

# Big Splash

Interim Management and Support



Information for NHS IMAS members

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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## NHS IMAS celebrates successful year

The NHS IMAS Annual Report 2012/13 has now been published. The report describes our achievements in the last financial year and our future plans.

### 139 live assignments

The report shows the number of assignments we have undertaken has risen significantly over the last two years. At the end of March 2011, the core team were managing 50 live assignments at any one time, by March 2012, this had risen to 71 and by March 2013, this figure had almost doubled, standing at 139 simultaneous assignments. In addition the team placed 161 staff on assignment to the NHS Commissioning Board.

### Savings to the NHS

Our commitment to support the NHS, embed sustainable change and save money is at the forefront of everything we deliver. Net savings to the NHS of using NHS IMAS instead of private sector consultancies are calculated to have increased to £9.189m for 2012/13, up from £7.12m in 2011/12.

### NHS Pool Member development

As the number of live assignments increased, it was important that the

number of NHS IMAS pool members continued to grow.

The number of NHS pool members now stands at 360. In addition there are also 364 Independent pool members.

### Intensive Support Teams

From April 2012 until the end of March 2013, the NHS IMAS Intensive Support Teams (ISTs) completed more than 80 assignments and managed, on average, 100 assignments, an 11 per cent increase on the previous year within the same operating budget.



You can read the Annual Report in full on our website at the following web link:

<http://www.nhsimas.nhs.uk/news-publications/>

# NHS IMAS Team Changes

We would like to welcome Ash Ahmed and Becky Green to the team.



Ash joins the core team as Project Manager from NHS England where he previously worked in the HR transition team.

Becky is currently on placement from Aston University where she is studying a bachelors degree in

English Language. She will be providing administrative support to the Intensive Support Teams and communication support to NHS IMAS.

Rebecca Wootton is acting as Personal Assistant to Janet Walter, NHS IMAS Managing Partner, as Stacey Harrison takes on a new role supporting the Programme Managers as Business Support Manager.

We look forward to working with Ash and Becky in the coming months and congratulate Rebecca and Stacey in their new roles.

## New phone Number



We just wanted to remind you that NHS IMAS has a new phone number. If you would like to contact us with any general enquiries or have any questions regarding the NHS IMAS programme please call us on:

**0113 825 0801 / 0113 825 0802**

## NHS IMAS products *in the spotlight*

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, that we know works as they have been tried and tested elsewhere.

This month we would like to share the End of Project Report with you. Evaluation is very important to us as it helps us to make sure that the support we're providing the NHS has had an impact and the assignments have achieved what the client wanted.

The End Project Report is concerned with how well the project fulfilled its objectives and is an output of the internal project evaluation. The aim is to determine how successful or unsuccessful the project has been and not how successful the end product is.

If you would like a copy of this template or further details on how to use this tool, please contact us at [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net)



## Join our distribution list...

If you would like to be included on the Big Splash distribution list please email us on [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net)

# NHS IMAS ISO 9001 accreditation approved for another year...

NHS IMAS has been approved under the International standard of good practice BS EN ISO 9001:2008 for another year.

Following a surveillance visit in February 2013 NHS IMAS were praised for the work that had been undertaken in such a short space of time since the service was accredited nine months ago.

ISO 9001 certification confirms that NHS IMAS have a recognised and reliable Quality

Management System focused on continually improving our service to support our clients in delivering services to patients.

Having a Quality Management System means that NHS IMAS will continually review and improve its operating processes and services to increasingly add value to the NHS.



## Elective Care guide launched

The Elective Care Intensive Support Team have recently launched their new publication, 'Referral to Treatment Pathways: A guide for managing efficient elective care services.'

The document provides a comprehensive guide to the management of elective care pathways for local health communities (LHCs), and is focussed on practical advice that will help to ensure that patients are treated in a timely way.

The guide is available on the NHS IMAS website at the following link:

<http://www.nhsimas.nhs.uk/what-we-can-offer/intensive-support-team/rtt-pathways-guide/>

## 'Achieving Excellence in Elective Care' conference



Devon and Exeter NHS Foundation Trust and Sarah Tedford, Chief Operating Officer, Kingston Hospital NHS Trust. Practical workshops were also delivered by a number of hospital trusts.

The Elective Care Intensive Support team recently hosted a conference on 'Achieving Excellence in Elective Care Pathways' in Birmingham.

The conference, free of charge to NHS staff, demonstrated how elective care pathways can be sustainably improved and shared good practice and learning across the NHS.

Keynote speakers included Julian Hartley, Managing Director of NHS Improving Quality, Angela Pedder, Chief Executive, Royal

The feedback from delegates attending was positive:

*'Excellent speakers who understand the current challenges facing NHS Trusts...thank you for putting together the event.'*

*'Constructive and supportive.'*

To view slides from the conference please visit the NHS IMAS website on:

<http://www.nhsimas.nhs.uk/what-we-can-offer/elective-care-conference/>

**This month we hear from NHS IMAS pool member, Andrew Woodward, about his NHS IMAS assignment within a national organisation.**

I have just started work on my latest assignment, as Informatics Assurance Lead within the Department of Health's (DH) External Relations Directorate. This is a short term assignment focused on establishing an assurance function within DH to help ensure that its considerable investment in informatics delivers best value for money. This is my third NHS IMAS assignment, all within DH but all very different.

My first assignment, nearly three years ago, was procurement focused, addressing an urgent requirement to establish a professional services contract and the processes required to manage and support it for a central office. The assignment was brief, only a couple of months on a part time basis (whilst still doing my day job), but I managed to provide just what the customer wanted and this gave me a desire to undertake further NHS IMAS assignments.

In between the two my longest assignment, which I only recently finished, was as Programme Manager of the Education and Training Reform Programme.

The prime focus of this assignment was the establishment of Health Education England, together with the implementation of other education and training related changes as part of the wider reform of the NHS in England. The programme had a clear and immovable delivery date and my main challenge was to quickly establish programme management practices in a policy development area where the existing staff had little experience of programme delivery.

One of my first actions was to develop a Programme Definition Document. This enabled me to not only define the approach to be taken but, even more importantly, to establish just what it was that the programme was expected to deliver. Clearly defining the requirement is, I believe, an essential first step for any NHS IMAS assignment if client needs are to be met; as often NHS IMAS resource are brought in precisely because the customer is under severe pressure and may not have the time to clearly articulate what is required.

The programme team were very responsive to this approach as they understood that without a clear picture of what success looked like we could not possibly put in place the necessary actions to achieve it. They were also keen to learn more about programme and project management and, in addition to managing the programme, I provided introductory training courses for a number of staff from across the Directorate.

Having had a long and varied career in the public sector that has taken in programme and project management, programme office services, portfolio management and procurement I would say that the greatest benefit of the NHS IMAS model is the opportunity to share the knowledge and skills that pool members have developed with the wider NHS. This is not just in terms of directly applying those skills to specific tasks outside of their usual working environment but also in sharing their knowledge with others.

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**Andrew Woodward**

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And the benefit is two way, as on completion of the programme I certainly came away with increased knowledge with regard to both policy development and education and training in the NHS. There has also been the benefit of getting to meet stakeholders from right across the health and care system, which has helped me greatly in

understanding how the work we do can impact on the front line and patient care.

For that reason I would recommend not just that individuals become NHS IMAS pool members and that clients take the opportunity to utilise their talents, but also that organisations positively encourage their staff to undertake NHS IMAS assignments.

## Got a story?

We would like your input into the articles we produce in Big Splash.

Do you have a story or good practice that you would like to share with pool members? Maybe you have an assignment that you want to tell us about?

Please contact Harpreet Uppal with your ideas on email:  
harpreet.uppal@nhs.net  
or call her on 0113 825 0801 / 0113 825 0802.

# Driving Improvement along Emergency Care Pathways: A Masterclass

The Emergency Care Intensive Support Team (ECIST) recently hosted a conference at Friends Meeting House, London.

The conference focussed on driving improvement along emergency care pathways and was attended by over 200 clinicians and NHS managers.

Keynote speeches from Nigel Edwards, Senior Fellow Kings Fund, Brian Dolan, Director of Improvement for Canterbury District Health Board New Zealand and Roy Lilley, Independent Health Policy commentator were very well received.

Delegates also participated in a variety of interactive workshops run by a number of NHS hospital trusts and other NHS organisations detailing existing and new models of emergency care.

On the day we received positive feedback from many delegates who said that they were pleased to have had the opportunity to share and exchange ideas with a variety of professionals across the NHS and left the conference with the confidence to implement new ideas and models within their own organisations.

If you would like to see the presentation slides from the conference please email Harpreet Uppal on [harpreet.uppal@nhs.net](mailto:harpreet.uppal@nhs.net).



# Quick splash...

**This month, NHS pool member Richard Clayton answers our quick fire questions.....**

***I work as...*** a Deputy Director of Operational Services at a large Foundation Trust having held a number of senior operational roles. I am currently on an NHS IMAS assignment but my substantive role includes coordination and site management of an acute hospital with responsibility for a range of support services..

***My typical day involves...*** a mixture of operational management including day to day contact with staff and clinicians, through to more formal meetings focussing on service delivery, governance or strategic developments. The building of strong working relationships is the most important element and key to ensuring services are delivered effectively.

***The best thing about my job is ...*** working with committed clinicians and enthusiastic teams who care about the services delivered to patients, service users and their carers. The opportunity to develop and deliver excellent services in the NHS has always been and continues to be a great source of motivation.

***What would be your perfect assignment?*** Any assignment where improvements in patient care or delivery of excellent services was the driving force.

Working in a role that allows the opportunity to engage and work with clinical teams and enthusiastic staff committed to improving quality.

***Word of advice for other pool members...*** Be brave, be prepared to apply your skills in new environments and cultures. NHS IMAS pool members have many transferable skills which combined with a fresh perspective can be very valuable.

***What do you want to do next?*** I would like to find a role that enables me to use the new skills I have developed and experience I have built through NHS IMAS to develop and sustain excellent services.

***If I didn't work for the NHS...*** I'd like to develop a career as a coach. I have continued to develop my coaching practice and derived great satisfaction from supporting others to identify and solve their own problems and enhance their performance. I would like to develop this further to support teams working in and around the NHS.

***In my spare time...*** I can usually be found on the water! Sailing has been a life long passion that I share with my wife and two sons.



**Richard Clayton**

*“Be brave, be prepared to apply your skills in new environments and cultures. NHS IMAS pool members have many transferable skills which combined with a fresh perspective can be very valuable”.*