

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

## NHS IMAS celebrates another successful year

The NHS IMAS Annual Report for 2013/14 has now been published. The report sets out our achievements for the previous financial year and our future plans for 2014/15.

### 150 completed assignments

During 2013/14 we supported NHS organisations by completing 150 assignments, and managed almost 300 assignments with an average of 140 at any time – a significant increase on previous years. We have also supported the development of NHS Improving Quality (NHS IQ), giving them access to flexible resources. We placed nearly 100 staff on assignment at NHS IQ during the year, supporting a range of programmes, faculty and core services.

### Savings to the NHS

Our commitment to support the NHS, embed sustainable change and save money, is at the forefront of everything we deliver. In 2013/14 gross turnover for NHS IMAS increased 18% from the previous financial year, to £8.2m. We continue to benchmark NHS IMAS costs against private sector alternatives and estimate the equivalent cost to the NHS would be over £12m at prevailing market rates, creating a saving to the NHS of almost £4m.

### NHS pool member development

As the number of live assignments increased last year and demand for the service rose, we have grown the pool of NHS members. We have also committed to help, support and



develop NHS staff who join our pool and have invested in a number of development activities during the year.

We held an event for NHS pool members, led by senior NHS leaders, including a facilitated coaching session to provide key tools to enable pool members on assignment to deal effectively with challenging roles and different cultures. As a member of NHS Elect, we have developed bespoke courses for our NHS pool

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# BIG Splash

### Richard Jeavons: Walking the walk... making the most of interims



**Richard Jeavons, NHS IMAS Senior Partner, shares his thoughts with pool members and Partners.**

Since I first registered with NHS IMAS as a pool member, I have had the opportunity to undertake several sizeable assignments. Most have fallen into the broad category of consulting whilst two have been interim roles, the last being seven months as Managing Director of NHS Improving Quality.

Our approach to consulting assignments is marked by significant effort, in a diagnostic phase with clients, to establish the essentials for success – an effective relationship and clarity about scope, objectives and resource requirement. We know these essentials are necessary but not sufficient enough for success – so we add programme management, personal support and development and a comprehensive quality management system.

Approaching the question of how to achieve success from an interim role seems relatively straight forward – you are filling an existing job

role that has defined responsibilities, clear reporting lines and predetermined expectations and objectives – just get on with it. In practice, however, life as an interim is rarely as it appears written down before you start and success depends on much more than your technical competence in the role.

The nature of the interim brings its own dynamics – you, the client and those you will work with know the arrangement is temporary – but is this going to be a period of opportunities or threats, progress or treading water, business as usual or disruption? The probability of success and value of the assignment for both client and interim are enhanced by an up-front investment in a high quality diagnostic discussion – adopting the collaborative consulting discipline to explore the organisational dynamics and how to exploit or manage them to best effect. To focus the discussion, have in mind the need to plan the interim assignment in three phases – entry, delivery and exit – and the need to communicate with interested parties early to help establish the conditions for success.

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members, offering over 70 places on these development courses in the last year.

#### **Intensive Support Teams**

NHS IMAS Intensive Support Teams (ISTs) completed 145 operational assignments, a 63% increase on the previous year. The teams, which are highly experienced performance improvement experts, were expanded by 10% in response to the increasing demand for their services.

The ISTs increased their support to Clinical Commissioning Groups during 2013/14, advising on evidence based commissioning for elective and emergency care; participating in the provision of development programmes for clinical and commissioning leads; and providing local service reviews.

You can read the Annual Report in full on our website at: [www.nhsimas.nhs.uk/news-publications/news-item/article/nhs-imas-annual-report-2013-14/](http://www.nhsimas.nhs.uk/news-publications/news-item/article/nhs-imas-annual-report-2013-14/)

### **NHS IMAS to be hosted by NHS England's Transformation and Corporate Operations Directorate**

The hosting arrangements for NHS IMAS have undergone a slight change. From the end of July 2014, NHS IMAS will remain with NHS England but will transfer hosting arrangements from Professor Sir Bruce Keogh's Medical Directorate to the Transformation and Corporate Operations Directorate, with National Director Karen Wheeler at its head. Karen will act as NHS IMAS Senior Sponsor.

There will be no impact on our pool members. NHS IMAS will continue to have a board, providing its governance function, to be called the Strategic Advisory Board.

## Life on assignment: a client's perspective

**Hazel Carpenter, Accountable Officer for Thanet and South Kent Coast Clinical Commissioning Groups (CCGs), describes her experience of using NHS IMAS.**

In October 2013, we were looking to secure interim Company Secretary support for Thanet and South Kent Coast CCGs. It was the first year of life for CCGs and the role of the Company Secretary within a CCG was still being thought through and road tested. We had been fortunate in having an excellent Company Secretary to that point and were in two minds as to whether seeking interim support for a few months was a good plan.

I contacted NHS IMAS to see if they might be able to source suitable candidates for this role. The team were very helpful and supportive from the start. With help from NHS IMAS, we were able to appoint Mike Weaver to the interim role in October 2013. Mike brought with him a wealth of NHS governance experience from acute and community health settings.

Mike's approach to the assignment made it a real success. On joining us, he was clear that he would take on specific projects to help develop the governing role in the CCGs rather than let them stand still and simply keep the show on the road.

Mike was clear that this approach to the project and taking the opportunity to add value would be expected of him by NHS IMAS, which is not something I have seen from any private-sector agency provider.

During his time with us, Mike managed to work with other CCGs and the Area Team at NHS England to extract learning from the new Emergency Preparedness, Resilience and Response (EPRR) policies through the period of winter flooding. This improved the clarity for all

commissioning EPRR partners. He also, through his strong history in acute providers, resolved the way our risk registers and assurance frameworks were used to better align commissioning and provider risks and thus improve the potential of performance management by commissioners.

From the quality of support we had from Mike, NHS IMAS is always going to be our first option when looking for interim support.

Hazel Carpenter



# BIG Splash

## Partner focus - Jackie Daniels

Here at University Hospitals of Morecambe Bay NHS Foundation Trust, our well-documented historical challenges mean we have required a number of interim staff to make rapid improvements.

When I joined the Trust as Chief Executive two years ago, I knew that the Trust faced big, overlapping challenges, particularly in terms of its staffing, governance arrangements and clinical care.

Now, in June 2014, we have made a huge difference, with interim specialist staff taking on key, one-off projects including overhauling our complaints procedures, developing coherent staffing plans, building governance structures and systems almost from scratch, and giving intensive support to key services including A&E and maternity.

As a result, I'm proud to say that we have taken our mortality rates from being some of the country's worst outliers to being consistently 'within expected range'. We have vastly reduced both the volume and turnaround time for complaints and our rates of incident reporting are among some of the highest nationally, demonstrating a new culture of reporting and learning.

Just in the last year, our new staffing plans and recruitment policies mean we have been able to take on more than 150 additional permanent nurses and doctors.

We are still only part-way through our journey of improvement but the rapid progress we have already made would not have been possible without specialist interim support. Just like any NHS hospital, we are busy, often working at near-capacity, with almost no let-up to allow substantive staff members to take on large-scale improvement projects.

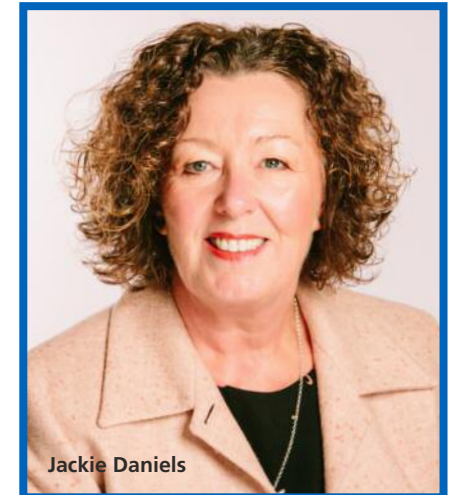
In fact, in a Trust with staffing and procedural problems, staff on the front-line find themselves even more stretched and overwhelmed with short-term urgencies. This leaves them with even less time and energy available to focus on long-term change. That used to be the case for us – we were running so fast to keep up that we couldn't look to the future.

So, additional support from NHS IMAS has been essential in helping us overcome those structural issues and in making sure our patients get the care they need and deserve, safely and on time, every time.

Their work in putting in place the vital processes and cultures has allowed our substantive staff to take forward and use improved systems that make their lives simpler, allowing them the breathing space they need to keep looking to the future and constantly develop those baseline processes in line with changing practice.

Use of NHS IMAS to identify and recruit temporary staff has also helped us make contacts and further develop relationships with organisations right across the NHS because staff come to us, learn about us and help us improve, then go back to their substantive roles within a different organisation.

Some of those staff have taken permanent roles with us, continuing their projects into implementation and fully embedding across the Trust before moving into wider leadership roles. This is another great strength of NHS IMAS – it greatly supports the principle of collaboration and mutual learning across the NHS, allowing individuals to hone their skills in particular areas, develop their leadership practice, and often learn as much from the organisation they are placed with as they teach to their new colleagues.



Jackie Daniels

As we become an ever-more stable organisation, our need for interim support is reducing – but that is thanks to the fast-paced change that we were only able to achieve thanks to those specialist workers provided by NHS IMAS.

# BIG Splash

## NHS Elect Courses

**As you are aware NHS IMAS has joined forces with NHS Elect to give Partners and NHS pool members access to training opportunities.**

The 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, Birmingham and Leeds.

There are still two courses available to book on this year, if you would like more information on either of the below courses please contact us at: [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net) or 0113 825 0801/0802.

### **An introduction to service improvement tools and techniques**

This course provides an introduction to key tools and techniques used in service improvement including process and value stream mapping, lean techniques and demand and capacity.

**Venue:** Leeds

**Date:** Tuesday, 9 September 2014

**Time:** 10am until 4pm

**Run by:** Eilis Parker and Caroline Dove

### **Team Leadership Masterclass**

This course provides an introduction to both theory and practice of good leadership using practical tools and techniques to enable leaders within the organisation to develop strong teams.

**Venue:** London

**Date:** Thursday, 2 October 2014

**Time:** 10am until 4pm

**Run by:** Jim Timpson and Caroline Dove

## Exciting initiative as the Elective Care IST collaborates with University of Surrey

The NHS IMAS Elective Care Intensive Support Team (IST) is collaborating with the University of Surrey to provide a brand new three day course on Capacity and Demand Planning in Elective Care. The course is aimed at healthcare information specialists, operational managers and commissioners alike.

Taught by operational and academic experts from NHS IMAS and the University of Surrey, the course will share best practice regarding capacity planning including data handling, modelling and the use of information in planning service change.

Nigel Coomber, Director of the Elective Care Intensive Support Team said: *'This is a very exciting initiative between NHS IMAS and Surrey University. We are working hard to ensure this course provides real added value to our colleagues in healthcare and ultimately improves patient outcomes.'*

For further information please email [nhsimas.ist@nhs.net](mailto:nhsimas.ist@nhs.net)











