

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



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NHS IMAS Business Plan for 2015/16

The demand for NHS IMAS services has continued to grow over the last year and our draft Business Plan for 2015/16 continues to build on the excellent progress that we have made over recent years.

NHS IMAS has been consistently achieving the current business plan target of managing 120-140 assignments at any one time during 2014/15. In addition to our core work, NHS IMAS manages and co-ordinates a number of assignments for specific programmes, including support to the NHS Trust Development Authority, Better Care Fund and NHS Improving Quality.

The objectives in the 2015/16 draft Business Plan relate to how we can continue to meet this demand with the same level of core staffing in the new financial year. This is despite a 15%

reduction in funding as part of NHS England's Organisational Alignment and Capability Programme.

These objectives include increasing the number and participation of NHS IMAS Partners as well as increasing the number of NHS pool members available for assignment by 10%.

We are also committed to the further development of our pool members' consultancy skills. In 2015/16 NHS IMAS will be rolling out a unique, blended learning course: An introduction to consultancy skills. A pilot has taken place in 2014/15 and learning from the pilot will be used to continually improve the course.

NHS IMAS is also developing a wider approach to web-based training and development for Partners and pool members. This will be delivered



through Webex or similar tools, which will make the most efficient use of NHS IMAS funds but also ensure that NHS IMAS can reach a wider audience with its training events. We are planning to deliver at least two web-based training events in 2015/16.

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The Intensive Support Teams (ISTs) are similarly on track to exceed 2014/15 Business Plan objectives and, through next year's objectives, aim to build on another excellent year. They aim to continue to provide support to acute, community, primary care and social care organisations and commissioners in order to transform services by supporting improvement planning, programme implementation, and the transfer of knowledge to produce sustainable and resilient solutions in 2015/16.

The Elective Care IST has been working in collaboration with the University of Surrey and will pilot a course in April 2015 on Capacity Planning for Elective Care (see page 6). It is hoped to roll out this course in order to spread good practice further and ensure colleagues across the NHS can obtain in-depth knowledge on capacity and planning, to take back into their organisations.



Life on assignment - Linda White



NHS IMAS pool member Linda White talks about her NHS IMAS assignment within a large acute trust.

I am currently nearing the end of a six month NHS IMAS assignment as Chief of Staff at a large acute teaching hospital trust.

I have worked in the NHS for 30 years in a variety of corporate governance and risk management roles across primary and secondary care and at national level. This previous knowledge and experience has proved invaluable given the wide range of subjects that come through the Chief Executive and Chair's office on a daily basis.

The trust is a large teaching hospital providing a huge variety of specialised services to patients across the region.

I was approached through NHS IMAS to come into the Trust to establish the private office to support the Chief Executive Officer (CEO) and Chair, and the wider executive team. At the start of the assignment I reviewed the arrangements that were already in place and identified where changes could be made to ensure that the Chair and Chief Executive were fully briefed and prepared.

I did this by introducing a number of changes:

- Production of 'daily packs' for the CEO to ensure that he was fully prepared for all meetings and events
- Implemented regular meetings with the CEO to ensure that outputs from previous meetings were captured and acted upon, delegating to other officers within the Trust as appropriate and ensuring the CEO is fully prepared for forthcoming meetings
- Prepared briefing notes to the Chair and CEO for internal and external meetings
- Prepared briefing notes for key speeches and events attended by the CEO

- Implemented revised management arrangements for executive team meetings to ensure that key actions were recorded and acted upon, and prepared briefings to the senior teams across the Trust to communicate the key decisions coming out of the meeting

In addition to this, I reviewed arrangements for the wider executive support team and implemented corporate ways of working amongst the personal assistants to executive directors to ensure that a consistent, high quality and professional service was provided to the directors and visitors to the organisation. Throughout the assignment I have also sought to embed changes into the 'day job' to make sure that these continue once I have returned to my substantive role.

It has been fantastic to see the work I have implemented take shape within the organisation and I am looking forward to bringing my experience, working in a busy acute setting, back to my substantive organisation.

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Hand on the Tiller: Commander Mark Smith

Commander Mark Smith, with the Royal Naval Medical Services, recently conducted a period of work experience with the Emergency Care Intensive Support Team. He gives his view on his experience working in the NHS.

October 2015 will see my retirement from the Royal Navy after a varied and challenging 36 years in the Royal Naval Medical Services (RNMS). In the lead up to my retirement, I had the opportunity to conduct a period of work experience with the Emergency Care Intensive Support Team (ECIST). This provided me with an insight into the management challenges and approaches of the NHS, and some of the solutions that ECIST may provide.

It quickly became apparent that, delivering care to patients is not so different within the two organisations.

The core values of the Royal Navy highlight the significance of assets and skills provided by the people that serve it.

It was therefore reassuring to find that each of the five organisations I visited with ECIST all held the same ethos and values and were actively promoting staff opinions throughout their organisations.

However, it is also clear that the sustainability of quality services delivered in a timely fashion remains a significant issue for the NHS. The continued difficulties appear to include long waiting times in A&E, increased attendance and hospital admissions, delayed discharges from internal processes and social services, alongside the ever-present pressure of budgets.

The Francis report highlighted the significance of a positive culture. However, a positive culture does not merely emerge through the good intentions of those working in the system. It needs to be defined, accepted by those who are to be part of it and continually reinforced by leadership, training, personal engagement and commitment.

Aligning it is like a super tanker moving through troubled waters. I suggest that the NHS must embrace a "hand on the tiller" approach. The value of strong leadership must come from the top and be distributed collectively and coherently.

My time spent with ECIST has been invaluable and I would like to share my appreciation for the support and encouragement I have received from the whole team, with a special thanks to Russell Emeny for his patience.

"A leader is one who knows the way, goes the way, and shows the way." - John C. Maxwell



Commander Mark Smith



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Partner Focus - Steven Michael

Steven Michael is Chief Executive of South West Yorkshire Partnership NHS Foundation Trust.

Creative Minds – Improving the NHS offer

The call for greater person centred planning, and a shift towards care closer to home, means that NHS and partner organisations have to think of new and creative ways to respond to this challenge.

As a mental health and community service provider, South West Yorkshire Partnership NHS Foundation Trust recognised, in early 2011, that it needed to broaden its service offer to help the organisation achieve its mission to enable people to realise their potential and to live well in their community.

Traditionally, the expectation of secondary care providers was to provide the most effective care and treatment possible. This challenge remains, however, increasingly providers are having to consider how they construct their service offer within the context of the person's

whole life.

This is with an emphasis on the person recovering to such a degree that they optimise their potential to live well in their community and, therefore, become less reliant on core services – thus reducing unnecessary expenditure, improving quality of service and better life outcomes for the individual.

In 2011, South West Yorkshire Partnership NHS Foundation Trust launched its Creative Minds strategy. Creative Minds sees the development of community networks and partnerships between the NHS and community-based organisations covering the full spectrum of the arts and sport. To date, there are over 70 creative partnerships operating across the Trust's geography, which are making a huge difference to the lives of service users.



Examples include:

- **Yorkshire Sculpture Park**, where the Trust is working in partnership to support people with dementia.
- **The Hepworth Gallery**, where young people with mental health difficulties are supported in accessing arts
- **Hoot**, a music and dance group supporting people with mental health problems.
- **Art Works**, a community based project in Halifax supporting people to recover through their Art for Wellbeing programme.

The funding for the above schemes comes from a combination of utilising Foundation Trust financial flexibilities and freedoms, which enables the Trust to match funding with local partners. In addition, funding has been sourced through Local Authorities and Clinical Commissioning Groups as well as charitable bodies and national arts funding.

There are hundreds of people who have benefited from the programme and the Trust is seeking to develop an

evidence base, utilising techniques such as social return on investment.

For the future, our aim is to make Creative Minds a part of the core service offer. A link has been made to the Implementing Recovery Through Organisational Change (IMROC) programme, and as the new Mental Health Currency System develops Creative Minds will be built into individual packages of needs-based care.

There is still much to do, but it is pleasing to report that Creative Minds was the winner of this year's Health Service Journal Award for Compassionate Care which was presented by the Secretary of State, Jeremy Hunt. There is also the potential for broader application, such as supporting people with long term conditions to live well in their community.



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Chair and Non-Executive Director Pool

NHS IMAS is expanding its pools to invite expressions of interest from current Chairs and Non-Executive Directors of NHS organisations or former Executive Directors who aspire to be Chairs or Non-Executive Directors.

We are looking to create a Pool of individuals who would be able to act as a Chair or Non-Executive in an interim capacity or provide specific support to organisations for a defined period of time. The NHS IMAS Chair and Non-Executive Director Pool will be managed in a similar way to the NHS IMAS NHS and Independent Pools.

Anyone interested in joining the Chair and Non-Executive Pool needs to complete an application form demonstrating that they meet the criteria and have the right expertise and aptitude for working on NHS IMAS assignments.

Non-Executives already on our independent pool will automatically be allocated to this pool as well, unless they make a specific request to NHS IMAS not to join it.

Being a pool member with NHS IMAS does not guarantee that you will be found work or that you will be placed on an assignment. Our service is demand led and we do not send out pool members' CVs speculatively to the NHS.

Please visit www.nhsimas.nhs.uk/contact-us for more information on how to apply to become a Chair and Non-Executive Director Pool member and to download the Chair and Non-Executive Director Pool application form.

Do you need help with complex complaints case reviews?

As part of an NHS IMAS assignment, a pool member recently conducted a review of an episode of patient care after a complaint had been made. A case study will feature in a future edition of Big Splash, however, if your organisation requires a review of complex complaints cases then NHS IMAS may be able to help. We have pool members with significant experience in this field.

Please call the NHS IMAS core team on 0113 825 0801/0802 or email us at nhs.imas@nhs.net for further information.



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NHS IMAS volunteers
at St Vincent's



New course on capacity and demand planning in elective care

The NHS IMAS Elective Care IST has collaborated with the University of Surrey to provide a brand new three day course on capacity and demand planning in elective care.

This full-time, non-residential short course is for health care professionals, operational managers and commissioners wanting to develop and share best practice regarding capacity planning – including data handling, modelling and change management to enhance contract negotiations and ultimately patient outcomes.

at the University of Surrey, the course will teach analytical techniques and tools in real world scenarios to generate practical insights and embed learning.

The course is available to book online through the University of Surrey's website at store.surrey.ac.uk.

Taught by operational and academic experts from NHS IMAS and the Department of Health Care and Policy



The NHS IMAS team and St Vincent's staff

The NHS IMAS team recently went along to a local Leeds charity, St Vincent's Support Centre, to help them reorganise their food bank.

St Vincent's is a voluntary organisation in East Leeds, with the aim of improving the quality of life for those deprived of income, employment and community support. One of the services they offer is an emergency food bank, however the charity had been so overwhelmed with donations that they had been unable to sort through, check and store them properly.

The NHS IMAS team spent an afternoon at St Vincent's helping them to process all the generous donations they had

received, as well as reorganising the food bank to make it easier for the staff to pull together all the items for the emergency food parcels that they provide. NHS IMAS is also continuing to support the charity on a regular basis to help them process the donations they receive.

For more information about the work that St Vincent's undertake, or to make a donation, please visit their website at www.stvincents-svp.org.uk.

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Quick Splash – Liz Howarth

I work as... I am currently working on two NHS IMAS assignments, as a primary care strategic lead for a Clinical Commissioning Group (CCG) and as a national adviser for the Better Care Fund.

My typical day involves... as a Better Care Fund adviser, I am working with Health and Wellbeing Board areas to work out the key issues, how they can be addressed with all the partners involved – and getting the right balance between a clear plan and the reality of delivery and pace of change. I have to really understand the local dynamics and what will work for that area in line with the local politics.

As primary care lead it's about developing an approach to primary care for 2020, looking and working through the changes and challenges, and navigating the CCG members through the journey from strategy through to commissioning.

The best thing about my job is... the variety of the challenges and knowing you can add value when it's needed and for however long it's needed for. Work is about adding value, not about a title.

Have you been on an NHS IMAS assignment? I have been undertaking NHS IMAS assignments for nearly two years now and it has been a fantastic experience of work across service transformation, major change programmes, mergers, integration, primary care and the Better Care Fund.

Word of advice for other pool members... be clear about the value you can bring and be prepared to manage complexity wherever you go. There is never an assignment or project that is linear, it's managing the complexity that makes the difference between a successful project and a plan on a page!

What do you want to do next?

I'm keen to focus more on national work and large change programmes, I'm a great believer in the science and the art of change management.

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

I would run my own gym, dance and nutrition business - there are so many misconceptions about food and what's good for you to eat and I'm a great believer in healthy mind and healthy body connection

In my spare time... I'm a mum firstly, to two daughters, and so I'm a taxi service and cash dispenser. I'm also a dedicated gym goer who loves a challenge, be it bootcamp or ballet – I do them all!



Liz Howarth



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NHS IMAS team changes

We are pleased to welcome Hannah Comer and Debra Coulson to the team.

Hannah joins us on secondment as a Programme Manager from her role within NHS England as Deputy Programme Coordinator in the Commissioning Support Services Strategy and Market Development Team. Hannah joined the NHS on the finance workstream of the NHS Graduate Management Scheme and her previous experience includes working as a Research and Innovation Manager at a former Primary Care Trust (PCT).

Debra has joined us as NHS IMAS Business Support Manager. Her previous role was as a Case Officer in the Customer Contact Centre at NHS England. Before that Debra was previously a Team Leader for an advertising company. We would like to wish a warm welcome to both Hannah and Debra.



Hannah Comer (left) and Debra Coulson (right)

Stacey Harrison has moved within NHS IMAS, on secondment, from her role in the core NHS IMAS team, to act as the Business Support Manager for the Intensive Support Teams.

Programme Manager Julie Godfrey is on an NHS IMAS assignment to NHS England. She is working as Project Manager, providing project support to the Safer Staffing workstream as part of the Compassion in Practice Programme.

Programme Manager Clare Helm has returned to NHS England following her secondment with us.

Merry Christmas from everyone at NHS IMAS

The NHS IMAS core team will again make a donation to charity in lieu of sending Christmas cards. Our chosen charity is Candlelighters, a childhood cancer charity in Leeds, West Yorkshire.

Candlelighters is a charity formed and run by parents of children who have or have had cancer, ex-patients and the medical staff who treat them. It provides essential help and support to children with cancer and their families. For more information on the fantastic work they do in the region, please visit www.candlelighters.org.uk.

We wish you all a merry Christmas and a happy new year.

