

Big Splash

Information for NHS IMAS pool members



Merry Christmas and a Happy New Year!



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

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

In this edition:

- ISTs receive funding for the future
- Life on a NHS IMAS assignment
- Share, Learn, Network
- Need to contact us?
- Quick Splash
- Make savings simple, use NHS IMAS
- NHS IMAS seeing stars!
- In demand
- Good luck Lydial!
- Referral to Treatment Pathways – A Guide for Managing Efficient Elective Care
- Ending the year on a high
- On the 12 days of Christmas NHS IMAS gave to you....
- 2013 Emergency Care Conference
- NHS IMAS Working with the Care Quality Commission
- Merry Christmas from NHS IMAS

Intensive Support Teams receive funding for the future and the NHS IMAS Business Plan is agreed

In the last edition of Big Splash, we brought you the news that the future of NHS IMAS had been secured.

The NHS Commissioning Board has now confirmed that they will fully fund the Intensive Support Teams (ISTs) for 2013/14 which means the team will be able to build on their achievement of completing 75 assignments and managing 100 assignments simultaneously by the end of 2012/13.

The ISTs will be managed alongside NHS IMAS, in their current format, and become part of the new Improvement Body (nIB).

The Interim Managing Director of the nIB, Julian Hartley, will become the Senior Responsible Officer (SRO) from April 2013 and governance for the teams will continue to be provided by the NHS IMAS Programme Board.

NHS IMAS' focus as part of the nIB will remain on managing challenging improvement projects in trusts across NHS England.

The ISTs are currently delivering 92 assignments. These assignments are supporting Trusts to meet NHS performance targets.

At the NHS IMAS Programme Board meeting which took place on the 7th of December 2012, the business plan was agreed with the business model for the organisation being maintained for 2013/2014.

The requirements of our clients have been assessed and there will be shifts in demand including increased pressures on providers and the emergence of the new commissioning architecture. We are continuing to recruit to our pools (especially for skills such as finance and commissioning) to meet the shift in demand and our clients' needs.

The business plan is available to view on the members section of NHS IMAS website, www.nhsimas.nhs.uk.

Life on a NHS IMAS Assignment

This month we hear from NHS IMAS pool member, Janet White, about her recent NHS IMAS assignment conducting an independent review of a services review carried out in a large acute NHS Foundation Trust.

Having successfully completed a part-time NHS IMAS assignment for the NHS Leadership Academy in 2011, I was asked to undertake another assignment for a large acute trust in the South West.

The assignment was to conduct an independent review of the Trust's review of an organisation-wide but devolved support service, which had resulted in consequences unanticipated by the Trust's leadership. The Trust wanted to explore, better understand and then take actions to address these consequences and to note lessons for the future.

This assignment looked really interesting and, being reassured that geography need not be a barrier (I live in Nottingham and work at University Hospitals Coventry and Warwickshire NHS Trust in Coventry), I agreed to consider it.

My day job at that time was as Director of Engagement which involved a lot of work around stakeholder engagement and using this to understand patient and service-user experience to support service improvements. This fitted well with the NHS IMAS assignment, as a large part of it was collecting feedback from those the service review impacted on, directly and indirectly, analysing this and using it to make suggestions to the Trust on future actions.

My project and programme management skills also came into play in reviewing the mechanics employed by the Trust's service review, via a review of the project documentation, and comparing its objectives with the actual outcomes.

Fitting it in, as existing commitments meant I could only do something short-term and with a relatively high degree of flexibility, was a potential issue but after discussing this with the NHS IMAS team and the Trust, we worked out a solution that worked well, especially as it involved only a few days of work spread over a number of weeks.

Scoping the project up front was really important as it was vital for the work itself, and for the credibility of the review, that everyone was clear about my role, its scope and how the evidence I collected was to be used. It was also important that the Trust and I were clear about the expected outputs; not the findings of the review but the tangible products, such as the review plan, the extent of and methodology for the stakeholder feedback activity and the coverage and format of the report.

I did wonder what reception I would get as an independent reviewer but I have to say I was made really welcome by everyone, staff, management and the Trust's leadership team and everyone was supportive and helpful and seemed very appreciative of my efforts.

Regarding the practicalities of the assignment it involved nine very full but rewarding days, spread over three months; two long days on site conducting interviews and focus groups. The rest of the time was spent preparing plans, reviewing documentation, conducting telephone interviews, analysing feedback, over 400 survey responses and factual evidence and drafting, redrafting and then finalising the report.

Continued on the next page.....



Janet White

**Director of Engagement
& Foundation Trust
Project Director**

NHS Pool Member

“For me, undertaking this NHS IMAS assignment was a great opportunity to step outside of my usual surroundings and, to use a cliché, comfort zone and apply the skills and knowledge I use each and every day in a very different way.”

...continued from page two

There were joint decisions taken to extend the deadline for the staff survey and to produce a final report that was different in nature from the one originally agreed. This was because the Trust Board was keen to have something it could share with all its staff. The Trust was very understanding of my other commitments and these extensions were mutually agreed.

The output from the project has been an initial draft report, followed by a final condensed report for the Trust Board. The report has now been shared with staff and the Trust is using it to inform action plans to address issues highlighted and to inform any future similar projects.

Acting as an independent reviewer was certainly a challenging role where respecting confidentiality, remaining focused and objective and bringing all skills around listening, communicating and being tactfully firm but fair came into play.

I had all sorts of people to meet with and listen to. I had to always be on my guard against any bias and to maintain the integrity and independence of the review. I did have a couple of challenging moments around this but the NHS IMAS team were incredibly supportive and their wise counsel saw me through.

Feedback I have had formally via NHS IMAS and informally from people from the Trust I have bumped into since has all been that the Trust is pleased with what was achieved.

For me, undertaking this NHS IMAS assignment was a great opportunity to step outside of my usual surroundings and, to use a cliché, comfort zone and apply the skills and knowledge I use each and every day in a very different way. I would certainly encourage others to consider assignments that at first face may seem a little daunting, as the amount of learning and sense of satisfaction that I have taken from this assignment has been worth all the effort!

Need to Contact us?

You can contact NHS IMAS in the following ways:

Team telephone number :
0113 254 6464/ 6424

Our Programme Managers are always happy to talk through your needs.

General mailbox email:
nhs.imas@nhs.net.

Website:
<http://www.nhsimas.nhs.uk/home/>

Share, Learn, Network

NHS IMAS is continuing to establish networks for pool members to share experiences and learning to facilitate personal development.

Building on our commitment to pool member development, events are being created to provide a network to develop skills in common areas of interest. They will also provide pool members with an opportunity to discuss work-related issues and learn new ways of working.

We are currently in the process of organising sessions for pool members with an operational or service improvement background.

These sessions are a continuation of the events which took place for the IM & T pool members and pool members on Department of Health assignments that happened earlier this year in London and Leeds.

If you would like to attend any of these sessions, please contact Stacey Harrison on stacey.harrison@nhs.net to register an interest. We are currently in the process of finalising dates.

The workshops are free of charge to attend for NHS IMAS pool members and places will be allocated on a first come first served basis.



Quick splash...

This month, NHS pool member Elaine Criddle answers our quick fire questions.....

I work as... the Divisional Director for Clinical Services at South Tyneside NHS Foundation Trust. I started this role in September 2012.

In the past year we have harmonised our services and Acute and Community care have been brought together.

My typical day involves... My typical day is never typical, given the nature of my role I can have a number of scheduled meetings arranged but often operational issues mean these can shift and change very fluidly.

The best thing about my job is... you never quite know what is going to happen and problem solving is something I really enjoy in a fast paced environment. Keeping all the plates spinning and thinking on your feet is a necessity!

What would be your perfect assignment? The assignment's I have undertaken for NHS IMAS are as follows:

- Supporting a Children's Hospital to redesign their renal transplant service
- Working with Mid Staffordshire NHS Foundation Trust to improve customer relationships

The two assignments I have undertaken have been very different.

I have been able to share my 36 years of experience, knowledge and skills in the NHS which ultimately benefits the patient.

I like to diversify, so I always consider any assignment to see if I have the ability to deliver what the client wants.

Word of advice for other pool members...One of the first things I learnt is to make sure the scoping is clear so you can make an informed decision on your abilities to deliver what the client needs. It's very easy once in an organisation to be drawn into other things.

If I didn't work for the NHS...I can't imagine not working for the NHS. I am really passionate about the organisation. Because of this, I fully support what NHS IMAS stands for.

We must share the knowledge and skills we have within the NHS, as it rejuvenates you as a person to see what other organisations are finding challenging.

In the end I think everyone's a winner using the NHS IMAS model. The organisation you're working with gets a helping hand and your own organisation benefits from the project because you come back with new ideas and learning.

In my spare time... I enjoy spending time with my two grandchildren who were born earlier this year. I have just become a Grandma for the first time so life beyond the NHS is a real handful for me, but a very enjoyable one!



Elaine Criddle

Divisional Director for Clinical Services

NHS Pool member

“I fully support what NHS IMAS stands for. We must share the knowledge and skills we have within the NHS as it rejuvenates you as a person to look and see what other organisations are finding challenging. In the end I think everyone's a winner using the NHS IMAS model.”

Make savings simple,

use NHS IMAS

NHS IMAS offers NHS organisations that need short or medium term support, the means to access the management expertise (AfC 8d and above) that exists throughout the NHS.

The small core team, who place talented pool members within NHS organisations, have an in-depth knowledge across the breadth of the service. This allows us to meet our client's resource requirements in an efficient and cost effective way.

We understand that value for money is a key priority for the NHS and unlike the independent sector consultancies, we do not charge commission. This enables your organisation to make savings instantly when considering your senior resource requirements.

NHS IMAS is of the NHS for the NHS.

If you would like to talk to us about your organisations requirements, please contact us on (0113) 254 6464/6424.

In demand

We are anticipating a high demand for people with the following skills and experience:

- Finance directors
- Operational managers for Mental Health
- Operations experts for Acute Trusts
- Programme Managers

If you would like to discuss the potential opportunities in more depth please contact us on (0113) 254 6464/6424.

NHS IMAS seeing stars!

We would like to thank all the core team, pool members, friends and family who very generously sponsored us for the Starlight Hike.

Three members of the core NHS IMAS team, Janet, Gemma and Stacey along with two members of staff from Mid Yorkshire Hospital NHS Trust, pool member Linda White and Denise Sugden, successfully completed the Sue Ryder 10k Starlight Hike.

The hike was held in the grounds of Temple Newsam House in Leeds.

All the money raised went to Wheatfields Hospice and the team raised £1,106.75 for the worthwhile cause!

After setting off at midnight, the team made good progress round the course. Undeterred by their failing torches, they completed the course in one hour 45 minutes and were among the first to cross the finishing line in true NHS IMAS style.

The team are planning to take part in next year's hike so if you would like to join them please get in touch at nhsimas@nhs.net.



Good luck Lydia!

At the end of this month, NHS IMAS Programme Manager Lydia Whiteoak leaves us temporarily to go on maternity leave.



Don't worry if Lydia is currently your Programme Manager, one of the core team will be in touch to introduce themselves.

Good luck Lydia! We can't wait to hear if it's a boy or a girl. The office will be a quieter place without you!

Referral to Treatment Pathways – A Guide for Managing Efficient Elective Care

The Elective Care Intensive Support Team (IST) is producing a guide entitled “Referral to Treatment Pathways – A Guide for Managing Efficient Elective Care”. The guide is to be piloted with current clients and stakeholders who participated in creating the document. A wider launch is taking place in 2013.

The guide is designed to walk you through the essential elements of a Referral to Treatment (RTT) pathway; from pre-referral advice and outpatients, all the way through diagnostics to patient admissions. It also covers a number of key areas which support the operational delivery of a good RTT pathway, including demand and capacity planning, elective access policies, performance management and reporting.

The guide provides clients with the advice and expertise collected by the Elective Care Intensive Support Team (IST).

This information has been built up over the years through by IST supporting various NHS organisations across the country delivering and sustaining low waiting times for treatment.

The intended audience for this document is primarily NHS staff who are involved in any aspect of RTT pathway management and who want to understand how best to manage or deliver RTT pathways. This will include staff within acute trusts, NHS Foundation Trusts, Local Area Teams (LATs) and in emerging Clinical Commissioning Groups (CCGs).

For further information or to receive a copy of the guide please email: Piers.Young@southwest.nhs.uk

On the twelve days of Christmas,
NHS IMAS gave to you....

- **One** hundred and thirty live assignments currently being undertaken
- Almost **two** hundred completed assignments since we were established in 2008
- Over **Three** hundred NHS pool members plus three hundred independent pool members
- Over **forty** percent of clients returning to use our services
- **Five** NHS IMAS Programme Managers
- **Six** Big Splash newsletters
- Over **seventy** IST completed assignments completed this year
- **Eighteen** live enquiries
- ISO **Nine** Thousand and one accreditation
- **Ten** NHS Elect courses
- Over **Eleven** national organisations supported
- **Twelve** thousands hits on the website

Ending the year on a high

What our clients say about us.....

“In terms of NHS IMAS, I have been very impressed by the speed and efficiency of the service - it really made an enormous difference that the contract was sorted out so quickly with none of the headaches I associate with using consultancies”.

Project Manager, Department of Health

“Thank you to NHS IMAS for all your help. The process has been very smooth and painless. I’ll definitely recommend you to others who require interim support!”

Head of Patient Partnership, Teaching Hospital Foundation Trust

“I would like to take this opportunity to thank the ECIST team for their support. We have made enormous progress across the health economy in terms of agreeing priorities for urgent care and taking things forward”.

Chief Operating Officer, Acute Trust

“I would like to make a point of thanking ECIST for the work that you have done with us to date. It has really helped us to see our challenges and develop the vision to tackle them”.

Chief Executive, Acute Trust



2013 ECIST Emergency and Urgent Care Pathways Conference

After the success of the 2012 conference, the Emergency Care Intensive Support Team (ECIST) have set a date for a follow up emergency and urgent care pathways conference in 2013. The conference will take place on the 14 March 2013 in Central London and early indications suggest that all places will be filled quickly.

Feedback from 2012 indicated that attendees rated the workshop sessions very highly and as a result additional workshops will be scheduled into the 2013 conference.

New sessions will include:

- How to improve ambulance turnaround
- Setting up a single point of access for admission/discharge
- Use of non-medical roles in the Emergency Department (ED)

The ECIST team are currently confirming the keynote speakers for the 2013 conference but once we can confirm the names we are confident that you will agree that they will be inspiring, thought provoking and challenging.

The conference will also be multi-disciplinary, speakers will include; consultants, therapists, nursing, social services and primary care clinicians.

We know that delegates went away from the 2012 conference and changed practice as a result of what they saw and heard. With this in mind, the overall aims of the 2013 conference are:

- To provide attendees with good practice examples from the beginning of the emergency care pathway to the end which they can adapt for their own organisations
- To allow attendees thinking space to create new ideas to improve emergency care in their organisations and;
- To inspire attendees to look again at challenging areas within their emergency care pathway again to improve flow and experience

If you are interested in attending this conference please contact Rebecca Wootton on rebecca.wootton@southwest.nhs.uk

NHS IMAS working with the Care Quality Commission

NHS IMAS is working with the Care Quality Commission (CQC) looking to place individuals within the organisation on assignment.

If you would like to register an interest in working with CQC please contact us on (0113) 254 6464/6424.



Everyone in the NHS IMAS team wishes you a very Merry Christmas and a Happy New Year!

This Christmas the NHS IMAS core team will again make a donation to charity in lieu of sending cards.

Our chosen charity is Candlelighters, a childhood cancer charity in Yorkshire. For more information on the fantastic work they do in the region, please visit

www.candlelighters.org.uk

