

Big Splash

Interim Management and Support



Information for NHS IMAS members

NHS IMAS Programme Board and Business Plan update

Welcome to our Spring edition of **Big Splash**, the newsletter for NHS IMAS members.

Big Splash has the latest news about the NHS IMAS programme and assignments.

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Sir Ian Carruthers OBE

NHS IMAS has been praised as an “impressive success story” by Sir Ian Carruthers OBE, Chief Executive of the NHS South of England cluster and Senior Responsible Owner (SRO) of NHS IMAS.

He was speaking at the first meeting of the new Programme Board which represents all NHS clients and reports to the NHS Commissioning Board Authority (NHS CBA). It will govern and set the future strategic direction for NHS IMAS.

The NHS IMAS Business Plan for 2012/13 has been signed off following approval of funding by the NHS Operations Board, as previously reported.

In the next year the NHS IMAS core team aim to increase support to the NHS and the cost savings

by increasing the number of live assignments being managed at one time to 75.

This years' Business Plan target was to manage 60 live assignments at any one time. The programme is currently managing 71 live assignments.

During 2011 we retained a core of senior NHS Partner members and the NHS IMAS talent pool has grown steadily, increasing the expertise available to the NHS, including increasing the number of clinicians in the pool.

NHS IMAS will continue to support the development of Partners and NHS pool members through a variety of events previously mentioned in Big Splash including Partner Day, pool member networks and a distance learning package on introductory consultancy skills training course.

In 2012/13 we aim to increase the number of quality and active NHS pool members by 25% by developing a targeted recruitment campaign through new and existing networks.

We would like to thank everyone who has supported the programme, undertaken assignments and used our services during the past year.

Pool Member Development

Pool member networks...

Building on our commitment to pool member development, the first two pool member network sessions have been scheduled for Spring 2012.

As previously mentioned in Big Splash, NHS IMAS is establishing a network for pool members to develop skills in common areas of interest, to share experiences and learning to facilitate personal development.

The first session will take place on 13 March 2012 concentrating on Information Management and Technology and the second on 14 March 2012 will cover the alignment of education and service commissioning.

Future networks will be planned throughout 2012 and created based on region, skill set, experience and aspirations.

If you have any suggestions for a topic that you would like to get involved in please contact us at nhs.imas@nhs.net or call the core team on 0113 254 6464 / 6424.



Training Opportunities...

NHS IMAS continues to provide Partners and NHS pool members with access to a portfolio of training and development opportunities.

Training courses are run by NHS Elect and cover a broad range of subjects from project management to marketing. These courses are free to attend and are held in central London.

The list of courses is available on the members only area of the NHS IMAS website. This is a dedicated section of the website for Partners and NHS pool members to log on to.

Courses taking part in March 2012 include basic marketing and leadership.

As the number of places available are limited, they are allocated on a first come first served basis.

To request further information on the courses available or to register your interest in attending please contact us at nhs.imas@nhs.net or call the core team on 0113 254 6464 / 6424.

Contact us

Please direct any questions regarding the NHS IMAS programme to nhs.imas@nhs.net or call the team on 0113 254 6424

If you would like to be included on the Big Splash distribution list or have any ideas for future articles, please contact Karen on k.davison@nhs.net or 0113 254 6424

This month, Russell Emeny, the Director of the Urgent and Emergency Care Intensive Support Team, reflects on providing NHS IMAS consultancy support to an SHA

For the past two winters, I have worked with an SHA in reviewing all the winter resilience plans submitted by its organisations. The aim has been to provide local organisations and the SHA with an 'external' perspective that adds value to its annual review process. The scope of this work programme is beyond that offered by the Intensive Support Team as core business, so help is provided on a consultancy basis through an NHS IMAS assignment.

Reflecting back on these assignments, there are three important lessons that emerge. First, ensure that the task is scoped collaboratively with the client and then captured in writing. Second, agree a realistic timescale for delivery. Last, build in some time to 'tweak' the final output as the client may have needs that emerge during the assignment that have not been fully scoped.

The scope of my assignment was agreed and then written up using the standard NHS IMAS template. Carefully scoping an assignment prevents misunderstandings about what is required and keeps everyone focussed on achievable objectives. In this case we agreed that the key deliverables would be presentations covering key themes of operational and clinical relevance. I developed a template to ensure that all themes were covered systematically and to give the presentations a corporate feel.

Getting the time inputs right was a bit easier the second time around than the first. I underestimated how long the 'thinking' would take,

and this cost me an unbudgeted weekend to catch up. I drew on support from a small group of colleagues to carry out some of the reviews, allowing two days to create each presentation. The second time around was much easier, and I made the proper allowances for planning and checking.

Allowing time to tweak the final output is important. Giving what has been agreed, but not entirely what was wanted, may be 'factually' correct, but may not thrill a client. My aim is to exceed expectations and add real value. In this case I was asked to provide specific feedback on the contributions of social care, something I had not done the previous year. I provided updated presentations and worked with the SHA to ensure that the language was appropriate to a non-NHS audience.

Getting the scope right, allowing enough time to deliver and anticipating the need to do a final polish are for me all important lessons when delivering great work as an NHS IMAS consultant. My feedback, delivered after the closure call with the client, was great and gave me a real lift.



Russell Emeny

“Carefully scoping an assignment prevents misunderstandings about what is required and keeps everyone focussed”

Pool Member Recruitment

NHS IMAS has identified trends in the skillsets required from our clients on a seasonal basis as well as during this time of transition.

To meet this demand we need to increase the number of people in our pools with the skills and experience required.

We are undertaking an active recruitment campaign to target potential pool members. This includes contacting our Partners for recommendations and cascading adverts throughout the SHA cluster networks.

Currently there is a demand for people with the following experience:

- Human Resources
- Organisational Development
- Workforce
- Finance
- Operational Management

Do you know any colleagues (Agenda for Change 8d and above) with these skills who would be suitable for NHS IMAS and would benefit from belonging to our pools?

If colleagues are interested in applying to become a pool member, they can contact the team at nhs.imas@nhs.net or 0113 254 6464 / 6424.



Endoscopy demand and capacity tool

The NHS IMAS Intensive Support Team (IST) has created an endoscopy demand and capacity tool which is now available on the NHS IMAS website.

The tool is an Excel workbook, for operational teams to use to help understand their current service, demand and variation in demand.

It will provide estimates on the capacity needed to meet demand and the backlog that may need to be cleared to sustainably deliver national and locally agreed, waiting times standards.

The benefits of the of the model are maximised when the whole endoscopy team are involved in the discussions. The tool is [available here](#) with contact details if you require any support in using it and if you wish to provide any feedback.

This is the first of the IST capacity and demand tools to be published on the website. Other similar tools which are geared towards inpatient, outpatient, and cancer activity will follow over the coming weeks.

NHS IMAS products *in the spotlight*: Vision Statement template

A different product from the NHS IMAS toolkit is showcased in each issue of Big Splash to demonstrate the broad range of tools available to you.

We do not claim that these tools are 'best practice', but they are good practice, and we know they work as they have been tried and tested elsewhere.

This month, we would like to share the vision statement template.

The vision statement can be part of a programme mandate or brief and is used to communicate the end goal of a programme.

It enables all stakeholders to understand the 'big picture' and how things will be different once the programme is completed.

If you would like a copy of this template or further details on how to use this tool, please contact Karen Davison at k.davison@nhs.net

Quick splash...

This month, NHS pool member Claire Norman answers our quick fire questions

I work as...an Associate Director of Communications at a PCT.

My typical day involves...I used to have a typical day overseeing media enquiries, producing stakeholder briefings, managing communications issues or planning campaigns. Since the reforms I have spent significant time building the internal communications systems for our CCG, helping them develop their communications expertise and build membership engagement. I've also been working on specific communications projects at PCT cluster level.

The best thing about my job is...the balance between strategic and operational. Being able to deliver plans but also having to react quickly, think on your feet and meet tight deadlines when dealing with the media.

Have you been on an NHS IMAS assignment? Yes, I'm on my first NHS IMAS assignment, working two days a week over five months.

Tell us a bit more about it...I'm providing strategic communications support in the run up to the launch of a new national body. This involves working with people from the Department of Health and various national and regional parts of the NHS.

What would be your perfect assignment? I don't want a perfect assignment as that implies an easy one! I want one which challenges me and tests my skills, not just my professional ones but also my ability to fit in quickly and build relationships with the key people. Above all I want one where I go away having delivered the objectives successfully, where people are happy with the job I've done and where I may have made one or two new friends and plenty of connections along the way.

Word of advice for other pool members...Don't hesitate to ask. It's difficult to pick everything up quickly, particularly if you come in to a project which has already started or is not 'organisation based'.

What do you want to do next? (assignment or career)

The national communications shared service is on its way and I'm watching that with interest!

If I didn't work for the NHS...I'd probably still be a journalist.

In my spare time...I run around after four-year-old twins and a two-year-old, and occasionally sleep!



Claire Norman

“Don't hesitate to ask. It's difficult to pick everything up quickly, particularly if you come in to a project which has already started.”



The NHS IMAS core team based in Leeds are taking part in a campaign which aims to help all NHS staff in Leeds to have fun, get active and feel good!

In 2012, NHS IMAS continue to receive awards for the average number of exercise activity minutes logged.

Well done team!

To find out more please visit:
www.havefunfeelgoodleeds.co.uk