

Big Splash

Interim Management and Support

Information for NHS IMAS pool members

Welcome to the December edition of **Big Splash**, the monthly newsletter for NHS IMAS partners.

Big Splash provides you with news about progress with the NHS IMAS programme and assignments as well as the support that's available to you.

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Future direction of NHS IMAS agreed by SHA Chief Executives' Board

On 9th December a paper was presented at the SHA Chief Executives' Board. The aim of the paper was to agree the direction of the NHS IMAS programme, they agreed:

- that NHS IMAS will receive support for its continuation and development until at least 2011
- the 2009/10 budget for NHS IMAS (subject to final agreement through SHA financial processes)
- the 10 SHA CEOs remain as the Governing body
- the 18 week IST team becomes part of NHS IMAS, including transfer of funding, until 2011
- NHS IMAS acts as a vehicle to develop leaders within the NHS and will integrate with both national and local leadership development schemes
- to explore developing the strategic alliance with the NHS Institute for Innovation and Improvement

As part of the budget they agreed to spend £60k for the continuing development of partners and pool members in 2009/10, and £30K to allow some partners to take part in the European Leadership Health Improvement (ELHI) Programme.

SHA's to strengthen 'Top Talent' links

Also discussed at the meeting is the need for SHAs to strengthen their relationship between their top talent initiatives and NHS IMAS. The recommendations put forward were that;

- NHS IMAS supports leadership development and talent events, helped by the SHAs
- NHS IMAS assignments becoming a vehicle for SHAs to develop their top people
- SHAs endorse and support NHS IMAS by persuading NHS organisations to release individuals for assignments
- SHAs would support better integration between leadership leads and NHS IMAS
- NHS IMAS should have access to talent management databases
- Individuals on SHA talent management programmes should be encouraged to join the NHS IMAS talent pool

NHS IMAS and how it has helped me by Kishamer Sidhu

Kishamer Sidhu has worked in the NHS for 10 years, and has recently been appointed as the interim Director of Finance at North West London Hospitals. He is part of the National Breaking Through Programme, which is designed to help ensure that NHS boards reflect their local populations by equipping individuals with skills to operate at executive Board Level.



Kish Sidhu

Kish said “the technical job is doable but the real challenge is in the complexity of operating at Board level for the first time in a challenged environment”. In reflecting on some of the things that helped move the organisation to address the financial position, Kish identifies a need for a consistent but empathetic manner. To acknowledge the differences but draw out the similarities for comparisons not just against peers but those who aspire to be the best. Make difficult decisions and offer leadership with empathy to encourage and embed performance management. This not only helps people feel supported to make difficult decisions but helps others expect to be accountable for delivery.

The challenge is far from over with the Trust in terms of cash and I&E deficit. However, the clinical staff have begun to engage with the need for systematic and sustained change.

Local commissioning relationships have begun to improve and there is some sense of control, with the Chief Executive of a local commissioner commenting to NHS IMAS “the numbers are believable – they’re not all over the place anymore. We can start to help in the decisions that need to be made... we can help in focusing the effort based on facts”.

Kish, now part way through his secondment says what he would take from his experience so far, is that working with NHS IMAS and Breaking Through it is possible to get personal development and national agendas aligned in way that helps services locally.

Who’s in the NHS IMAS core team?

The NHS IMAS core team consists of:

Antony Sumara,
Chief Executive

Janet Walter,
Programme Director

Neda Hormozi,
Director, Leadership
Development

Heather Sheard,
Programme Manager

Steve Bridge,
Programme Manager

Gemma Jones,
Business Coordinator

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The 18 weeks Intensive Support Team (IST) joins NHS IMAS

As we reported on the front page, the Intensive Support Team will now become part of the NHS IMAS Programme.

The IST led by Director, Nigel Coomber, has successfully supported Trusts and PCTs within all SHAs, to deliver the 18 week target. Nationally, the 90 and 95% operational standards have been achieved, and the IST is currently working with around 40 organisations which are facing particular risks to delivery in January and beyond. DH has agreed to continue to fund the IST for a further two years (to March 2011), so that it will be available to support any organisation that requires assistance in sustaining performance in this area.

The team consists of 15 highly experienced NHS operational managers, who have significant expertise in the field of 18 weeks specifically, and patient access in general (many of the team had previously worked with the equally successful cancer waits IST).

The main task for the team in 2009/10 will be to continue to work on 18 weeks, particularly assisting local health communities to develop and commission sustainable models of delivery. However, the focus of the team's efforts will broaden to include other related priorities, such as: access to audiology and AHP services; choose and book; and more general work on capacity and demand.

The team very much welcomes the opportunity of developing its role within NHS IMAS.

For more information on the team, or to request the teams support with an assignment, please contact:

Nigel Coomber
Phone: 0207 633 7301
Email: nigel.coomber@dh.gsi.gov.uk



Department of
Health's national
NHS "Top 250"

NHS IMAS will become an integral part of the development programme for the NHS "Top 250", with undertaking an NHS IMAS assignment being a mandatory part of an individual's development.

Top flight Directors and Chief Executives would be expected to have a successful NHS IMAS assignment on their CV to gain further promotion.



Assignment Review – Bradford and Airedale tPCT by Cameron Ward

This summary of an assignment covers working with a primary care organisation which wanted to prepare proactively for a forthcoming world class commissioning assurance process from a very good position. In terms of supporting good organisations become better this demonstrates the other side of the NHS IMAS portfolio.



The initial idea arose from the Chief Executive of the PCT who had been aware of another NHS IMAS assignment involving a primary care organisation and felt that NHS IMAS had something to offer. Word of mouth is very important when building a good reputation. Private consultancy firms offer the same facility but NHS IMAS is able to provide NHS staff and at better value for money.

Time was spent initially on refining the brief with the lead Director. This remains an integral part of the assignment process. Recent learning from an NHS IMAS development day will help me to refine this more accurately for my next assignment.

The assignment was in two parts. Firstly there was a series of preparation briefings to board members on the assurance process. The second part included arranging a full mock panel for the world class commissioning assurance process.

The panel met the evening before the event in order to go through the “script” for the day. This was very helpful as there is benefit in the people involved in the project being able to share views as collective wisdom is far more insightful.

The day itself went very well and the panel (who worked extremely hard and performed exceptionally) were able to provide detailed feedback to the PCT on what had been learnt during the course of the day so fulfilling the PCT’s expectations.

Key aspects of success and learning points included:

- 1 the importance of getting the brief correct in terms of outcomes and expectations.
- 2 setting the right tone for the assignment and maintaining this throughout as this facilitates smooth progress and allows for a better outcome.
- 3 the value of NHS IMAS core team support in planning the assignment
- 4 the importance of planning ahead and going through every aspect to ensure the assignment goes well
- 5 the benefit of dialogue with others involved in the project so that views can be shared.
- 6 the importance of having a contact in the host organisation who knows their way around to get everything in place.



Well done!

Congratulations to one of our NHS IMAS partners, Jackie Daniel on securing the role of Chief Executive at Manchester Mental Health and Social Care Trust. Jackie was approached by NHS IMAS to undertake the Interim Chief Executive role from July 2008 and following an external recruitment exercise secured the post permanently.



Jackie Daniel

Speaking about her appointment Jackie said: "I am delighted to have been given the opportunity to take on the Chief Executive role at this exciting and important time in the Trust's development. I am looking forward to carrying on working with colleagues in the Trust, partner organisations and our service users and carers to ensure that, together, we continue to modernise our services and further improve the patient experience."

Speaking about NHS IMAS, Jackie said "I was approached by NHS IMAS at a time when I needed a new challenge in a different environment. I jumped at the chance and am delighted I can now start a new chapter in my career"

Have you a good story to tell?

If you have a great story to tell about your experience of NHS IMAS then we'd love to hear from you.

Please send any article suggestions to Heather (heather.sheard@nhs.net) and we'll do the rest!

Progress with assignments

We have undertaken 21 assignments in 14 NHS organisations.

The scope of the assignments includes;

- Interim Chief Executives
- Commissioning
- Public Health programme management
- Managerial / operational support on 18 weeks target
- A&E / patient flow analysis
- Performance management support
- Reviewing service design

We are continuing to talk to a number of other NHS organisations about how NHS IMAS can support them. If anyone has any recommendations for pool members, who have specialised skills, can they please let Gemma know (Gemmajones@nhs.net)



Everyone in the NHS IMAS team wishes you a very Merry Christmas and a Happy New Year

