

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

[continued on page 2 »](#)

IN THIS EDITION:

NHS IMAS celebrates another successful year

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

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

Life on assignment: a client's perspective

Partner focus

NHS Elect Courses

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

From Perfect Week to Perfect System – delivering a sustainable and resilient emergency care service, an ECIST master class

Have you got what it takes to join us?

NHS IMAS core team changes

In the spotlight

Intensive Support Teams' annual conferences

Award winning entry for ECIST

Quick Splash - Jan Stevens

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.

continued from page 1 »

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/

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 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



BIG Splash

From Perfect Week to Perfect System – delivering a sustainable and resilient emergency care service, an ECIST master class

NHS IMAS Partners and NHS pool members are invited to a workshop to look at the key issues that NHS Trusts and the wider local health economy should consider in developing a safe, resilient and sustainable urgent and emergency care system. It is aimed at anyone who is responsible for the delivery, management or commissioning of urgent and emergency care.

The workshop will be facilitated by Russell Emeny, who is an NHS IMAS Partner and the Director of the Emergency Care Intensive Support Team (ECIST). This is an exciting opportunity to discuss real issues that are affecting your organisation and to discuss implementing a 'perfect week' and sustaining its benefits.

The workshop will take place in Leeds on 11 September 2014 from 10am until 4pm and is free for NHS IMAS pool members and Partners. Places are limited and attendance is based on a first come first served basis so please book early if you would like to attend by contacting Peter Cavanagh on peter.cavanagh1@nhs.net. An agenda and venue details will be confirmed shortly.

Have you got what it takes to join us?

NHS IMAS now has over 800 top managers and clinicians on its registers who undertake our assignments. The pool is constantly growing along with the number of enquiries that we are receiving.

To meet the demands from the NHS we are always on the lookout for talented new pool members from the NHS to undertake exciting and challenging roles.

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

- **Operational Management**
- **Emergency Care**
- **18 week wait/ Referral to Treatment (RTT)**
- **Programme Management**
- **Finance and Cost Improvement**

If you, or any of your colleagues (Agenda for Change 8d and above) would like a new challenge and are interested in joining the NHS IMAS pool, please contact us at nhs.imas@nhs.net or 0113 825 0801/0802.

BIG Splash

NHS IMAS core team changes

We are pleased to welcome Sabrina Armstrong to the team. Sabrina has joined the team on assignment as Programme Director from her role within Calderdale and Huddersfield NHS Foundation Trust where she was Assistant Director of Corporate Affairs.



Sabrina Armstrong

Our previous Programme Director, Andrew Cratchley, remains a valued member of the NHS IMAS pool and will continue to work with us on our Environmental and Quality Management system, ISO.

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 pool members.

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

This month, we would like to share the Checkpoint Report.

The workstream lead uses this template to report, at a frequency defined in the Stage Plan and/or Work Package, the status of work for each member of a team. Following discussion with the team member a number of areas are recorded including:

- activities during the period including quality work carried out during the period and follow-ups from previous reports;
- products completed during the period;



- work planned for the next period;
- products to be completed during the next period;
- actual or potential problems and a risk update.

This ensures that progress to date is captured and that both the team member and workstream lead are in agreement as to what is expected delivery wise in the next phase of the project.

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.

BIG Splash

Intensive Support Teams' annual conferences

The Elective Care Intensive Support Team and Emergency Care Intensive Support Team recently held their annual conferences in Birmingham.

The Elective Care conference focused on 'Achieving Excellence in Elective Care Pathways' and the Emergency Care conference provided a 'Master Class on Improving Urgent and Emergency Care'.

The events, free of charge to NHS staff, were each attended by over 120 delegates from across the NHS. The feedback from the delegates who attended was very positive with many saying it provided practical support for their day to day work.

The presentations from the [Elective Care](#) and [Emergency Care](#) conferences are available on the NHS IMAS website at www.nhsimas.nhs.uk.



Award winning entry for ECIST

Emergency Care Intensive Support Team (ECIST) members Liz Sargeant and Nye Harries have been commended for their work on integrated care when they received a national award on 'Big Picture Thinking' in the GE Healthcare Finnamore Emerging Leaders essay competition.

Liz and Nye's award winning entry focused on improving integrated pathways for frail and elderly people and was also recently reported in the Health Service Journal. A presentation on the subject can be found on the NHS IMAS website www.nhsimas.nhs.uk

The Emergency Care Intensive Support Team (ECIST) are to be called upon in the event of a NHS response to national emergencies

Colleagues in ECIST have undergone training and advanced security clearance with NHS England's Emergency Planning, Resilience and Response Team and will now be able to support the National Control Centre in the event of large-scale and prolonged national emergencies.

BIG Splash

Quick Splash - Jan Stevens

I work as... Managing Director of Health Education West Midlands (HEWM), part of Health Education England (HEE). Our role is to improve the quality of care for patients by ensuring we have enough staff with the right skills, values and behaviours available for employment by providers.

My typical day involves... It's probably easier to describe my typical week which will involve me working with my direct team to discuss our various work programmes and activities and regularly talking to the broader team to get their views on how things are going and ideas on how we can "be the best we can be". The way the HEWM operates is through a provider-led model so we can shape, influence and direct resources at local priorities.

Therefore I will often meet with Chief Executives, visit universities or other stakeholders. I also lead on some

national work and am part of the HEE senior leadership team so will be involved in meetings and events held nationally.

The best thing about my job is...

Working with, developing and supporting my team and working with so many talented people both within my organisation and externally across the West Midlands. I'm particularly excited about the work we are currently doing to widen access to careers in the NHS such as increasing apprentices, developing new opportunities for our crucial Agenda for Change bands 1 to 4 and working with organisations such as The Prince's Trust to support young long-term unemployed people to progress to work in the NHS.

Have you been on an NHS IMAS assignment?

Yes, I have done two, one in the London area and the other working across the Midlands and East. I was able to use my experience

as a nurse, Board executive and in national roles to support a number of organisations to make improvements in quality and safety.

Word of advice for other pool members...

It is really important that you clearly work through with NHS IMAS, and your client, the exact details of your brief. Basic project management skills are also important to have.

What do you want to do next?

I have only been in post for 18 months so at this point I'm not looking to move. That said, I'm always open to interesting opportunities!

If I didn't work in the NHS...

What? Not work in the NHS? I was independent for just over a year and whilst my assignments were with the NHS, I did miss being part of "the family".



In my spare time... I like to watch England play cricket and went to the West Indies this year to watch some One Day and T20 matches.

I am a Mentor for The Prince's Trust so support a number of young people to hopefully gain employment.

More often than not though, I am happy just spending time with my family.