

# Big Splash

Interim Management and Support



Information for NHS IMAS members

## NHS IMAS Change Board

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.

In this edition:

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The third and final meeting of the NHS IMAS Change Board has taken place.

As outlined in the previous edition of Big Splash, the NHS IMAS Change Board has governed a Change Programme to determine the future role of NHS IMAS.

A review of NHS IMAS was conducted to determine what the NHS requires of NHS IMAS in the future, including the ability to respond during transition. This review was undertaken in response to the reform agenda set out by Equity and Excellence: Liberating the NHS.

Stakeholder feedback from this review informed an options appraisal on the future organisational model for NHS IMAS, to identify where NHS IMAS might fit in the new architecture of the NHS.

The NHS IMAS Change Board ratified the full proposal for the recommended organisational model for NHS IMAS. This model would see the NHS IMAS Programme funded as an integral part of the NHS Commissioning Board.

This proposal will be submitted to the NHS Operations Board, which meets on 13 September 2011, with full support and endorsement from the NHS IMAS Change Board.

Richard Jeavons, NHS IMAS Senior Partner, would like to thank Change Board members, NHS IMAS Partners and pool members for their contribution to the Change Programme so far.

NHS IMAS Change Board membership:

**Sir Ian Carruthers (pictured)**

*Chief Executive, South West SHA and NHS IMAS SRO*



**Richard Jeavons**

*NHS IMAS Senior Partner*

**Janet Walter**

*NHS IMAS Managing Partner*

**Jan Sobieraj**

*Director General Workforce, Workforce Directorate, DH*

**Tim Rideout**

*SRO for the National Commissioning Board Establishment, Transition Programme, DH*

**Matthew Kershaw**

*Director of Provider Delivery, Transition Programme, DH*

**Lyn Simpson**

*Director of NHS Operations, Performance and Operations Directorate, DH*

**Denise McLellan**

*Chief Executive, Birmingham and Solihull Cluster*

**Angela Pedder**

*Chief Executive, Royal Devon and Exeter NHS Foundation Trust*

**Anthony Marsh**

*Chief Executive, West Midlands Ambulance Service*

**This month we hear from NHS IMAS pool member, Irving Cobden, about his NHS IMAS assignment providing clinical support to a large multi-site Acute Trust.**

I was asked to support a large multi-site acute hospital Trust with a number of matters relating mainly to one site. There were long-standing difficulties in achieving the 98% A&E standard, mainly at this site and the Emergency Care Intensive Support Team (ECIST) was already involved with the Trust. However, the site Clinical Director for Unscheduled Care had recently resigned and there was a clear vacuum in Clinical Leadership.

The scope of the assignment was agreed as one day per week for a period of six months to focus on:

1. The role of consultant physicians (acute, specialty and care of the elderly (COE)) in maintaining the flow of patients through the hospital bed stock
2. The model for care of the elderly
3. Feedback on the effectiveness of the General Physicians' meeting
4. Clinical leadership and guidance within the Emergency Department.

It soon became apparent that the original assignment scope was too broad; indeed, with ongoing input and clear plans from ECIST, it was crucial not to duplicate or interfere with these plans. After consultation with the Divisional and Service Managers, I agreed to focus on the issues relating to Clinical Leadership and the medical meetings.

## Methods

After meetings with relevant stakeholders it was clear that the General Physicians' meetings were not as effective as they could be.

I recommended the setting up of a half-day workshop to plan for an improved system of meetings, in anticipation of the new Clinical Director's appointment and with the intention of improving clinical engagement and ownership of the business data of the Urgent Care directorate at the site.

## Key Deliverables

Following the workshop a number of changes were agreed and the following changes are in place:

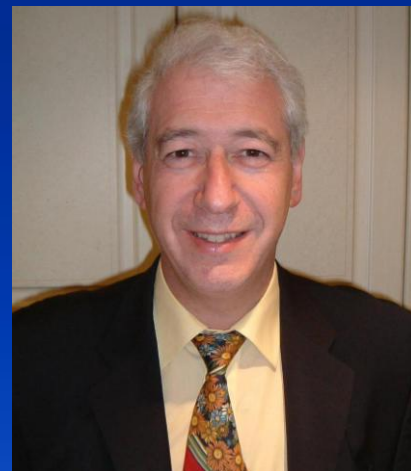
1. A new Clinical Director for emergency care has been appointed and has taken up post
2. The General Physicians' meeting has been replaced by a monthly Directorate Business meeting which includes more disciplines
3. This meeting has protected time allotted and Executive Director involvement, as recommended.

The workshop also led to a number of the doctors moving on to a more solution-based approach to overcome the issues they faced.

## Overview

In retrospect the limited input (one day per week including distant support), coupled with long travel times and latterly bad weather, meant that all of the purpose was not achieved within the time-frame, for example detailed input into Care of the Elderly. Nevertheless, the assignment achieved some significant changes, particularly in relation to making meetings work and improving clinical engagement and leadership.

The assignment was certainly challenging and I thoroughly enjoyed it and hope that it helped the Trust, the staff and most importantly the patient experience.



Irving Cobden

*"The assignment was certainly challenging and I thoroughly enjoyed it and hope that it helped the Trust, the staff and most importantly the patient experience."*

# NHS IMAS needs you!

NHS IMAS is continuing to grow and the number of live assignments is now in the upper 50s. NHS IMAS saved the NHS almost £2.5million (net) in 2010/11. We aim to increase this in 2011/12 but to do so we need even more highly experienced pool members.

There is a steady demand for people with acute hospital operational management experience, HR and Finance specialists, as well as people with strong programme/project management experience (agenda for change grade 8d).

We need to increase the number of people with these skills in our pools – especially those currently employed within the NHS so we can meet demand in coming months.

Are you suitable to join NHS IMAS? Do you know any colleagues (not just within your organisation) who would be suitable for NHS IMAS and would benefit from belonging to our pools?

If you are interested in applying to become a pool member, please contact the team at [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net) or 0113 254 6262 / 6424.

You can find more information about applying in our [FAQs](#), and about NHS IMAS [here](#).

## Contact us

Please direct any questions regarding the NHS IMAS programme to [nhs.imas@nhs.net](mailto: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](mailto:gemmajones@nhs.net) or 0113 254 6424

## 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 available to you.

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

This month, we would like to share the resource management strategy which can form part of a programme plan and is used to identify the resources required to deliver a programme and define how they will be acquired and managed.

The document outlines a number of areas including; funding requirements, costs and expenditure, asset, staff and personnel, technology and services required, profile of shared resources, release of resources as well as risks and issues.

This document would usually be completed by the Programme Manager would be signed off by the Programme Board.

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](mailto:gemmajones@nhs.net)

# Mid Staffs: Taking Patient Care to the Next Level!

As mentioned in the previous issue of Big Splash, Mid Staffs NHS Foundation Trust ran two highly successful sessions at the NHS Confederation Annual Conference.

At the first session, Anthony Sumara, CEO, explained the 'Mid Staffs Story' and gave delegates an insight in the journey the Trust has undertaken over the last two years.

The second session focussed on the 'taking patient care to the next level programme'. The programme equipped 20 front line

staff from across the Trust with five core tools to improve patient care.

The programme participants have put these tools into practice by working in five project teams to deliver three measurable improvements for patients.

They presented their projects to the conference and then showcased the improvements. They were extremely well received by the delegates, with many asking to share their good practice with their Trusts.

## NHS IMAS Website



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**NHS IMAS: of the NHS, for the NHS**

NHS IMAS offers National Health Service (NHS) organisations that need short or medium term support, the means to access the management expertise that exists throughout the NHS.

**NHS members' area - coming soon!**

Our NHS members will be able to access the following information:

- Toolkits and resources
- Calendar of events including training and development
- Latest NHS IMAS news

NHS IMAS has a new site on the World Wide Web. This replaces the site on the nww network.

The website contains a lot of useful information about the support NHS IMAS can provide e.g. how does it work?, what can we offer? You can also find out more about becoming a pool member, meet the core team and view our key publications such as Big Splash and other NHS IMAS products.

Please direct colleagues who may be interested in using or joining NHS IMAS to the site.

Registered NHS pool members will soon be able to log in to the website to access information about training events, latest NHS IMAS news, and products from the NHS IMAS toolkit. NHS pool members will receive log-in details via email over the next few weeks.

The new website address is [www.nhsimas.nhs.uk](http://www.nhsimas.nhs.uk), why not add it as a favourite?

If you have any feedback on the website please let us know at [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net)

# Quick splash...

***I work as...*** an Urgent and Emergency Intensive Support Manager. This has been for about 20 months. It's a great job and has really brought together my clinical and senior management skills.

***My typical day involves...*** firstly it depends where I am, as I cover various organisations across the country, so I sometimes start from home at 5.30 am or from a hotel in another part of the country. There are so many aspects to this role, I could be undertaking a clinical walk through of an acute trust, facilitating a diagnostic scenario, which involves partners from the whole local health economy and social care partners, undertaking a follow up meeting, facilitating workshops or providing support to managers in various settings.

***The best thing about my job is...*** it's different, exciting 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 organisations needs. It is very rewarding and satisfying when there is excellent engagement with clinicians and managers which means we can work well together and organisations ask for you to return.

***Have you been on an NHS IMAS assignment?*** Yes, I worked with an organisation to assist them in kick starting their programme of work after myself and my colleagues did a full Local Health Community (LHC) diagnostic exercise and produced an in-depth report.

***Tell us a bit more about it?*** The organisation did not really have the people capacity to start their

programme of work, so I joined the organisation three days a week as an NHS IMAS assignment. This allowed a programme of work to be developed and started and when I finished the assignment, the organisation has continued with the work programme and set new objectives.

***What would be your perfect assignment?*** Somewhere hot and sunny with a beach and bar near! Seriously, I am not sure I could come up with a perfect assignment as I like to think one can benefit from undertaking any assignment. They offer you a different perspective and aspect from being a permanent member of an organisation.

***Word of advice for other pool members...*** keep a diary or record of the experience and everything that has happened or that you have achieved. This allows you to reflect on what you have done and also consider if you could you have done it better and what lessons can be learnt. It is also rewarding to see what has been achieved in the assignment.

***If I didn't work for the NHS...*** I am not sure what I would do, even if I won the lottery, I am sure I would be associated with the NHS in some way! I always wanted to do nursing and since commencing my training, many years ago, I have loved working in the NHS and the opportunities it has to offer. The skills I have gained were really beneficial when I worked voluntarily over the Christmas period for a homeless charity. Nothing seems to faze me and my communication skills were helpful and made that experience very rewarding.



Fiona Miller

***"It is very rewarding and satisfying when there is excellent engagement with clinicians and managers which means we can work well together and organisations ask for you to return."***