

Big Splash

Interim Management and Support

Information for NHS IMAS pool members



NHS IMAS gets backing for another year

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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The NHS IMAS business plan for 2011/12 has been approved by the NHS Operations Board which took place on 14 December 2010.

The business plan maps out the way forward for the programme and builds on the successes of the last year.

The target for NHS IMAS this year was to manage on average 40 live assignments at any one time by March 2011. This target was achieved seven months ahead of schedule and the programme is currently managing 44 live assignments.

In addition to these, NHS IMAS is managing the identification, coordination and deployment of resource on a national level to support the delivery of the NHS Transition Programme. NHS IMAS are currently managing 20 NHS Transition Programme assignments.

The target for 2011/12 is to increase the cost savings to the NHS by scaling up the NHS IMAS initiative and increasing the number of live assignments to a maximum of 60. The NHS IMAS core team headcount and budget will not be increased to achieve this. The NHS Transition Programme assignments will continue to be managed in addition to this target.

In conjunction with this, the programme will increase the number of quality and active NHS pool members by 40% by linking into existing NHS leadership programmes and networks.

NHS IMAS will continue to support the leadership development of Partners and NHS pool members by holding a series of Partner events to enable networking and share good practice. We will also continue to train NHS pool members in the use of the NHS IMAS tools and consultancy techniques and will hold regional action / learning sessions focussing on topical areas such as GP consortia.

The NHS Operations Board also supported the continued work of the Intensive Support Teams who specialise in Urgent and Emergency Care, Elective Care and Cancer will continue to focus on performance turnaround, quality assurance and programme enhancement.

NHS IMAS would like to thank everyone who has supported the programme, undertaken assignments and used our services during the past year.

Life on a NHS IMAS Assignment

This month we hear from pool member Rob Bellingham about his experiences undertaking a review of the complaints process in a large acute trust in the South of England.

I became an NHS IMAS partner in the summer of 2010 and was quickly invited to take on my first assignment, a review of the Complaints process in a large acute trust in the south of England.

After initial conversations with members of the NHS IMAS team, the first priority was to develop and agree a project scoping document with the client. This set out the main aims and objectives of the project and the required outputs from it, as well as including some operational details relating to key client contacts and project administration.

The majority of the assignment was spent on-site, meeting key people. Trust staff took time out of their working day to participate in the process, (or in one case, came in from maternity leave), so it was essential to make best use of the time available. To this end semi-structured interviews were utilised, with questions tailored to the interviewees. This worked well, with the questions used as a prompt to ensure that key issues were considered but not rigidly adhered to at the risk of stifling the flow of conversation.

At the end of the time on site, a meeting was held with the project sponsor to present initial findings from the review and to confirm the next steps in the process.



Rob Bellingham

This was a key meeting, both in terms of providing real time feedback to the client and also to ensure that the proposed steps and timings to completion of the process were acceptable to them.

This assignment coincided with me starting a new job, which placed something of a premium on time. This meant that the final part of the process, writing the findings up into a final report was proved to be the most challenging aspect of all. However, this was also the most satisfying element as it involved seeing the process through to completion and delivering a “product” to the client based on the agreed brief.

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Overall, my first NHS IMAS experience was a positive one and I believe that much of what I learned has helped me in developing my working practice, including:

- Setting aside time to focus on important issues in more depth
- Maximising the impact of time spent with colleagues by preparing more in advance of the discussion, (this proved particularly useful given my recent change of job and the need to meet several new colleagues as part of the induction process)
- Utilising techniques used when operating as an external consultant when working on internal projects and programmes, (particularly relevant in terms of time and project management approaches)
- On a specific note, management of the complaints service forms part of my new role, so the subject matter of the assignment was of direct relevance and assistance.

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 service redesign.

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 Quality Management Strategy template with you, which is intended to help NHS IMAS members define and establish the activities for managing quality and, when these are triggered, a description of the quality assurance, review and control processes together with the roles and responsibilities.

Quality management in a programme ensures that stakeholders are satisfied that the planned benefits will meet their expectations.

The template covers all the areas that need to be considered when producing a quality management strategy, including:

- what is subject to the quality assurance?
- Who is responsible?
- What are the triggers?
- What are the actions?
- What are the interfaces and dependencies?

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

NHS IMAS: Managing the Transition

Since the establishment of NHS IMAS in 2008, it is evident that there is a huge demand for our services. From managing six pilot assignments simultaneously in 2008, the core team which comprises of seven individuals, are now managing and co-ordinating 44 live assignments.

Following the release of the white paper in July 2010, the Department of Health has also recognised the advantages of using NHS IMAS services to harness the talent which exists in the NHS. The talent, which is highly evident from our growing pool of skilled and experienced individuals, is now being utilised to manage the huge transition which the NHS is currently facing.

In addition to the 44 live assignments the core team are coordinating directly for the NHS, we are also responsible for the identification, management and deployment of resource on a national level for the Transition Programme. At present, our dedicated Programme Managers are running over 20 live assignments for the Transition Programme and this number is rapidly increasing. NHS IMAS are specifically supporting the Commissioning, Provider and Bridging elements of the Transition Programme.

NHS IMAS are constantly receiving support requests from a variety of organisations. If you feel you have what it takes to join us, contact a member of the team on (0113) 254 6464/6424.

National ambulatory emergency care conference – 19 January 2011

NHS IMAS is supporting a national conference on the “Principles and Practice of Ambulatory Emergency Care” which will be held on 19 January 2011 at Methodist Central Hall, Westminster, London.

The conference will bring together expert practitioners and national leaders from around the country to explain what Ambulatory Emergency Care is and how it can benefit patients and staff.

To get the most from this conference we suggest that the following should attend: emergency clinicians, acute clinicians, GP and PCT

commissioners, Trust and PCT executive directors, acute care managers, service improvement leads and multi-disciplinary teams associated with emergency care.

The delegate rates for the conference, which include lunch and refreshments are £99 (NHS) and £399 (non-NHS). To book your place, email your contact details including your name, job title and organisation to conference@london.nhs.uk

For further information, please email sheryl.cox@institute.nhs.uk

Quick splash...

I work as... Chief Executive of NHS Barnet, and NHS IMAS Partner

My typical day involves.... arriving at work for 7.30 to answer emails and sort papers for the day ahead. Meetings start from 8.00 and continue until 5.30. They cover a range of topics from individual one to one meetings with Directors or my Chair, staff meetings, visits to GP practices, Board meetings, discussions with stakeholders including regular meetings with the Local Authority. In between meetings I catch up with emails, telephone calls and talking with staff. I have some evening meetings to attend once or twice a week and I will also spend time reading papers for forthcoming meetings. Overall busy days just like everyone else.



Cameron Ward

The best thing about my job is... working with my staff. They work incredibly hard in difficult circumstances and I am regularly proud of their achievements and their diligence.

Have you been on an NHS IMAS assignment? I have been on three very different assignments.

Tell us a bit more about it.... the three ranged from setting up and being part of a world class commissioning panel; a project reviewing the governance, performance management and practice based commissioning arrangements for a PCT to another assignment undertaking some care pathways, reviewing the strategy, relationships and practice based commissioning arrangements for a PCT. On all the assignments I learnt something to assist me with my day to day working and enjoyed working with many committed NHS staff.

What would be your perfect assignment? Continuing in the same vein as previous assignments where I have met many good NHS staff keen to learn and where the assignments have been well received.

Word of advice for other pool members...

1. Ensure you are clear about your brief and revisit it on a regular basis.
2. Keep in regular contact with your assignment lead in the host organisation to ensure that the brief is still being delivered as you progress through your assignment.
3. Keep in regular contact with other NHS IMAS staff on the assignment so they continue to be well briefed and the cross checking of "intelligence" is a very effective way of gaining a better understanding of the organisation you are working with.
4. Don't assume the people you come into contact with on the assignment know about it or know about NHS IMAS. Be prepared to spend some time explaining it to them.
5. Reinforce the fact that as NHS staff we are all assisting one another.
6. Keep a learning log to assist with other NHS IMAS assignments.

What do you want to do next? (assignment or career) I have been involved with turning around Barnet for this year but hope to continue in any assignment where people may feel I offer some benefit next year. As for my career I along with many other people in the NHS hope to be in a position to continue it as there will be numerous opportunities as the White Paper moves forward.

If I didn't work for the NHS, I'd.... be involved in sport in some way as I am interested in many sports.

In my spare time, I.... enjoy spending time with my family, being a taxi driver for my two teenage children, watching football, rugby and cricket including being a Sunderland football team season ticket holder and I keep fit by rowing along with three other men in a boat.

Training opportunities for NHS IMAS

Partners and pool members

As we have communicated with you previously, NHS IMAS has secured a portfolio of courses for Partners and NHS pool members to attend during this financial year.

The courses, provided by NHS Elect, cover a broad range of subjects from Project Management to Marketing. They are free to attend for fully registered Partners and NHS pool members and will be held at Central London venues.

We currently have places available on the following courses:

11th January 2011
Holding Positive Conversations in Difficult and Conflicting Circumstances

13th January 2011
Essentials of Project Management

20th January 2011
Writing and Developing Business Cases

As the number of places available are limited, they will be assigned on a first come first served basis.

To request further information on these courses or to register your interest in attending, please contact the NHS IMAS core team on nhs.imas@nhs.net / 0113 254 6424.

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

Good luck to Fliss Wood

Fliss Wood, NHS IMAS Team Leader is returning to her host PCT this month.

Fliss joined the team on assignment in September last year and everyone at NHS IMAS would like to thank her for all her hard work on the programme and wish her all the best for the future.



Fliss Wood



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