

Big Splash

Information for NHS IMAS members



NHS IMAS completes 50 assignments within the NHS saving over £1m

Welcome to the latest 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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NHS IMAS has completed its 50th assignment and saved the NHS over £1m since it came into operation. By using the skills and talent that are already available in the NHS, NHS IMAS has saved over £1m when compared against the cost of using independent sector healthcare consultancies.

Our 50th assignment was carried out at Taunton and Somerset NHS Foundation Trust. NHS IMAS sourced an experienced NHS Director to work with the Trust's General Managers to develop sound operational plans and strategies in order to achieve key 18 week operational standards.

The Deputy Chief Executive at Taunton and Somerset NHS Foundation Trust commented on the benefits of working with NHS IMAS: "Using NHS IMAS provided a flexible and cost effective way to bring experience and challenge into the Trust. This enabled us to learn from elsewhere and consider alternative ways of resolving problems".

The NHS IMAS pool member who undertook the assignments continued, "Providing value through brainstorming, coaching and building networks enabled the Trust to come up with solutions and see beyond the short term to redesigning the future".

NHS IMAS provides interim support when vacancies arise and is also working closely with the NHS Top Leaders programme to identify stretch assignments for members.

Our pool members are experienced senior NHS employees who want to develop even further. We facilitate this development and help to ensure that the NHS does not lose committed and valuable members of staff. NHS IMAS sustains quality.

If you are interested in joining or using NHS IMAS please contact a member of the core team on (0113) 254 6464/6424 or e-mail nhs.imas@nhs.net.

Life on a NHS IMAS Assignment

This month, we hear from pool member Jonathan Brotherton about his experiences on an NHS IMAS assignment.

Soon after joining the Intensive Support Team (Urgent & Emergency Care) there was an opportunity to undertake an assignment at a large regional ambulance Trust.

The role was A&E Service Delivery Director responsible for c.800 staff across four of the Trusts eight internal divisions. I decided to grasp the opportunity with both hands as the potential to undertake NHS IMAS assignments was part of what made the Intensive Support Team an attractive proposition to me.

The lead in time was swift with the request coming in on the Tuesday and my first day being the following Monday. Being part of the Intensive Support Team (IST) means I don't have the day to day distractions found in most managerial roles hence I was able to move the diary around and get stuck in! I'm sure other assignments will afford you more time to get things straightened out in your substantive job.

This speed of response meant we had to agree the detail of the scope swiftly. However, whatever the lead in time, I would recommend this part of the process is completed as soon as possible and to the best possible standard given the information you can elicit up front.

The CEO and I discussed the specifics of what was required of me and then figured out how this could be done in two days per week!



The NHS IMAS core team provided me with an assignment template which was useful – however it's important to agree your own objectives and not try to adapt those from another assignment. Remember, you need to write your closure report at the end of the assignment which has to be signed off by the CEO – I think it's important to consider this when agreeing the scope.

The Trust were really good at getting me in front of key people on my first couple of days. They made all the arrangements for this so I simply had to turn up and get involved. The sooner you can do this the sooner you get to understand key issues and dispel myths of who you are and why you are there (NHS IMAS was a relatively unknown concept out there then).

This NHS IMAS assignment wasn't a consultancy role so the people I worked with were in an unusual position whereby I was their colleague or manager albeit on a short term, part-time basis.

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"I would recommend an assignment to anybody interested in developing themselves and their profile."

It was not a case of just assessing situations and making recommendations, in my assignment it was about delivering them too. I therefore had to quickly establish healthy working links with key people to generate the kind of momentum needed to ensure things happened quickly and with conviction whether I was there or doing IST visits around the country (two blackberry's and two laptops were an essential challenge that needed mastering).

Without exception the host organisation were very supportive of me. The CEO (who is an NHS IMAS partner) openly spoke very positively of NHS IMAS and what I was there to do. This made the assignment run more smoothly and increased my productivity. This was a win – win situation for the organisation and me.

Three months came and went (in a blur) and the post was filled substantively meaning I was able to return to my Intensive Support role.

It was a pleasure to be able to undertake the assignment. The positives I took from it were the ability to assist an NHS organisation at a time of need whilst further developing myself and my experience.

As you can probably guess by now I would recommend an assignment to anybody interested in developing themselves and their profile – the opportunities are excellent and I always think it is good to stretch yourself. It was difficult to balance two jobs and there were some clash points (not just with my wife!).

However, the mutual appreciation of what the priorities were, along with huge support from both my employer and the organisation where I did the assignment, meant we all overcame this.

NHS IMAS Pool member shadows IST

One of our GP pool members, Angela Brady, recently spent two days working with our Intensive Support Teams to gain experience from a secondary care perspective.

Angela said “being from primary care, the days gave me experiences I would not otherwise have had and a unique perspective.

The advantage was the depth to which I was able to be involved. It was unmissable”.

Shadowing NHS colleagues is just one of the ways we help to develop our pool members.

If you would like further information please contact the core team at nhs.imas@nhs.net

Training opportunities

As mentioned in the last issue, NHS IMAS has secured a number of training courses for Partner and NHS pool members over the next year.

We have had an excellent response and a number of pool members have already attended courses and the feedback has been very positive.

Alicia Ridout, Strategic Development Manager - Continuing Care at NHS Leeds said "it was great to share the day with a wide range of commissioning and provider

colleagues, networking, debating the issues and listening to speakers of a very high calibre. They challenged us to address some key issues in the way we provide healthcare. It was intellectually stimulating and a thoroughly enjoyable day".

To request a full list of the training courses available or to register your interest in attending one, please contact Fliss Wood at flisswood@nhs.net.

NHS Confederation Annual Conference

NHS IMAS will be at this year's NHS Confederation annual conference at the NHS Institute exhibition stand and elsewhere at the venue.

The event is taking place at the ACC in Liverpool from 23 – 25 June. For further details please visit <http://www.nhsconfed2010.org/Pages/default.aspx>

NHS Leadership Awards 2010

Nominations for the NHS Leadership Awards 2010 are well under way and the closing date has been extended to Friday 18 June.

The peer-to-peer awards aim to recognise and champion strong and creative leadership focused on improving quality for patients.

The awards celebrate outstanding leaders working at every level in the NHS across England and help foster the leaders of the future from all backgrounds.

The awards recognise leadership through nine categories:

- NHS Board of the Year
- NHS Community Leader of the Year
- NHS Award for Inspiration
- NHS Leader of the Year
- NHS Mentor of the Year
- NHS Newcomer of the Year
- NHS Partnership Award of the Year
- NHS Quality Champion of the Year

For full details and to nominate please visit:

<http://www.nhsleadershipaward.s.nhs.uk/>

The inaugural awards in 2009 were a great success and the inspirational films of all 21 finalists from 2009 can be viewed by visiting:

www.youtube.com/departementofhealth search "NHS Leadership".



Learning from Lean in the public sector

NHS IMAS recently hosted a 'Learning from Lean in the Public Sector' event in London for its Partners and pool members.

Two NHS colleagues talked about work they had recently undertaken at their Trust and the benefits realisation of using Lean within the NHS. We also had a speaker discussing the experiences of implementing the Lean methodology in the Defence Sector.

This was a unique day in many ways, with some delegates delayed by volcanic ash, they then learnt about nuclear submarines and savings generated on complex weapons – not a typical NHS learning event!

Lean concentrates on how to take out waste in complex environments; money, time, goodwill, ideas ... and how to address the critical need of engaging the whole organisation in the activity.

If you would like further information on Lean methodology please contact the core team on nhs.imas@nhs.net

Spread the word

Do you know of anyone who has the skills to join the NHS IMAS talent pool?

Talent pool members have access to a diverse range of exciting and challenging work opportunities which will help to develop their skills for the future.

We currently have demand for roles in operational management, finance and project management.

If you would like further information on the registration process please contact the core team on nhs.imas@nhs.net / 0113 254 6424

NHS IMAS products *in the spotlight*

A different product from the NHS IMAS toolkit will be showcased in each issue of Big Splash to demonstrate the broad range of tools available to you.

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

This month, we would like to share the highlight report template with you, which is intended to be used at agreed evaluation points during assignments to track and monitor progress against deliverables. The Project Manager can also use the report to inform the Project Board of any potential risks.

The template clearly outlines which areas need to be covered at each evaluation point including achievements during the last period, the plan for the next period and a red, amber, green (RAG) status against each milestone.

If you would like a copy of this template or further details on how to use this tool please contact Gemma Jones at gemmajones@nhs.net

The team are continually adding new products to the toolkit so if you have any tools that you would like to share with your NHS colleagues, please get in touch with Gemma Jones at gemmajones@nhs.net.

Quick splash...

Name... Kevin Mullins

I work as... Executive Director of Commissioning for a London PCT that is just emerging from financial recovery, renewed and refreshed.

My typical day involves.... meetings...

The best thing about my job is... days when I don't have meetings...

Have you been on an NHS IMAS assignment? Yes, during six months

of 2009 I was Commissioning Lead for the 2010 Olympics and Paralympic Games working as part of the 2012 Programme Office led by Hilary Ross at NHS London

Tell us a bit more about it.... the role involved establishing a clear strategic approach to commissioning health services for 2012 by working closely with all London PCTs and the Department of Health. This meant managing key external relationships with the London Organising Committee for the Olympic Games (LOCOG) and working closely with the Chief Executive of Newham PCT, the Regional Director of Public Health and senior colleagues in the DH. The outputs included leading a needs assessment process, developing the engagement process with other SHA with Olympic sites, initiation of business case submissions to DH and the contracting with the main NHS providers including ambulance services and designated hospitals.

What would be your perfect assignment? I would have quite liked to stay to finish the work on the Olympics – I certainly enjoyed the national profile and complexity of the relationship management issues so something similar would do very nicely!

Word of advice for other pool members... be prepared to be completely out of your depth for a while at least...

What do you want to do next? Next step for me is to survive the forthcoming changes whilst trying to maintain some progress in improving local health services in my patch

If I didn't work for the NHS, I'd... I'd have to invent an NHS to work in.....

In my spare time, I... sleep



Kevin Mullins

Contact us

Please direct any questions regarding the NHS IMAS programme to nhs.imas@nhs.net or call the core team on 0113 254 6424

If you would like to be included on the Big Splash distribution list or have any ideas for future articles, please contact Gemma on gemmajones@nhs.net or 0113 254 6424