

# Big Splash

Information for NHS IMAS pool members



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

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

In this edition:

- NHS IMAS - One Year On
- OSHA Commissions NHS IMAS to Improve Emergency Services
- NHS Coventry NHS IMAS assignment: a view from the other side
- Life on a NHS IMAS Assignment – Anthony Marsh
- News in brief - Congratulations
- Progress with assignments
- Transforming Organisations

## NHS IMAS: One Year On - Antony Sumara

“NHS IMAS is nearly one year old. So far it has exceeded all our expectations. We agreed to do 6 ‘proof of concept’ assignments by the end of December; already we have completed 17 assignments working with 14 different NHS organisations. Overall we have saved the NHS many thousands of pounds by using the talent we have within rather than seeking it from the outside.

We have a strong “Partner Pool” that has been profiled and benchmarked against senior business and public sector leaders. We are now supporting this group of leaders with talented individuals from the service who have relished the opportunity to develop their skills by doing real pieces of work. We want to continue to grow this talent pool as part of our contribution to developing leaders in the NHS. NHS IMAS has a central role to play in finding, shaping and using leaders practically. One of my proudest achievements for NHS IMAS has been placing talented individuals who have already gone on to substantive leadership roles as a result of their experience with us.

We have also taken on the national 18 Week Intensive Support Team. These are a group of exceptionally talented individuals who will make a massive contribution to the future development of NHS IMAS. The skills they have acquired are as applicable to all the challenges in



Antony Sumara

the NHS as they are to the 18 weeks agenda. The 10 SHAs have agreed to continue funding NHS IMAS for next year and provisionally for the year after. We have managed to keep the core of our team small and flexible. It is not the intention to create a “child of the Modernisation Agency” or any other central team cloned on that model. Our real challenge is to continue to work with the talent we already have out there. So far we have coped with the requests we have had, but we need many more people we can call on to help other NHS organisations. At the same time we need to maintain a very high standard and are keen to work with the very best of people.

In summary, the first year has gone very well but we need your help to continue to make a real difference for the NHS and its patients and public.

To our partners and others who have helped so far, a very big thank you.”

If you want further information on how to join the NHS IMAS talent pool please contact Heather (heather.sheard@nhs.net).

# OSHA Commissions NHS IMAS to Improve Emergency Services - Russell Emeny

NHS IMAS has gained its first national commission which will be looking at emergency care. We have been asked to provide project management and support for an improvement programme for emergency services on behalf of the 10 SHA's by the Office of the Strategic Health Authorities (OSHA).

The aim of this programme is to support local health economies to have resilient, sustainable and integrated emergency and urgent care arrangements. The programme will focus on improving emergency ambulance service delivery through a strengthened whole-system approach.

The NHS IMAS project director is Russell Emeny, whose 'day job' is with the 18 Weeks IST (Intensive Support Team). The programme is also supported by two of our NHS IMAS Partner's - Ian Sturgess and Anthony Marsh.

Ian will be producing a diagnostic tool/questionnaire, based on known good practice, which will enable SHAs and commissioners to rapidly to assess the whole-system emergency readiness of local health communities.

Anthony Marsh has accepted to be the Professional Lead on the programme to provide support, expert advice and direction.



The programme will develop diagnostic tools to help local health communities assess the governance, approach and performance of their emergency services and the way they are commissioned and planned.

It will draw on national and international good practice and expertise, ensuring that what is known to work well is shared widely and accessibly. On-the ground help with putting the tools to work will also be given.

Speaking about the programme, Russell said: "This programme is not about wheel reinvention or free floating analysis. We need to provide local health communities with helpful and relevant tools to do their jobs, and to support implementation in a way that is valued by front line managers and clinicians'.

Big Splash will cover this programme as it progresses, focussing on the contributions of the NHS IMAS colleagues involved in the work streams.

## 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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# NHS Coventry NHS IMAS assignment: a view from the other side - Mike Attwood & Stephen Jones, Joint Chief Executive's, NHS Coventry

In Issue 3 of Big Splash, Cameron Ward gave his views on how he felt the NHS Coventry assignment went. This month we hear from the organisation who give their thoughts of the assignment.

“NHS Coventry became involved with the NHS IMAS initiative during its ‘proof of concept’ phase. Having achieved financial turnaround we wanted some support with the development of our non-financial governance.

We were mindful that the PCT was already heavily involved in diagnostic and organisational development work in preparation for World Class Commissioning assessment, with significant external input. Accordingly, we asked the NHS IMAS team to concentrate on corporate governance including the role of key committees, the PCT’s performance framework and our approach to Practice-Based Commissioning.

We felt that NHS IMAS put in real effort to construct a team with a combined skills set and experience that would provide effective support in the agreed areas of focus. The team included two executive directors from other PCTs, a PCT Chair and a member of the NHS IMAS core team. We were particularly keen to have non-executive input to provide support and challenge across the whole Board.

Their approach, which included interviews with key staff from PBC and our acute Trust, reviews of key documentation and observation of relevant meetings, was designed to minimise disruption whilst taking a candid view of the situation.

We were impressed by the team’s efforts to add value and to avoid duplication of work that was already underway. There was regular communication with us to check out that progress was smooth, and the project management took account of the rhythm of organisation, with a good appreciation of our other pressures.

We found the NHS IMAS feedback to be insightful, timely and appropriately challenging, and allowed us to learn quickly from experience elsewhere. A feedback session with the Executive Team allowed us to review their findings and have an input into the final report. The timing of the intervention means that some of the areas they had identified had in fact been picked up by other diagnostic work, but we have been able to integrate the report into our OD Plan.

In summary, our experience can be highlighted by the following points:

- The project was managed in a professional and accommodating manner;
- The team had an appropriate mix of high level skills and experience which were directly relevant to our needs;
- They built on work that was already in train and avoided duplication;
- They provided us with useful, timely and appropriately challenging feedback which we have been able to reflect in our improvement plans;
- The costs of NHS IMAS compare favourably with private-sector consultancy.

**“We would certainly consider using NHS IMAS for future support around specific projects”**

Mike Attwood & Stephen Jones, Joint Chief Executive's, NHS Coventry

## Life on a NHS IMAS Assignment

This month Anthony Marsh talks about his NHS IMAS assignment as an interim Chief Executive.

"I was asked to undertake the Interim CEO role at Great Western Ambulance Service (GWAS) in September 2008 and took up post a few weeks later. GWAS was created on 1 April 2006 from three former Ambulance Trusts. It was envisaged that the creation of the new merged Trust would strengthen the provision of Ambulance Services across Gloucestershire, Wiltshire and Avon and in part that has been achieved.

That said, further improvements in the Trust are required in order to strengthen public confidence and staff engagement in service improvement.

### Reputation Management

During my time at GWAS I have significantly improved the reputation management of the Trust and its staff. This has been achieved by holding proactive and positive meetings with MPs, County Councillors of the Joint Health Overview and Scrutiny Committees and conducting television, radio and newspaper interviews. These arrangements have served to strengthen public confidence but also stakeholder confidence and staff engagement.

The following contribution is from the Senior Staff Representative of Unison:

*"At a very early stage, Anthony Marsh arranged a meeting with key UNISON representatives for a candid face-to-face meeting, which produced a very honest but positive discussion. The next few*



Anthony Marsh

*months were shaped by regular meetings with UNISON on a variety of issues. All the meetings were characterised by the presence of the Interim Chief Executive, a positive atmosphere and a pragmatic, 'staff-led, patient focussed' approach to problem solving".*

### Optimism

This was also a feature of the Interim Chief Executive's workplace meetings, which were most successful when the absence of established managers allowed open sharing of opinion. On occasions staff at the meetings would exhibit frustration and emotion, which were without exception pacified and handled with good grace. Staff came away reassured that their views would be considered and used to inform management decision making. The optimism of the interim management team was infectious with staff. The "can do" attitude percolated down from executives to local management.

This change of style was also apparent in the rejuvenation of the communications team. As well as a new, centralised and rationalised internal

Continued...

## News in brief

### Congratulations – Ed Palfrey OBE



NHS IMAS would like to congratulate Edward Palfrey OBE on his well deserved honour. Edward is medical director of Frimley Park Hospital NHS Foundation Trust and received his OBE for services to healthcare.

communications stream, the Trust's public perception has benefited immeasurably. No longer is the Trust an apologist for poor publicity. Indeed, it is now we who take the media head on, promoting our service and the challenges that come with delivering it.

### **Sustainable Change**

It is clear that in a new relationship, first impressions are everything. Now the challenge is to take the positive improvements in engagement and partnership and turn them into sustainable change.

Delivering the promises made during partnership working will be key. One thing is certain: Trusts can only have sustainable improvement by successfully engaging with staff and their representatives.

I am very confident that the engagement of staff, other stakeholders including the PCTs

and SHA will support the Trust achieve further improvements going forward. Last week the Trust achieved its best ever performance against Key National Targets which is fantastic news for patients, staff, the Ambulance profession, the Trust and the NHS.

I shall be sad to leave the Trust as it has been a challenging assignment but one which has led to outstanding improvements and one which has been genuinely appreciated by staff and their Union Representatives as well as stakeholders particularly MPs and County Councillors".

Anthony is also involved in another NHS IMAS assignment looking at the Emergency Services where he is acting as Professional Lead. See the 'OSHA' article on page 2 for more details on this assignment.

## Availability

The central team is continuing to update its records of your availability to carry out NHS IMAS assignments.

Please help us by letting us know of any substantial periods of time when you won't be available. Contact Gemma on: [gemmajones@nhs.net](mailto:gemmajones@nhs.net)

## Progress with assignments

We are currently working on 9 assignments in 7 NHS organisations, making a total of 17 assignments in 14 organisations in our 1<sup>st</sup> year. The scope of current assignments includes;

- A national piece of work looking at the emergency services and ambulance services
- Strategic financial support,
- Contractual re-design
- Executive peer level support,
- Clinical governance and development of a performance framework,
- Reconfiguration of Pathology services for a whole health economy in line with the requirements of the Carter review,
- Regional development of a plan for 2012 commissioning,
- Review of maternity services,
- Patient safety and Board development

We are continuing to talk to a number of other NHS organisations about how NHS IMAS can support them.

# Transforming Organisations – Davis Balestrecci

This month Davis Balestrecci, statistical consultant, shares his methods with us for your information and interest.

Davis works for a multi-specialty health care clinic in the U.S. He has since developed an international reputation for adapting statistical methods to healthcare improvement as well as innovative approaches to dealing with organisational cultural psychology and corresponding leadership issues through a philosophy of transformation.

Davis says this about transforming organisations:

“Like it or not, 'change' has become a constant in today's society. The changes being asked of our society in 10 years used to take two to three generations to assimilate - in much calmer times! Given our "bigger... better... faster... more... now!" world and its stressful manifestations, 'change' must now be managed formally as a process. A grieving for the "simpler" times of the past has created a pervasive 'victim' mindset that has crept into work places.

Any change requires new skills, thinking, tools, and information; however, these are secondary to the quality of the processes needed to communicate them: individual feedback, interpersonal relationships, cultural perceptions & feelings, and, ultimately, each *individual's mindset*.

The goal is a cultural transformation integrating skills needed by everyone in everyday work for "Getting better faster" - a synergistic harmony among the elements of product quality, service quality, administrative quality, management



Davis Balestrecci

quality, employee satisfaction, and customer satisfaction that continuously adapts to economic realities.

His no-nonsense, realistic, practical approach looks at:

- cognizant of adult learning principles,
- Understanding the natural, inevitable organisational psychology of resistance to change,
- Integrating the fabric of everyday work without adding cumbersome quality bureaucracy and "special" projects that seem to drag on endlessly while distracting from the "real" work,
- Depersonalises organisational issues to create healthy conversations that identify and respect the needs of the business

If you are interested in learning more about Davis's methods please contact Neda (Neda.Hormozi@london.nhs.uk)