abson



Angela Crockett

We operate as efficiently as possible while delivering quality results. We are on client site only when needed and carefully manage our time so as to ensure momentum and progress is maintained while providing value for money.

It's been really helpful undertaking this work as an NHS IMAS assignment due to their strong governance arrangements and the credibility that they bring. They provide a client-focused service that completely fits with our ethos and way of working. We look forward to working with NHS IMAS again and would highly recommend them to colleagues and clients.

# BIG Splash

## NHS IMAS welcomes two new Board members

At the last Strategic Advisory Board (which oversees governance and the strategic direction of NHS IMAS), it was agreed that in light of the changing NHS landscape, the membership of the Board should be adjusted to reflect the new arrangements and to ensure it continues to be fit for purpose and represents the broad spectrum of NHS client organisations. It was agreed that the representatives from the NHS Trust Development Authority and Monitor will be replaced by a single representative of NHS Improvement – in line with the organisational change.

As the Intensive Support Teams, who have been an important and valued part of NHS IMAS for the last few years, have now moved under the NHS Improvement Executive Director of Improvement, Adam Sewell-Jones, it was felt that Adam would be the most appropriate person to represent NHS Improvement on the NHS IMAS Strategic Advisory Board (SAB).

Following the transfer of NHS Leadership Academy hosting arrangements to Health Education England, Nicki Latham, Chief Operating Officer, has also been invited to join the SAB. Nicki takes a lead on leadership development and we are working closely with Nicki to develop talent management within the NHS.

We welcome both Adam and Nicki to the Board and look forward to working with them. We would also like to thank Lyn Simpson, Helen Buckingham and Ralph Coulbeck for all their support and hard work.

## Interim Management and Support

### Team changes

We have a number of changes to the NHS IMAS team this month. We would like to give a warm welcome to Tina Maisuria-Longland and Calvin Bell who have joined NHS IMAS for six months.



Tina joins NHS IMAS as Business Support Manager and Calvin as the PA for the NHS IMAS Managing Partner and Programme Director. Tina joins us from NHS Digital where she was Business Support Officer and Calvin from Royal Mail where he was Plant Support Manager. We are also pleased to announce that Debra Coulson will be acting as Project Manager for the next six months.

