

# BIG Splash

NHS

## Interim Management and Support

Information for NHS IMAS members

ISSUE 52: SPRING 2019

### What is your long term plan for talent management?

The NHS Long Term Plan articulates the NHS' priorities for the future, setting out high ambitions for saving up to half a million lives by focusing on prevention, early detection and personalised care, with an added emphasis on improving the way people are able to interact with the health service through use of technology, and highlighting the need for a comprehensive workforce plan, including talent management for future NHS leaders.

Local health systems now have the complex task of working collaboratively to develop and implement their own plans for the next five years, in conjunction with partners such as local councils. These strategies will set out how they intend to take the ambitions from the NHS Long Term Plan, and turn them into action to improve services and the health and wellbeing of their local communities, with a specific requirement to reduce health inequalities.

#### **Skills, experience and expertise**

The ability of NHS organisations to deliver the ambitions set out in the long term plan will depend on leadership and capability. This, combined with a shift in culture and readiness to deploy highly skilled staff in the right places as required, and a commitment to support emerging leaders to work across the system and share experience and knowledge. Whilst these

aspirations are being moulded, NHS IMAS will continue to support and be involved in helping organisations to source and develop the highly skilled senior staff that are needed now and in the future.

We are already seeing new types of resource requirements coming in from the system to support the new landscape. These include supporting assignments for Brexit, through to system leadership roles working across Sustainability and Transformation Partnerships (STPs) and Integrated Care Systems (ICSs). We strongly welcome NHS organisations who identify capacity gaps to [get in touch](#).

#### **Talent management**

As part of our offer, we are working with local organisations and regional talent schemes to support the development of local talent pools and helping organisations to fill

### NHS Long Term Plan

[www.longtermplan.nhs.uk](http://www.longtermplan.nhs.uk)

#NHSLongTermPlan



senior interim and vacant roles. Our support package for pool members includes coaching, learning and development, all of which can be particularly invaluable to those undertaking the most challenging roles, ensuring they have the right assistance in place, and aiding their career progression in the NHS. We can offer a professional service from registering of talent pool members through to matching and deploying of the right candidates to assignments, and ongoing support during assignments. Our management reporting infrastructure is also underpinned by certified Quality Management Systems, and supports clients and pool members from beginning to end on each assignment.

If you or your organisation are in need of interim support, or are thinking of progressing the development of local talent, speak to one of our Senior Programme Managers today by contacting 0113 825 1573 or emailing [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net)

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## Richard Jeavons' thoughts

## Interim Management and Support

**Thoughts from NHS IMAS from Senior Partner, Richard Jeavons; Planning and the triumph of hope over experience.**

In the NHS we produce a lot of plans – just in this moment alone everything from the NHS Long Term Plan and its spin offs to the 2019/20 business plans for our organisations and business units (including NHS IMAS!).

If planning is a rational and useful discipline in a public service such as the NHS, and so much time and effort goes into it, why in my conversations around the NHS and its partner organisations does it get such a mixed press?

There are two separate worlds in this space.

The mainstream rhetoric of NHS planning is I observe a function of three interrelated characteristics. The first is behavioural. The expectations and

incentives in the system mean that planning often short circuits to simply arguing the case for a share of resources. The prior steps of clarifying objectives and how those objectives will be achieved are missed. The second is organisational. A large part of planning is subordinated to the delivery of performance management and accountability. Starting at the top of government and working its way down, the frame of reference is one of negotiation and risk management rather than a means to achieve agreed objectives. Putting the two together leads to the third - the prevalence of “plansing” over planning. The activity of producing and publishing a plan (often to an externally created requirement and deadline) becomes the driving purpose and sole outcome of planning. As a record of a moment of time, it is only read for either a commitment to resources, the delivery of the required targets or both.

The other world is the high performing organisations. They feature capability in planning that is closely associated with

their characteristics of leadership, staff engagement and partnership working. They exhibit a certainty, clarity and consistency of goals and objectives that are not just understood but also owned by staff and stakeholders alike.

As we move back to the future of integrated systems, mutuality between NHS organisations and regional oversight, the opportunity exists to challenge how NHS planning works (or indeed does not) and radically redesign it around what capability, leadership and engagement is in the service.



Richard Jeavons

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## HSJ Top CEOs 2019

**HSJ lists NHS IMAS Partners and ambassadors amongst top 50 NHS chief executives**

NHS IMAS is delighted that four of our current Partners and a previous Strategic Advisory Board (SAB) member, have been named by the Health Service Journal (HSJ) in its sixth annual listing of the NHS's top 50 Provider chief executives. This is a well-deserved recognition of achievement in 'tough times'. Our congratulations go to:

- Julian Hartley at The Leeds Teaching Hospitals Trust
- Michael Wilson at Surrey and Sussex Healthcare Trust
- Dame Jackie Daniel at The Newcastle upon Tyne Hospitals Foundation Trust
- Anthony Marsh at West Midlands Ambulance Service University Foundation Trust
- and previous NHS IMAS SAB member Stephen Dunn at West Suffolk Foundation Trust

NHS IMAS is proud to be associated with such highly acclaimed system leaders, who continue to support our work in developing local NHS talent and share their personal insight and experience to inspire NHS IMAS pool members through web-based NHS IMAS Partner events.

## Congratulations...

*...to NHS IMAS long standing Partner – Simon Morritt*

NHS IMAS are proud to celebrate the appointment of Simon Morritt, who is joining York Teaching Hospital NHS Foundation Trust as Chief Executive, from Chesterfield Royal Hospital NHS Foundation Trust, where he has been Chief Executive since 2016. We wish Simon all the very best and continued success in his new role.



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## 'Outstanding' Care

**NHS IMAS Partner Michael Wilson and team achieve Outstanding CQC rating**



Congratulations to all at Surrey and Sussex Healthcare NHS Trust, led by their Chief Executive Officer and NHS IMAS Partner, Michael Wilson, for going above and beyond to meet the emotional and physical needs of patients, which has led to the Trust receiving an 'Outstanding' CQC rating for quality of its services. The trust is rated Outstanding for being caring, responsive and well-led and Good for being safe and effective.

Michael, a long serving NHS IMAS Partner, has kindly agreed to deliver a webinar for our NHS IMAS pool members to give a personal view on the journey the Trust has been on as well as sharing lessons learnt. See page [three](#) for more details.

Look out for the joining information available in due course.

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### ISO Success!

Once again NHS IMAS has successfully completed an external surveillance audit to ensure we are still maintaining the standards for our ISO 9001 Quality Management System and ISO 14001 Environmental Management System.

The audit validated NHS IMAS' successful approach to operating its quality management system and continually learning and improving its processes from the operation of the system and feedback from clients. We are one of the very few parts of the NHS to achieve these standards, and continue to embed them in our day-to-day working; which in turn helps us maintain an efficient, consistent and customer-focused service to our NHS clients.

*"I am impressed with the amount of work they do compared to the size of the team and how they are constantly communicating with each other."*

-EQA Lead Auditor

### Pool member development

NHS IMAS is delighted to have offered a range of training and development opportunities for our pool members throughout 2018-19.

#### *Our latest Webinar:*

The most recent webinar took place in January 2019 and was presented by Gerard Hanratty, Partner at Browne Jacobson. During the webinar, Gerard discussed Sustainability and Transformation Partnerships (STP) and Integrated Care Systems (ICS), and the opportunities presented within the NHS 10 year plan.

Gerard provided an overview of current health legislation and the opportunities and impacts this creates for STPs and ICS'. He then went on to provide practical examples of how ICS' have been set up in different health economies.

The recording can be found on the [NHS IMAS website](#).

Since April 2018, there have been eight webinars delivered for our NHS IMAS pool members which have proved extremely popular. If you missed any of these sessions, recordings are available to view on the [NHS IMAS webpage](#).

NHS IMAS welcomes your feedback and suggestions for other webinar topics that you would find helpful for us to run. Please send your suggestions to [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net).

#### *Coming up next...*

Michael Wilson, NHS IMAS Partner and Chief Executive of Surrey and Sussex Healthcare NHS Trust will deliver a webinar for our pool members on 23 May 2019. Michael will share his organisations 'improvement journey' over the past five years which accumulated the Trust being rated 'outstanding' following a recent CQC inspection.

The webinar will provide the opportunity for Michael to share good practice and insights discovered throughout this journey. Further details and information will be released shortly.

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### Life on Assignment - Anne Dray

NHS IMAS pool member, Anne Dray, tells Big Splash about her experience on her latest NHS IMAS assignment and shares her learning from previous assignments.

I have been an NHS IMAS pool member for a number of years now and have had the opportunity to undertake a range of assignments over the years across a number of NHS settings. My current assignment is with Nottingham CityCare Partnership Community Interest Company (CIC), which is a local provider of high quality community health services. What started as a short six month piece of work to support the organisation as a Non-Executive Director, is now an 18 month assignment which I am thoroughly enjoying.



Anne Dray

#### ***“Objective Strategic View”***

Although my duties on this assignment are those that you would typically expect from a Non-Executive Director role such as attending and contributing to Board meetings, Audit and Finance Committees; I am also engaged in staff briefings, recruitment of staff and periodic ‘walk about’ across clinical services. Given the breadth of Board level experience I bring to my current role, I am well placed to stand outside the box, raising issues and queries to ensure the decisions and actions agreed contribute to

improving the health of the population. I feel well placed to provide an objective strategic view whilst seeking clarity through positive enquiries. That said, I am constantly learning new ways of working at Nottingham CityCare Partnerships, from differing governance arrangements to operating from a social value lens and the approaches taken to ensure continuous organisational viability.

#### ***“Existing Value of People and Skills”***

All the NHS IMAS assignments I have worked on have had their own challenges, having supported a CCG under legal directions and high profile programmes such as the Better Care Fund and Expert Determination in Contract Disputes. On assignments where there is a gap in capacity, there is a need to be able to assimilate the situation rapidly without undermining the value of people and skills already there whilst respecting the people who have left and the legacy they leave.

#### ***“Visible Leadership”***

Personally, the two things that I value most in undertaking interim assignments are firstly, going a little bit beyond the brief and having social involvement in the teams you are working in to get to know the people and build relationships. Taking part in the staff engagement arrangements on my current assignment helps the organisation to demonstrate visible leadership and allows me to engage with peers and the wider organisation. The

second thing I would encourage is to spend a time in compiling a thorough handover to make sure the organisation and staff get an explanation of what actions have been taken and why. The opportunity to undertake a thorough handover covering the small details such as papers, file path references and relevant emails is valued and well received by the people who will take forward the work you have supported whilst on assignment.

#### ***“Positive Feedback”***

NHS IMAS provide a comprehensive framework to support assignments with the agreement letters stipulating detail of the deliverables. I value the regular phone calls from NHS IMAS whilst on the assignment and it is useful to talk through progress of the objectives. Thankfully I have received positive feedback on all my assignments to date - with assignments extending to retain my support being a testament to that; however, knowing that there is a team I can speak to who is independent and outside the host organisation, and can provide any required support and assistance to me is very reassuring.

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### Best Practice - The Leeds Way – The organisation’s culture and long term strategy co-designed in partnership with staff

**We are proud to share and highlight innovation and best practice undertaken within the NHS. In this edition we are looking at the work by NHS IMAS Partner Julian Hartley and his team at The Leeds Teaching Hospitals NHS Trust to improve Culture. The Trust used crowdsourcing technology to agree a set of values - The Leeds Way. The values were role modelled by leaders throughout the organisation - from board to ward.**

Employee engagement had been a challenge at The Leeds Teaching Hospitals Trust, with the 2014 national staff survey, showing the trust was below average on 18 key measures of engagement. The leadership team recognised that colleagues did not feel their experiences were as positive as those working at other organisations, and understood the potential impact on patient care and experience.

Leeds Teaching Hospitals NHS Trust, which operates the city’s seven hospitals, has achieved better than the national average for similar sized organisations in the latest round of the NHS Staff Survey 2018. The survey, which is sent to every single employee of the Trust, looks at 10 key themed areas to identify where organisations are performing well and where improvements need to be made.

The leadership team set the goal of creating an organisation where staff live the values of the organisation, feel part of the hospital’s community and would recommend the Trust as a place to work. This has paved the way for The Leeds Way - setting out the vision, values and goals for the organisation. Co-created with the workforce, it received a positive reception from staff as well as patients. Leaders felt that if the goals were truly to be realised,

every single member of staff would need to be engaged with the plan, and so they established a formal staff engagement group, chaired by the Chief Executive, creating five workstreams:

1. Health and Wellbeing
2. Recognition and Celebration
3. Effective two way communication
4. Organisational learning and leadership
5. Employee journey

Over 2,000 staff members participated in iFactor - a campaign to share improvement ideas; more than 300 supported local action groups by joining in

with “Be a Santa to a Senior”, buying Christmas presents for local older people; and over 800 staff have joined in with the trust’s eight week challenge, designed to help people work together as a team to improve wellbeing.

In particular, staff demonstrated high satisfaction with their safety culture, management of violence and aggression, and the approach to equality, diversity and inclusion with all three areas receiving scores that are close to the best average score for 89 Acute Trusts.

There were a number of challenges along the journey but nothing insurmountable. The biggest encounter being the size and scale of the ambition working across six sites and with over 18,000 staff overcome by a compelling communications strategy and visibility of the leadership team. This in turn quashed cynical views and instilled the belief in the organisation culture and values, Leeds Teaching Hospitals NHS Trust staff engagement score has increased for the sixth consecutive year.

If you would like to find out more please contact Chris Carvey, Deputy Director of HR ([c.carvey@nhs.net](mailto:c.carvey@nhs.net)) or Karen Vella, Deputy Director of HR ([karen.vella@nhs.net](mailto:karen.vella@nhs.net)).



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### NHS IMAS Team – Supporting Job Seekers

**Supporting the 'Big Bash' campaign providing 1-1 advice on interview techniques to people experiencing challenge in securing employment**

NHS IMAS welcomed the opportunity to support and share our expertise and knowledge with local job seekers to help make a positive social impact on local people and communities. The 'Big Bash' event was held in Leeds by Leeds City Council and Jobcentre Plus on for people who were looking to get back into the workplace.

Some interviewees had been out of work for a considerable amount of time and wanted to work on their interview techniques to help them to secure employment.

Members of the NHS IMAS team took part by undertaking mock interviews, giving participants feedback on their performance, and sharing practical advice to motivate confidence.

*"This experience was invaluable for me as someone who is just starting out in my career in the NHS. Whilst it was satisfying to know that I was able to help people build their confidence when it comes to attending interviews, it also gave me the opportunity to reflect on how I could improve my own interview technique, both as an interviewer and interviewee. Some of my interviewees asked questions that were thought provoking, and being able to respond and help them improve their approach, also helped build my confidence in an interview environment."*

**Rachel Haigh, NHS IMAS Team PA**

### Team Changes

Fazila Dingmar's assignment into NHS IMAS as Programme Director comes to an end this month, We want to thank Fazila for all her hard work and wish her every success in her continued career development within NHS England.

As you know, we like to offer assignment opportunities within the NHS IMAS team as well as supporting other organisations. We currently have assignments for a Programme Director (AfC 8d) and Programme Manager (AfC 8a) within the team. To find out more [get in touch!](#)

#### **NHS IMAS Programme Manager Opportunity! (AfC 8a)**

We are looking for a dynamic and highly organised individual to join our NHS IMAS core team on assignment as a Programme Manager. The role will require a highly effective manager with a can do approach to project managing NHS IMAS assignments, act as the first port of call for support, sourcing relevant people from our talent pools.

If you know of anyone who would be interested in joining NHS IMAS on Assignment via a secondment please ask them to get in touch today on 0113 825 1579 or by contacting [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net).

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### Is NHS IMAS for someone you know?

**NHS IMAS is here to support NHS organisations in England to source the expertise and experience from within the NHS. We are looking for senior NHS managers with a wealth of skills and experience to share to join the NHS IMAS talent pool. We are always looking for highly experienced and motivated senior individuals, across all specialities, currently working at Agenda for Change (AfC) 8d and above (or 8c ready to take on a role at 8d) to be part of a leading network of exceptionally experienced and skilled senior leaders.**

NHS IMAS can offer a wide variety of opportunities from a short, three day piece of work to an 18 months, full-time interim placement and anything in between. The assignments also range from deputy and executive director positions including finance, nursing, operations, HR and chief executive, through to specialist consultancy roles such as service reviews, turnaround and improvement.

Interim assignments can be incredibly rewarding, with the opportunity to work on a wide range of projects alongside talented people in a challenging environment. Whilst this can be a daunting prospect for some, it is worth remembering that NHS IMAS is here to support pool members throughout the process. Don't just take our word for it, read experiences of current pool members on assignment on pages three and four.

Let's not forget, the rewards of joining the NHS IMAS talent pool are extensive with exclusive access to an array of readily available support and developmental tools.

The NHS IMAS talent pool gives access to a range of support including:

- Being part of a large network of senior NHS leaders
- Mentoring and coaching, where appropriate
- Access to our blending learning course - Introduction to Consulting and Facilitation Skills
- Access to NHS Elect courses;
- Exclusive access to regular learning webinars; and So much more...

Anyone interested can find out more, by checking out the NHS IMAS [Corporate Brochure](#) or visiting the [NHS IMAS webpage](#)