

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

NHS IMAS looks ahead to 2018-19

NHS IMAS has set out its 2018-19 Business Plan proposal which includes its ambitions and objectives for the next financial year.

The purpose of NHS IMAS is to offer NHS organisations that need short or medium term support, the means to access the management expertise that exists throughout the NHS: 'By the NHS, for the NHS'.

NHS IMAS continues to be hosted by NHS England and the Senior Sponsor is the National Director of the Transformation and Corporate Operations (TCO) Directorate.

In 2018-19, NHS IMAS proposes to continue to work with NHS England and NHS Improvement to encourage all NHS organisations to use NHS IMAS as their first port of call for interim and consultancy support. Demand for NHS IMAS services is continuing and the team is requesting funding to manage between 120 and 140 assignments at any one time.

Two areas of significant work that NHS IMAS wants to continue to support in the next financial year will focus on talent development of NHS staff. The first is the Midlands and East Executive Talent Scheme, a Scheme developed by NHS Improvement to develop talent within the region. NHS IMAS wants to continue to be a key partner in the management of this scheme and will work with other regions who are wanting to roll this scheme out. The second is to support NHS England's HR and OD team to establish arrangements to manage the talent and transformation within NHS England in 2018-19 using NHS IMAS' established systems and processes.

NHS IMAS proposes to continue to provide training and support to its NHS pool members using a range of tools such as webinars, blended learning and mentoring and coaching. In 2018-19, NHS IMAS Partners will also carry out web-based events to talk about their experiences and challenges and give pool members information and tips to

help them in their career progression within the NHS. This will be a new addition to the training programme and we want to hold a number of these throughout the year, focusing on experience of the different sectors of the NHS. Keep an eye out on Twitter ([@NHSIMAS](https://twitter.com/NHSIMAS)) for details!

NHS IMAS' reputation continues to be the main marketing tool to attract repeat and new client organisations. Client feedback given during closure calls continues to be strong with 100% of our clients saying they would use NHS IMAS again. In 2018-19, we aim to continue to achieve this high level of satisfaction. NHS IMAS has developed an electronic corporate brochure that clearly sets out its aims, how it can support the NHS and why senior NHS managers should join the talent pool. This can be found on the [NHS IMAS website](#).

NHS IMAS looks forward to working with all new and current NHS organisations in 2018-19, pending acceptance of our proposed business plan by our hosts, NHS England.

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Richard Jeavons' thoughts

NHS IMAS Senior Partner, Richard Jeavons, tells Big Splash about his experience on an NHS IMAS assignment

To achieve better planning of the Better Care Fund (BCF) and recently announced Improved BCF, the Department of Health, the Department for Communities and Local Government, NHS England and the Local Government Association (LGA) established a support programme for local health and social care communities to call on. This support programme was hosted by the LGA with input from NHS IMAS.

The client organisation had previously struggled with BCF planning and had taken an early decision to engage the support programme for 2017. The client's primary request included securing agreement on the national conditions of the BCF 2017-19, extending whole-system working, financial modelling, budget setting and risk management.

The first step for the assignment was a diagnostic visit in February 2017 by BCF advisor, Andrew Cozens. A support package was proposed that had five elements:

1. To resolve the outstanding financial issue in 2016-17 formally, and preferably as a Section 75 agreement.

2. To provide advice, challenge and technical support to the 2017-19 plan, addressing process, ambition, risk share and performance monitoring. This includes how it sat with the wider strategy for adult social care and the need to align the BCF investment plans with the other NHS initiatives, and clarity about which services needed to be decommissioned – and the risks associated with doing so.

3. To help look at overall governance of joint planning, including a review of the Health and Wellbeing Board, the Vanguard and associated collaborative architecture.

4. To provide an independent point of reference to senior politicians if that was helpful. This could include a meeting at the end of the process to secure sign off, with a similar offer to the Clinical Commissioning Group Board.

5. To help to work through consistent approaches with the BCF and other financial support interventions in the NHS economy.

To deliver the assignment, I acted as NHS Expert Associate on behalf of the LGA. My role was to model, with the Better Care Advisor, the partnership behaviours needed to deliver all five elements of the support offer and to provide an independent perspective to facilitate discussions across all parties. I also led on element five.

Andrew and I collaborated closely to plan our interventions and support. The first was a site visit in March to engage key parties, take stock of what had been done and provide feedback and advice for further work. The second visit in May reviewed draft content and tested for coherence and gaps and again, practical feedback was provided. In between, online and telephone support was given to key personnel and the final intervention to 'check and challenge' before final submission of the BCF Plan.

The outcomes set for the assignment were achieved and resulted in a fully compliant BCF plan and associated Section 75 agreement being secured. The BCF plan is more coherently set in the wider

context of the local system's strategy and priorities, as confirmed by the convenor of the Local Care Board and its key members, and the work to develop it has built better understanding and relationships between partners for the future.

Given Andrew and I had neither met before the assignment, nor worked with someone as senior in this way before, it is interesting to reflect on why and how it was successful.

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Richard Jeavons

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A key point of context is that, despite the client system being the subject of much external scrutiny and intervention, we were invited in and did not arrive with ready-made solutions. Andrew's time invested with the client in the diagnostic phase paid dividends in terms of framing the offer. We were two old hands, invited to be critical friends, who were keen to make something positive happen!

Andrew and I frequently reviewed what was being achieved and agreeing where to adjust and focus our contributions. We combined difficult conversations together with the client that established our credibility as partners with deploying complementary individual skills and knowledge when they were needed. Most usefully, Andrew could open the doors to engage and influence local politicians and I could engage directly the key people in the wider NHS system.

With flexibility on our part and an excellent point of contact and organiser client-side, time and effort could be tailored to maximum effect for all parties. Perhaps, critically for the client, we could provide some authoritative reassurance when externally driven uncertainty around timescales and expectations threatened to undermine local progress.

Despite both our many years of public service experience, Andrew and I felt this assignment broke new ground for both of us, giving us new insight into the challenge of working across health and local government.

Merry Christmas from all at NHS IMAS

All of the staff at NHS IMAS 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!





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NHS IMAS welcomes a new Partner

We are very pleased to introduce you to the latest partner to join NHS IMAS, Phil Corrigan.

Phil is the Chief Executive of NHS Leeds Clinical Commissioning Group (CCG) Partnership. The Partnership is made up of three existing CCGs who are currently going through a merger and looking to form a new organisation in April 2018. Phil is still a practising clinician and her previous experience includes being a Director of Nursing in acute and community providers, a Director of Commissioning in Leeds and leading transformational change programmes in Leeds and West Yorkshire.

Phil tells Big Splash more about her role:

Leeds is a great place to work and I'm lucky to work in a city where partners across health, local authority and education work in a really strong partnership. Over the last 34 years I've seen the NHS fragment more and more resulting in less connected and integrated care, and staff working in silos, often with poor communication between organisations. For many vulnerable people living in the community this has had an adverse affect

in supporting them to live and age well. Because of this, and the fact that the NHS is changing rapidly, we need to look at new and different solutions. Over the last three years I have been in a position to lead and support some radical and transformational change in Leeds, particularly new models of care across primary, community, mental health, social care and the third sector. These new models of care focus on integrating services, enabling people to have better outcomes, drive the prevention agenda, integrate information and communication systems and support people to take better control of their health and care.

There is a huge drive in primary care to develop innovative ways of working, partly because of workforce issues but also by working together they can better use their resources, reduce duplication and support each other. Who would have thought three years ago that GPs would be able to deliver extended access for 12 hours a day and seven days a week? The Local Care Partnerships, which have been developing over the last few years, foster leadership development for GPs, Practice nurses and Practice managers, giving them the time

to develop these new ways of working for populations of up to 50,000 people. They are locally led so that they can develop and deliver services with other partners for a defined population which they know and understand their needs. The plan across Leeds is to focus on how we can better outcomes for people who are frail by all the providers working together to change and integrate services. It's a huge challenge but there are great relationships and a real belief that if we keep on doing the same old things nothing will change.

So my focus for the next 18 months is helping create the conditions for providers to continue to integrate their services and develop new and better ways of working together. Leeds has a strong and successful partnership across health and social care and the Leeds Plan will have a huge impact on the health and care outcomes for people through us all working together. It's going to be an interesting and exciting year!



Interim Management and Support



Phil Corrigan

Phil's experience of working with NHS IMAS:

I have worked with NHS IMAS on a number of occasions when requiring senior people with NHS experience to support the organisation. NHS IMAS always provides a very professional service and I would always use them in the first instance when looking for interim help.



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Quick Splash - Sharon Saint Lamont



Interim Management and Support

Hello my name is.....Sharon Saint Lamont, NHS RightCare Delivery Partner at NHS England (North Region).

What's the best thing about your role?

The work in the RightCare Team is challenging and different, which is exactly what I wanted. It enables me to operate at the interface between strategic and operational levels and I enjoy being able to use my existing skills and knowledge, which I've built up over many years in the NHS, to help organisations in the north to be the best they can be.

What have you learnt in this role?

In the next few months I want to better understand the complexities of my assigned programme of work, get to know the key stakeholders and really begin to understand the health economies and my role in the reduction of unwarranted variation.

Have you been on an NHS IMAS assignment before?

I am currently undertaking my first NHS IMAS assignment.

What have you learnt from your NHS IMAS assignment and what advice would you give others who are about to undertake one?

I have been on my NHS IMAS assignment since September 2017. The recruitment process could not have been smoother and the NHS IMAS team took all the pain out of making the transition from the world of revalidation in the Medical Directorate to the RightCare Team in the North. The NHS IMAS team were, and continue to be, available, supportive and enthusiastic.

What do you want to do next?

Being on an NHS IMAS assignment will mean that further down the line I have the opportunity to consider a range of next step options as it offers guidance and training throughout the secondment.

There may be the opportunity to turn this work into a substantive position, or I may choose a different but related path.

What would you do if you didn't work in the NHS?

I can't imagine not working in the NHS and I have been lucky enough (or perhaps I've worked hard) to take advantage of training and learning and self-development and I have a broad range of skills across many different areas of healthcare. However, in another time and another world I would have left home to join a troop of actors, and hopefully would have been next in the queue for a BAFTA award!!

What would your colleagues be surprised to hear about you?

I am happy to commandeer the mic at any karaoke party to make sure I am the only singer.



Sharon Saint Lamont



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Interim Management and Support

Developing talent in the Midlands and East

NHS IMAS continues to support a pilot scheme within the Midlands and East region to assist the coordinated management of talent development and to reduce the reliance on private agencies.

The Midlands and East Executive Talent scheme is being led by NHS Improvement (Midlands and East) in partnership with NHS IMAS, the NHS Leadership Academy's NHS Executive Search team and Health Education England.

Executive level posts can be challenging to recruit to and can result in a dependency on the interim market with high day rates creating additional pressure on an organisation's finances. By developing talent within the region, the scheme continues to provide opportunities for individuals to progress their career whilst reducing the cost incurred through the private sector.

NHS IMAS is continuing to lend its expertise and quality assured systems and processes to the scheme. NHS IMAS manages the discrete pool of individuals and works with NHS Improvement and its partners to scope, match and support individuals throughout their assignments. NHS Executive Search supports the individuals within the pool to ensure they have the skills to undertake Executive Board Level roles and that assignments are supporting their development and career aspirations.

One candidate has already secured a permanent Executive Director post within a provider organisation following a successful placement and we look forward to further success.

More information about the scheme can be found on NHS Improvement's website at <https://improvement.nhs.uk/resources/midlands-and-east-executive-talent-pool/>

We will continue to keep you updated on the scheme but if you have any queries or are currently in a stretch assignment and would like to access support, please contact NHS IMAS in the first instance at nhs.imas@nhs.net.



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Pool Member Development

One of the aims of NHS IMAS is to grow and develop talent within the NHS. To do this, NHS IMAS offers various learning and development opportunities that our pool members can access.

Blended Learning

NHS IMAS has developed a blended learning package to introduce consultancy and facilitation skills for our NHS Pool Members. This is a flexible and robust package for NHS Pool Members (those employed within the NHS) who are either new to working in a consultancy style or would like to improve their understanding.

This blended learning package has been accredited by the Royal College of Physicians and the Royal College of Anaesthetists and, on successful completion, awards candidates with 10 credits towards their Continued Professional Development (CPD). Two cohorts of delegates have successfully completed the course and a third cohort has completed module one on consultancy skills, and is commencing module two on facilitation skills.

To ensure the course continues to improve we seek regular feedback from the course delegates. Following the completion of module one, the delegates gave extremely positive feedback of the course. 100% felt the course met or exceeded expectations. Delegates also gave valuable feedback on how we can improve the course which will be reviewed and acted on before the next cohort begins.

If you are interested in registering your interest in the fourth cohort of the blended learning course please contact Daniel Wood (daniel.wood7@nhs.net) for further information.

Webinar events

NHS IMAS has delivered five webinar sessions in 2017-18 for our pool members, most recently running a 'Perfect Week - breaking the cycle' Webinar event.

The Perfect Week - breaking the cycle event is about sites and wider health and care systems that are consistently under pressure focussing for one week to 're-calibrate', to see and feel what 'good looks like' and rapidly test and implement

change. If implemented correctly it can be a great opportunity to empower front line teams and create a social movement.

The webinar explored the reasons to consider running a week, what good looks like, what to do following the week and what we know from those sites and systems that have run successful weeks.

This webinar event was led by Spencer Humphrys, an Improvement Manager from the Emergency Care Improvement Programme of NHS Improvement.

The feedback has been positive and recordings of our previous webinars can be found at: <http://www.nhsimas.nhs.uk/news-and-publications/>.

The next webinar will be delivered by NHS IMAS Partner, Vincent Connolly, Regional Medical Director North Region – NHS Improvement. The webinar will aim to provide an overview of Vincent's experience of implementing ideas from the frontline, as well as providing effective tools and techniques. The webinar is scheduled to take place on **Thursday 22 March 2018**.



Interim Management and Support

NHS IMAS Team Learning - Transactional Analysis

A NHS IMAS pool member qualified in Transactional Analysis and Neuro Linguistic Programming recently facilitated a half-day session for NHS IMAS and pool members.

This session involved learning some of the models, tools and techniques that can be used by all of us in the work place to enhance our communications with others and to continue to understand more about ourselves as managers and leaders. These tools and techniques, underpinned by solid theory, enable us to continue to develop a greater understanding of ourselves and others to enable us all to get the best out of our working lives and support each other to deliver the best health service possible.

It was a positive day to learn new psychological models and to talk about how we could all use them to continue to improve our working lives and to continue to understand how we lever change in organisations and ourselves.



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Interim Management and Support

Take the next step....with NHS IMAS

If you are looking to use your passion, drive and ambition, to continue improving the NHS healthcare system for the benefit of patients and their families, NHS IMAS can help you take the next step in your career.

NHS IMAS can help NHS senior managers working at NHS Agenda for Change 8d or above (or those at 8c who are ready for an 8d role), who are looking to learn new skills and broaden their experience, to step into their next challenge to progress their career aspirations.

We can help you find your ideal role to make a fundamental difference in a new NHS organisation, be that in an acute or mental health provider, a commissioning organisation or at a national level through an arm's length body to lead the health and care system.

NHS IMAS provides interim management and consultancy support for NHS organisations that need to fill a position on a short to medium term basis. We can provide a variety of opportunities that range from deputy and executive director

positions including finance, nursing, operations, HR and chief executive, through to specialist consultancy expertise such as service reviews, turnaround and improvement.

We understand the transition to working in complex and changeable systems can be a difficult yet rewarding journey, which is why we offer a range of support to NHS pool members including:

- **Mentoring and coaching** throughout the assignment.
- **Regular contact with one of our dedicated Programme Managers** to assist with any queries whilst on an NHS IMAS assignment.
- **Access to our Blending Learning package**, accredited by the Royal College of Physicians and the Royal College of Anaesthetists, to introduce consultancy and facilitation skills.
- **Exclusive access to regular learning webinars**, providing information, support and learning on topical areas of the NHS.

- **Exclusive access to development tools** on the NHS IMAS website.

If you are interested in applying, please complete the on-line application form and submit to nhs.imas@nhs.net along with an up to date CV. Application forms can be found on the NHS IMAS website at www.nhsimas.nhs.uk/contact-us/to-apply/ or give us a call on 0113 825 1573 to speak to one of our friendly Programme Managers.

Keep updated by following NHS IMAS on twitter at [@NHSIMAS](https://twitter.com/NHSIMAS).



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Life on assignment: Gary Jones

NHS IMAS pool member, Gary Jones, tells Big Splash about his experience on an NHS IMAS assignment

I am really pleased to be writing this article so I can share my experiences working on assignment at the Greater Manchester Health and Social Care Partnership (GMHSCP) where I have been working since September 2016 as Interim Head of Finance.

I have vast experience working in NHS finance and started out life as a finance manager with a Family Health Services Authority back in 1991, progressing through the ranks to Director of Finance and Chief Finance Officer within a clinical commissioning group (CCG). Having spent 25 years in NHS finance, I felt that I needed some time out to consider other opportunities working on an interim basis in other NHS organisations and across different sectors.

Working with NHS IMAS has been great in providing such new and exciting opportunities and also offering the flexibility of interim working, allowing me to draw on my senior level experience in

fulfilling assignments where clients need someone to 'hit the ground' running. Working in the NHS family has become part of my life and it's so rewarding being able to share your skills, knowledge and experience with others as the NHS nationally goes through a period of major reform.

NHS IMAS provided a fantastic opportunity as interim Head of Finance working in the Greater Manchester Health and Social Care Partnership, which came into being on 1 April 2016 following the new Devolution deal agreed between NHS England and Greater Manchester, now commonly referred to as 'GM Devo'. Whilst still working in finance, the role has been different given my involvement now is on the wider Greater Manchester financial performance and locality assurance side, not quite 'poacher turned gamekeeper' given we are a Partnership!

The agreement signed in April 2016 between NHS England and the GMHSCP was ground breaking given Greater Manchester was the first area to take on responsibilities for health and social care

under powers devolved by NHS England and to ensure the delivery of the NHS Constitution and Mandate commitments. The partners within GMHSCP cover all 10 CCGs, nine Acute Trusts, two Mental Health Providers and 10 Local Authorities and include the Greater Manchester NHS England Direct Commissioning local office. The combined budget held by GMHSCP is approximately £6bn with Greater Manchester having full responsibility for ensuring that financial plans are delivered against the agreed NHS England and NHS Improvement control totals. One of the key roles of the Head of Finance is to pull together the monthly financial reports giving an update on performance and forecast positions across the whole Partnership.

The Greater Manchester ambition is to develop a financially and clinically sustainable system within five years, by 2020-21. The vision and steps to deliver this are set out within the Greater Manchester Strategy 'Taking Charge'. In April 2016, Andy Burnham was elected as Mayor of Greater Manchester and

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Gary Jones

the strategy will take on board the priorities set out in his manifesto. There are 10 individual localities within Greater Manchester, set up broadly along Local Authority and CCG footprints, each of which have consulted and are now implementing new models of care to ensure that each locality delivers health and social care provision in the most efficient and sustainable way to the customers and patients they serve.

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Each Locality has developed a financial plan which sets out both the 'do nothing' position and the 'do something' position based on the receipt of transformation funding. This new approach to financial planning recognises the integrated working taking place across health and social care and it is so rewarding to see locality finance professionals working proactively and collectively together in helping to address the challenges they face.

To enable Greater Manchester to address these challenges the area has received transformation funding which has been awarded to localities following a strict application and business case process, and a rigorous evaluation and review process. Whilst the transformation fund monies have been a key catalyst in ensuring these changes can take place on the ground, localities themselves have also contributed significant local funding towards their programmes. The transformation funds have also been applied to Greater Manchester major reform areas such as the Healthier Together programme, and to cross-cutting programmes where it makes sense to

apply reform at a Greater Manchester-wide level such as cancer and mental health.

My role here has been varied and always exciting given it is wider than just finance. As Chair of the Greater Manchester Capital Steering Group I am able to contribute to the Primary Capital planning which incorporates IM&T and digital work streams, and also links into wider estate needs. I am an active member of many other Greater Manchester level meetings which provide an oversight role on the progress in transforming the wider system into the new models of care.

Most of my work has been newly developed as the finance work covering the Greater Manchester footprint has evolved over the last 12 months. I have actively been involved in reviewing the Locality Plans, requesting access to transformation funding and challenging localities on all aspects of service investments, cashable benefits derived and return on investment.

Each quarter, a Greater Manchester-wide meeting takes place that is attended by all finance leaders across NHS and Local Authorities. We provide update presentations on financial performance and also get into some of the strategic context and the more technical and regulatory requirements in place for specific sectors. These meetings are extremely interesting and made so by the collective ambition, interaction and positive collective working by the wider finance community.

I hope this has given readers a brief insight into some of the great work taking place within Greater Manchester and the attitudes needed to drive significant areas of reform forward in delivering new models of care.

I feel privileged to have had the opportunity to work here as part of the GMHSCP team and grateful to NHS IMAS to have been offered the interim role. I hope to be able to use the experience of working on a system wide basis into any future assignments.

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NHS IMAS Remembers

On a particularly bright but crisp day during November, NHS IMAS once again helped the volunteers who tend the war and remembered graves at a site in Leeds.

As part of our business planning and team building, we hold two 'team timeout' days a year which includes both concentrating on forward planning for the organisation and voluntary work. Following on from our earlier visit in May, the gardening gloves and wellies were back on and we were once again welcomed with open arms to help trim, rake, clear and litter-pick the churchyard. As this was an extra 'clean up' session to help prepare the war and remembered graves for Armistice Day and Remembrance Sunday, a flower, cross and poppy were also placed on over 70 graves that are maintained year round by the volunteers.

The team also assisted with preparing 200 crosses for the Field of Remembrance in readiness for the services.



Our many hands made light work once again as all the tasks that needed to be done were completed leaving the regular hardworking band of volunteers free to concentrate on the upcoming Remembrance services.

Feedback has been overwhelming and the work we have been involved in has helped the local community remember the fallen and past heroes.

Once again, it was very satisfying to see a place that the residents of Leeds, and those visiting, can be proud of and we were honoured to be able to help in some small way for the Remembrance Services.

Team Changes

We have several changes to the NHS IMAS team since the last edition of Big Splash.

We would like to welcome Rachel Haigh who will be taking over from team PA, Calvin Bell, who is currently on assignment at NHS England as Programme Support Officer. This is Rachel's first role within the NHS and we look forward to working with her.

We also say goodbye to Coll Bell, NHS IMAS Programme Manager, as he starts a new role at Health Education England in January.

Finally, we will be saying goodbye to Peter Cavanagh, our Senior Programme Manager. Peter will be leaving to join NHS Rightcare as Intelligence Team Programme Manager after seven years with the NHS IMAS team.

We wish a warm welcome to Rachel and the best of luck to Calvin, Coll and Peter in their new roles!



Rachel Haigh



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Quick Splash - Fiona Wood



Interim Management and Support

Hello my name is.....Fiona Wood

I am leading a Big Lottery funded programme called Transform Ageing in Cornwall, Devon and Somerset. This is a big change for me as I had spent the last 34 years working in and with the NHS. I am now working in the charity sector for the Design Council.

What's the best thing about your role?

I am working with a very diverse set of partners to deliver the programme: UnLtd the Foundation for Social Entrepreneurs, Centre for Ageing Better, the South West Academic Health Science Network and four local voluntary, community and social enterprise organisations. It is good to be back on the ground working directly with local communities. Transform Ageing is a fresh and very innovative programme which creates enormous opportunities to build creative ways of working which is very freeing.

What have you learnt in this role?

I have learnt how to use design methods to elicit deep insight from local communities and as a mechanism for co-creation of new services and products. I have been impressed with the way a design-led programme can foster genuine collaboration across very diverse groups. It has broken down the barriers to create a meaningful dialogue between the public sector and people in later life. The results of our evaluation and video feedback from participants can be found here: <https://www.designcouncil.org.uk/news-opinion/transform-ageing-lessons-our-participants>

Have you been on an NHS IMAS assignment previously?

I have undertaken a number of NHS IMAS assignments for NHS commissioners and NHS England which have drawn on my background in service development, service reconfiguration, quality improvement and regulation.

What have you learnt from your NHS IMAS assignments and what advice would you give others who are about to undertake one?

One thing is certain, you never stop learning. Having the opportunity to work with a variety of organisations is an excellent way to reflect on the merits of different approaches and different organisational cultures. It also means that you can bring some fresh thinking and perspective to your assignment.

I would say enter into your assignment well prepared and be ready to 'hit the ground running' as that is what will be expected of you. Don't, however, arrive with preconceptions and make listening hard your first priority.

What would you do if you didn't work in the NHS?

I love gardening and I would like to undertake some horticultural training. Also my degree was in Environmental

Science so I'd like to get involved in some of the great environmental charities here in Cornwall.

What would your colleagues be surprised to hear about you?

I built my own home officemostly!



Fiona Wood