

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

## NHS IMAS completes its 500th assignment for the NHS

**NHS IMAS has recently completed its 500th assignment since being established.**

organisation and how it works added quality which I could not have found anywhere else."



NHS IMAS' 500th assignment was carried out at an acute Foundation Trust in Central London. NHS IMAS sourced an experienced senior NHS manager, with operational experience, to conduct a review at the Trust, following the restructure of a key operational team. The Trust required assurance that its pathways for patients were coordinated and tracked to deliver timely care.

The client at the Trust said that the NHS IMAS pool member "fulfilled the scope of the assignment completely [and] the fact that they had the subject expertise and understood the

### ISTs work with Tripartite Partners

Working arrangements between the NHS IMAS Intensive Support Teams (ISTs) and the National and Regional Tripartite Groups (NHS England, the NHS Trust Development Authority and Monitor) have been updated and set out in a revised set of Standard Operating Procedures.

The operating procedures confirm how the ISTs work with the Tripartite groups to prioritise 'high risk' health

systems where IST support may be invited. It sets out how ISTs attend national Tripartite group meetings, on request, to provide briefings on the work of the ISTs and expert advice as required. The ISTs are now responsible to the National Tripartite Group.

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# BIG Splash

Richard Jeavons



Interim Management and Support



*As we complete our 500th assignment, Senior Partner, Richard Jeavons, reflects on the changing nature of our clients, assignments and pool members.*

As Senior Partner for NHS IMAS I have seen the work that we do change and evolve, alongside the significant transformations that have taken place across the NHS in the last few years.

Naturally there has been a shift in the organisations we have supported over recent years, as Clinical Commissioning Groups and NHS England have taken over responsibility for commissioning services, and we now undertake a lot more assignments for commissioners than when NHS IMAS first started.

What has always been a constant in the work that we do has been the

support we offer to Acute Trusts. This can range from finding experienced pool members to work in operational, interim roles such as Directors of Finance or Operations, to consultancy roles reviewing demand and capacity issues.

Ultimately though, our aim in whatever assignment we undertake is to help improve the service and support that NHS organisations can provide to their patients.

We have also been in a fortunate position at NHS IMAS, over the years, to be able to provide interim management and support arrangements to very high-profile assignments, such as the interim

Board arrangements at Mid-Staffordshire Hospitals NHS Foundation Trust, after it became apparent it had been delivering poor care to its patients.

NHS IMAS also worked very closely with the former NHS Commissioning Board Authority to provide senior and support staff during its set-up phase, which continued throughout the transition period. We continue to work closely with NHS England still, and have been providing our pool members' expertise to help with the Better Care Fund implementation across the country.

None of this would have been possible without our pool members, who have such a wealth of experience across the healthcare sector.

We have seen our NHS pool alone grow from 92 members in 2010, up to 354 in 2014. The number of assignments we have managed at any one time has also increased significantly, from 50 in 2011 to almost 140 live assignments that we currently manage.

I really value the opportunity to be a part of NHS IMAS and the help and support we can offer to the NHS – and I'm looking forward to hearing about our next milestone assignment!

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## Life on Assignment

*NHS IMAS pool member Martin Carter talks about his current assignment with a Clinical Commissioning Group (CCG) in the North West.*

My assignment – the first I have undertaken under the wing of NHS IMAS – began in late June 2014 when I was briefed that the CCG needed someone to steer them through an imminent public consultation.



I had recently completed a similar assignment for NHS clients in West Yorkshire which had been successful to the extent that it picked up a national annual award from the Association of Healthcare Communicators and Marketing (AHCM).

Soon after starting the assignment, the CCG deferred going to public consultation until after May's general election. This would allow enough time to undertake robust pre-consultation engagement activity, refine proposals and put the plan, resources and preparation in place to see it through to successful conclusion.

The immediate focus switched instead to a number of important and urgent tasks needed by the CCG and which would benefit from my experience in NHS communications and engagement roles, as well as nearly eight years in interim and consultancy roles. They were to:

- develop and deliver a new communications and engagement strategy for the organisation developed in partnership with a wide range of stakeholders
- restructure the communications and engagement function – which was too small, unconnected and not properly aligned – to create a cohesive new team
- audit the nature of the relationship between the CCG and its member practices and develop a plan to improve engagement
- help get the CCG into a position that would allow it to deliver a gold standard consultation when the time is right.

All of the above have been stimulating and challenging and the last few months have brought a few important lessons home to me:

- Recognise when there is a need to manage the expectations of the client. Be honest and realistic. Better to work with them to change the nature of the assignment than to try to deliver the unachievable.
- Remember that your only currency is your reputation – you are only as good as your last piece of work and what clients say about you.
- Make as much progress as possible early on during the assignment, when you are likely to be listened to more readily than you might be some months down the line.
- Recognise that the client is paying for your services – don't disappoint (remember the first rule of PR is under-promise and over-deliver!).
- Make maximum use of the excellent brokerage and support NHS IMAS provides. They are better than you or I will probably ever be at client liaison.

I am fortunate to be working with a very professional, capable and (importantly) pleasant bunch of people, pursuing a genuinely ground-breaking agenda. Best of all, I have been given the space to pull together a small but talented team who really are a joy to work with. The hardest part of the job for me is probably going to be prising my fingers off my new team when I switch to working exclusively on the change programme – and when a new, permanent head of communications and engagement takes over during the coming couple of months.

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## Elective Care Intensive Support Team Conference

**The Intensive Support Team's third Annual Elective Care Conference will be taking place on 16 April 2015 at Leicester City Football Ground.**

The conference provides the perfect platform to share good practice around elective care across the NHS and is an excellent opportunity for organisations to network and form links. The focus for this year will be on getting the basics in place to support sustainable delivery of elective care standards.

Keynote speakers include Tricia Hart, Chief Executive of South Tees Hospitals NHS Foundation Trust, and Richard Steyn, a clinician at Heart of England NHS Foundation Trust.

Workshops will be based around the fundamental principles within the Intensive Support Team's Elective Care Guide and will cover:

- Access Policies and Standard Operating Procedures
- Training Strategies and Knowledge in Elective Care
- Prospective Tracking and Validation
- Leadership and Governance
- Information and Performance Management
- Demand and Capacity and Pathway Milestone Setting.

Please email [nhsimas.ist@nhs.net](mailto:nhsimas.ist@nhs.net) if you would like more information or for how to book.

## NHS IMAS to appoint three new Partners

**We are pleased to announce that we will appoint three new Partners at NHS IMAS. All three are experienced NHS IMAS pool members who have been working with us for a number of years.**

Jan Sobieraj is Managing Director of the NHS Leadership Academy and brings with him a successful track record of strategic development, operational delivery and change management at national and local levels.

Suzanne Kirwan is Director of Corporate and Development at NHS Improving Quality and has experience of the NHS, Department of Health, Social Services and private sector, working within a range of organisations supporting business change. Suzanne was Programme Director for NHS IMAS until January 2013.

Jan Stevens is National Director for Midlands and East at Health Education England. Jan was named as one of the nursing profession's most influential leaders in 2014 and awarded CBE in 2010 for services to healthcare. They will all join us from 1 April 2015.

Our Partners are experienced Chief Executives or Directors, with a proven track record of delivery. They help to support individuals who are on assignment and also act as mentors to pool members. We look forward to working with our new Partners and the wealth of NHS experience that they bring with them.

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## Partner Focus: Simon Morritt

**Simon Morritt is Chief Executive of Sheffield Children's NHS Foundation Trust.**

There are many great things about working in a specialist children's trust, far more than I can share in a single article.

But one of the big advantages is that, as specialists, we have a greater opportunity to lead new ways of working. We are able to build our services around the needs of our young patients in ways that would be challenging, in some cases impossible, in a more general setting.

At Sheffield Children's we offer specialist hospital care which helps children from across the country and overseas, but also run community and mental health services for children in the region. Through our work, it was apparent to both ourselves and commissioners that an important service was missing for

critically ill infants and children in the north of England – a specialist round-the-clock transport service. So we set one up.

The Yorkshire and Humberside Infant and Children Transport Service, known as Embrace, is now celebrating its fifth birthday. The lifesaving service helps to transfer sick children from across the region to intensive care. The service has intensive care ambulances to transfer patients by road and also makes air transfers with both helicopters and planes.

Five years ago we had just one ambulance, which helped Sheffield patients. Now we serve 23 hospitals across Yorkshire and the Humber and have transferred patients from across the UK and Europe.

In those five years, we have safely transferred 9,972 babies and children. Not only do we give them

the right care during the journey, we get them to the best place for their ongoing care.

We're fortunate to have an excellent team at Embrace, great public support and also the backing of The Children's Hospital Charity; a combined force helping us to develop Embrace into the service that makes us so proud today.

It is an important reminder that sometimes we need to take a fresh look at the challenges we face. The temptation could easily have been to look for ways to accommodate the needs of these children within existing services, but this would have been riddled with compromises. There simply would not be the same level of expertise.

Sometimes the answer is something completely different. For the families who are cared for by our Embrace team, the difference is obvious.



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## Become a Health Gateway Reviewer

**The Health Gateway Review team are looking for NHS IMAS Pool Members at Director and Chief Executive level to act as Gateway Review Team Members and Team Leaders.**

This is a unique development opportunity as it offers individuals the chance to get involved with some of the highest profile projects and programmes in government. For organisations that provide reviewers, the peer-to-peer learning helps build corporate capability in the successful delivery of their own projects/programmes.

The Health Gateway Review Process provides all NHS and other health public sector organisations with confidential, independent peer review support for their projects and programmes. Supported by the Cabinet Office and managed by a dedicated team in the Department of Health, Health Gateway Reviews provide assurance to programme and project owners that their project is on course to deliver the desired outcomes, on time and within budget.

Gateway reviews provide a valuable objective perspective on the issues facing a project team throughout the lifecycle of a project. Reviewers are experts in their field and provide external challenge to the

robustness of strategy, plans, programmes, risk management, communication activities and cost management.

A Gateway Review can be done over two to four days and is usually undertaken by a team of three or four reviewers. The review team produce a report giving an assessment of the programme or project and recommendations going forward. This is presented to the Senior Responsible Owner (SRO) at the end of the review, before the team leaves, for their personal review.

As a Gateway Reviewer you will be expected to take part in at least one Gateway Review per year. This means allocating about five to six days of your time. All reviewers are asked to be a Team Member on two reviews before being a Team Leader.

If you are interested in applying to be a Gateway Reviewer please contact NHS IMAS at [peter.cavanagh1@nhs.net](mailto:peter.cavanagh1@nhs.net), 0113 825 1576. Please note that the Gateway Review Team can only accept expressions of interest from individuals substantively employed by the NHS. Currently, the Gateway Review is a free service so there is the expectation that individuals will be released from their NHS organisation at no charge.

## NHS IMAS team changes

We are pleased to welcome Priya Bala and Daniel Wood to the team.

Priya has joined us as a Programme Manager from NHS England where she was Planning and Reporting Manager in the Medical Directorate. She has previously worked at the Department of Health as a Workforce Analyst.

Daniel joins us on secondment as a Programme Manager from his role as Business Management Team Lead at NHS Improving Quality. Daniel previously worked as a Performance Manager in a Foundation Trust and prior to that was a Complaints Administrator for a Local Authority. We would like to wish a warm welcome to Priya and Daniel.

Congratulations to Stacey Harrison who has been substantively appointed to the Business Support

Manager role for the Intensive Support Teams and Debra Coulson

has been appointed as Business Support Manager for the core NHS IMAS team on a permanent basis.

Programme Manager Lydia Whiteoak has left the team to take up a new role as Project Manager for Corporate Programmes and Transformation at the Health and Social Care Information Centre. We wish Lydia the best of luck in her new role.

Hannah Comer, has returned to NHS England following her secondment with us as Programme Manager.



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## We're getting greener!

NHS IMAS has ISO14001 certification which means that we are aware of, and take action to reduce, our impact on the environment.



As a result we are always looking for new ways to become "green". We have set a target to reduce printing in the office and we have managed to beat this every month since early 2014. One thing that has really helped us to achieve this is to use a projector to display papers in meetings, rather than printing out copies for every attendee.

We are reducing the number of miles travelled by staff to attend meetings by making best use of teleconference and video conference facilities instead, which is reducing our carbon footprint and saving money. We are also using green travel options such as public transport and car share schemes, wherever possible.

## Pool member development - using WebEx

NHS IMAS will be running three development events using WebEx in March 2015 for pool members. Members of the Intensive Support Teams (ISTs) are leading the WebEx events, focusing on three key areas of Elective and Emergency Care. These sessions will be an excellent opportunity to discuss good practice, share experiences and network with colleagues across the country. Each session will consist of a short presentation followed by questions and discussion.

### **6 March 2015 at 10am – Access policies: making them fit for purpose.**

Participants can expect to learn about what good looks like with regard to access policies and how to write an access policy. The event will look at access policy examples and key Referral To Treatment (RTT) guidance, in particular drawing on learning from around the NHS. Participants will also be taken through how to use a good practice checklist to support the assessment and review of access policies. This session is being led by Piers Young and Nikki Waddie, Intensive Support Managers.

### **13 March 2015 at 11am – A Perfect Week: a chance to do something different without overthinking things.**

The Perfect Week is about ensuring that all the processes required to support flow through the hospital run 'perfectly' so that there are no unnecessary delays that slow down transfers of care. Why would you consider running a Perfect Week? What does good look like? What do you do after a Perfect Week? This session is being led by Pete Gordon, Intensive Support Manager.

### **27 March 2015 at 11am – The 62 day cancer pathways.**

This session will address the key challenges in the delivery of sustainable cancer waiting time performance and will look at areas of good practice in delivering cancer waiting times. This will include a brief overview of available IST tools to support improvement. This session is being led by Sue Stanley and Shola Adegoroye, Intensive Support Managers.

If you would like to attend any of the events please contact [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net) to book your place.

## Primary Care in Emergency Departments guide published

The Emergency Care Intensive Support Team (ECIST) has published a guide to good practice for Primary Care in Emergency Departments. The guide describes the factors that should be considered when planning how best to use primary care clinicians in emergency departments and how the arrangements should be monitored to refine and improve their effective use. ECIST has developed the guide in association with NHS Alliance, the College of Emergency Medicine and the Primary Care Foundation.

The full paper is available on the NHS IMAS website at: [www.nhsimas.nhs.uk](http://www.nhsimas.nhs.uk)

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## Quick Splash – Gordon Cooney

**I work as...** My substantive role is Programme Director of Service Development and Improvement at York Teaching Hospital NHS Foundation Trust. For the last few months I have been on an NHS IMAS assignment to NHS England working on the Transforming Care Programme. Transforming Care underpins the Government's commitment to transforming care for people with learning disabilities, autism, mental health or behaviour problems.

**My typical day involves...** There is no such thing as a "typical day"! The great thing about this assignment is the scale of the work we are involved in, the myriad of stakeholders we are working with and the pace of change. This can be both exciting and challenging in equal measure.

**The best thing about my job is...** I have worked in the NHS for more than 30 years in a variety of roles. The best thing about this job is the

fact that I have an opportunity to shape improvements in health and social care for people with learning disabilities and am engaged with the full spectrum of stakeholders in making these improvements happen – not just at system level but also at an individual case level.

**Have you been on an NHS IMAS assignment?** This is my first NHS IMAS assignment. I had some reservations about stepping out of my substantive role in order to accept the challenge of my first assignment, but I am pleased to have been able to take that step.

**Word of advice for other pool members...** Be clear about your offer – your strengths, preferences and experience – so that your future employer can make best use of your talents. Take some time to explore what it is you want to get from your assignment (experience of a different part of health care, developing new skills or

broadening your understanding of how the system works) and make sure that this is reflected in your objectives.

**What do you want to do next?** I don't have a plan. I would be keen to work on another NHS IMAS assignment at some point – but that is some way off. At present, my focus is on delivering this programme.

**If I didn't work in the NHS...** I have spent my career in the NHS, and to be honest, I have never considered anything else. Although through this role and previous roles, I have met and worked with inspirational people in the Third sector, voluntary organisations and charities – so I could see myself working in that environment.

**In my spare time...** I like to read – mainly historical fact and fiction. I am fond of live music in small venues, especially if it allows me to partake in a glass of real ale! I'm also on the



Board of The Hub, a charitable organisation that provides resources and activities for young people, where my role is to use my performance management and improvement experience to ensure a sustainable future for the facility and services.