

Big Splash

Interim Management and Support



Information for NHS IMAS members

NHS IMAS receives funding for the future

Welcome to our Autumn edition of **Big Splash**, the newsletter for NHS IMAS members.

Big Splash has the latest news about the NHS IMAS programme and assignments.

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The funding for the future of the NHS IMAS programme has been secured and the core team are delighted to be able to continue to offer short and medium term support to NHS organisations.

We are pleased to confirm that the NHS Commissioning Board (NHS CB) will support the future of NHS IMAS and has agreed to fully fund the core NHS IMAS programme.

Sir David Nicholson, Chief Executive of NHS CB, requested that NHS IMAS should be part of the new NHS Improvement Body (NIB) and this was agreed at the NHS CB Executive Management Team (EMT).

NHS IMAS governance will continue to be managed through a Programme Board, the membership of which will continue to be regularly reviewed to reflect changes within the NHS.

In addition, the NHS CB has committed to supporting the Intensive Support Teams (ISTs). Securing full funding for them is in hand, with the support of the four new NHS CB Regional Directors and Ian Dalton, NHS CB Deputy Chief Executive/Chief Operating Officer.

The Business Plans for both core NHS IMAS and the ISTs are being developed and will reflect the changes within the NHS.

The core team of eight are currently managing over 120 assignments across NHS England with over 500 top managers and clinicians on our registers. The number of pool members is continuing to increase rapidly.

The programme is supporting a wide range of NHS organisations including NHS Foundation Trusts, Acute Trusts, Mental Health Trusts, Ambulance Trusts, the Department of Health and the NHS Commissioning Board. We are also currently managing over 130 assignments for the NHS CB.



Not so silent Partner

One of the many benefits of being an NHS IMAS pool member is the support, advice and professional expertise that you have access to whilst being on assignment.

NHS IMAS has a network of over 30 Partners all of whom are extremely experienced Chief Executives or Directors with a proven track record of delivery.

Our Partners are available to dedicate time to support our pool members who are on assignment and act as a mentor to provide advice and guidance.

Ranging from Acute Chief Executives to National Directors, we can match you with a Partner who can provide you with a wealth of knowledge relevant to the work which you are undertaking for the assignment.

Here at NHS IMAS, our aim is to provide you with opportunities to develop your career further whilst ensuring you feel fully supported when deciding to make your next steps and broaden your existing experience.

The benefit of NHS IMAS providing access to Partners for our pool members, not only adds valuable support during an assignment but also encourages the talent to remain within the NHS and facilitate the growth of future Chief Executives.

If you would like to learn more about NHS IMAS Partners and how they can support you whilst you are on assignment, please contact one of our programme managers on (0113) 254 6464 / 6424.

Calling all pool members – update us now!

Do we have your most up-to-date CV and availability?

In order to ensure that we contact you with the most relevant assignments which will help to develop your skills and experience, we need the latest version of your CV.

With our talent pool constantly increasing, we need you to inform us of your availability and mobility for assignments, and assignment preferences.

For example has your employment status changed? Are you now willing to travel across the country for challenging assignments? Would you like your next assignment to be in a different type of organisation?

Having accurate information about all of our pool members will help to ensure NHS IMAS continues to provide a high level of service to the NHS and yourselves.

Please e-mail the team on nhs.imas@nhs.net or contact us on 0113 254 6464/6424.

Offering innovative support to Clinical Commissioning Groups

NHS IMAS can help Clinical Commissioning Groups (CCG) during the authorisation process by providing you with senior experienced NHS managers who are innovative and delivery focused.

Our dedicated pool members can support your organisation by:

- Managing strategic development and local commissioning of services
- Providing expertise and senior leadership on transformation
- Identifying service improvement opportunities

- Developing service and pathway redesign projects
- Planning and coordinating service reviews
- Contributing to the delivery and development of performance across the health and social care sector
- Giving first hand experience of the panel visit process

To discuss your requirements please call the NHS IMAS core team on (0113) 254 6464/6424.

Driving Improvement along Emergency Care Pathways: A Masterclass

On Thursday 4 October 2012, the Emergency Care Intensive Support Team (ECIST) hosted a conference on 'Driving Improvement along Emergency Care Pathways' at the Priory Rooms, Birmingham.

The conference, through a series of practical workshops, demonstrated how emergency care pathways could sustainably be improved by sharing good practice with a key focus on implementation. The conference was attended by senior clinicians, directors, senior managers and commissioners with responsibility for leading the delivery and improvement of high quality urgent and emergency care.

Keynote speeches from David Oliver, National Clinical Director for Older People and Dr Vincent Connolly, Clinical Lead ECIST were very well received. Delegates also participated in a variety of interactive workshops run by trusts detailing existing and new models of emergency care. On the day, we received positive feedback with many delegates saying the opportunity to exchange ideas with a variety of professionals across the NHS equipped them with the confidence to implement new ideas and models within their own organisations.

Over 100 experienced NHS professionals attended the event in Birmingham. Due to the high volume of demand, the ECIST team intend to follow up with a second conference next year.



The Intensive Support Teams (ISTs) who specialise in Urgent and Emergency Care, Elective Care and Cancer, focusing on improving performance, quality assurance and programme enhancement. Assignments typically include working with local health communities jointly to diagnose areas for performance improvement; supporting implementation planning and delivery; and transferring knowledge to produce sustainable and resilient solutions.

To find out more about the work of the Intensive Support Teams and see the slides from the conference, visit the NHS IMAS website at www.nhsimas.nhs.uk or call us on 0113 254 6464/6424.

In demand

We currently have a high demand for programme managers in the following areas:

- Service Reconfiguration
- Information Technology
- Operations

If you would like to discuss the above opportunities in more depth please contact us on (0113) 254 6464/6424.

NHS IMAS new team member

We would like to welcome Harpreet Uppal to the ISTs.

Harpreet joins us from the Audit Commission and is Business Support Manager to the Intensive Support Teams.



Harpreet Uppal

Life on a NHS IMAS Assignment

This month we hear from NHS IMAS Partner, Cameron Ward, Local Area Team Director, Durham, Darlington and Tees and Director of Commissioning Development, NHS North of England, about his NHS IMAS assignment within NHS North East and how it led to his current role within NHS North of England.

Having successfully completed a NHS IMAS assignment in NHS North East, developing an approach to commissioning support across the Strategic Health Authority (SHA) consisting of four Primary Care Trust (PCT) clusters and initially 23, now 12 Clinical Commissioning Groups (CCGs), I was asked to undertake a new role across the North of England. With the clustering of three SHAs from October 2011 there was a requirement to fill the role of Director of Commissioning Development on an interim basis.

My approach to the role, which had been informed by previous NHS IMAS assignments, was threefold:

1. Identify the key issues affecting commissioning development across the North of England.
2. Confirm the objectives for the new SHA Cluster with regard to commissioning development
3. Clarify expectations and the approach or method

There were a number of areas to address including combining three teams of experienced and committed SHA staff; identifying what were the key issues for the teams to focus on; preparing plans to address these issues; and how best to engage PCT cluster and CCG staff.

After some initial diagnostics involving SHA staff, CCGs, PCT clusters, I identified a number of key objectives developed with SHA staff to provide a framework and context to the work of commissioning development.

These were:

1. To support the development of CCGs through authorisation so they have minimal or no conditions
2. To support the development of viable commissioning support units to become hosted by the NHS Commissioning Board
3. To handover efficiently and effectively direct commissioning to the NHS Commissioning Board

The overriding vision was to contribute to putting in place the new commissioning system to improve health, reduce health inequalities and to improve the health care experience for patients.

When considering new projects and roles I am reminded of a number of good pieces of advice I have learnt from elsewhere, including from being on NHS IMAS assignments. It is important to recognise that one size does not fit all; one approach which may have been successful in one area of the country doesn't mean it will be successful somewhere else; and to listen to local staff and stakeholders about what the key issues are and not to have any preconceived ideas.

When considering projects, programmes or pieces of work, I take into account the need for a strategic direction or series of objectives to inform the work; to have in mind and to consider the most locally appropriate method of implementation and finally to consider the most appropriate method of doing things or ways of working.

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Cameron Ward

"I have noticed over the course of the last year an increased knowledge and understanding of the value of NHS IMAS. This has been seen as a positive development which bodes well for the future especially now that NHS IMAS is to be supported by the NHS Commissioning Board".

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These behaviours I believe are fundamental not only with regard to the new commissioning system but also about how one goes about work on a day to day basis. This is predominantly a facilitative and developmental approach and direct when required but not as a default mechanism. It also includes creating a positive environment; talking well of people; being open and honest; and being consistent in approach.

I have learnt a significant amount over the last year which contributed greatly to me being appointed into a permanent post of Local Area Team Director for Durham, Darlington and Tees in the North East of England.

I am very much looking forward to my new role. My experiences with NHS IMAS have been instrumental in developing my career and I hope I have contributed in return. I will continue to strive to make a positive difference to health and healthcare and look forward to my next NHS IMAS assignment.

NHS IMAS: Products in the Spotlight

A different product from the NHS IMAS toolkit is showcased in each issue of Big Splash to demonstrate the broad range of tools that are available to all of our NHS pool members.

We do not claim that these tools are 'best practice', but they are good practice and we know that work as they have been tried and tested elsewhere.

This month we would like to share **Scope on a Rope**.

The purpose of this tool is to enable a Programme/Project Manager to facilitate a workshop to generate as many ideas as possible to scope out the assignment or piece of work.

If you would like a copy of this template or further details on how to use this tool, please contact Lydia Whiteoak at Lydia.whiteoak@nhs.net.

Making Service Improvement happen

We currently have a high number of NHS IMAS pool members on assignment who are enabling organisations to carry out reviews focusing specifically on service improvement. Some of the work currently being undertaken focuses on:

- Developing surgical improvement plans
- Reduce Length of Stay in surgery
- Reinforce expected date of discharge
- Scope out and develop one stop ward rounds
- Reinforce enhance recovery
- Expand criteria led discharge
- Assist in the development/review of surgical pathways
- Supporting and contributing to the surgical directorate dashboard and performance monitoring

Service improvement assignments are both challenging and extremely

rewarding and NHS IMAS pool members are ideally suited to carry out this type of work in order to benefit NHS organisations.

"Assignments that focus on service improvement and creating added value to the patient experience are fantastic to work on. Not only are you making a difference to the patient, you are improving staff morale", says an NHS IMAS pool member currently working in an acute trust.

When a trust uses an NHS IMAS pool member to assist with service improvement, they can be sure that their knowledge will be up-to-date, thought-provoking and energising to the internal team accountable for the service.

If your organisation requires support with service improvement, please contact one of our programme managers on (0113) 254 6464/6424.

Quick splash...

This month, NHS pool member Coreen Eastes answers our quick fire questions.....

I work as... an Urgent and Emergency Intensive Support Manager. I have been in this role for the last 11 months. It's a great job and has really brought together my clinical, programme and senior management skills.

Prior to this role I was Director of Service Development for a large acute trust with a portfolio of service improvement and turnaround, leading large programmes to address issues in improvement and performance.

My typical day involves... This depends on where I am, as I cover various organisations across the country, so I sometimes start from home very early in the morning or from a hotel in another part of the country.

There are many aspects to this role, I could be undertaking a clinical walk through of an acute trust to provide assurance on their current processes, or facilitating a diagnostic scenario, which involves partners from the whole local health economy and social care partners.

The best thing about my job is ... it's different, exciting, challenging and rewarding. I am very fortunate that I get to interact with lots of people who have different roles and various levels of seniority and am able to provide tailored support to meet their and the organisation's needs.

What would be your perfect assignment? For me I don't think there is the "perfect" assignment as I very much believe every assignment will bring learning which can be taken back to your everyday role and onto the next assignment.

Word of advice for other pool members...It is always daunting going somewhere new but if you believe in yourself and your abilities you will make a difference, learning from all of the experiences you have.

What do you want to do next? I would be really interested in undertaking an assignment that focuses on national turnaround and transformation.

If I didn't work for the NHS... I am not sure what I would do, as I am fully committed to what the NHS stands for. I have always wanted to work in the NHS since commencing my nursing training, many years ago. The NHS has offered me the opportunities that have given me an exciting, challenging and successful career, both from a clinical and professional view point. The skills I have gained working in the NHS are also very transferable in my everyday life.

In my spare time... I enjoy family life. I also swim four times a week and support my daughter as she is a keen gymnast in trampolining, by working for the club as part of the management team.



Coreen Eastes

"The best thing about my job is it's different, exciting, challenging and rewarding. I am very fortunate that I get to interact with lots of people who have different roles and various levels of seniority and am able to provide tailored support to meet their and the organisation's needs".