



How NHS IMAS can support the changing landscape

It is a fact that the staff working across the NHS are its greatest asset and are a fundamental factor in delivering high quality health care to local communities. NHS IMAS is evolving to meet the future needs of organisations.

Working with NHS organisations across the country, NHS IMAS recognises the tremendous work being undertaken by system leaders to deliver the commitments of the NHS Long Term Plan for every part of England to be covered by an Integrated Care System (ICS) by 2021. The daily interaction with NHS Leaders through enquiry scopes and assignment management; NHS IMAS Strategic Advisory Board members made up of system leaders; and through its support to NHS Talent Boards, it is clear that the nature of challenge facing leaders of NHS organisations has changed significantly with much greater emphasis now placed on working collaboratively.

Enabling sustainable system change

Getting strong leadership in place, with the right skills and experience is one of the biggest contributors to the success of an organisation, particularly when faced with complex change and challenge. NHS IMAS has an 11 year strong history of supporting NHS organisations to fill leadership gaps

leading and delivering change. This year alone NHS IMAS pool members have supported the NHS across a breadth of current priority and emerging areas, from placing a Director of System Integration at a leading Clinical Commissioning Group to implement its strategic plan to a Programme Director working with challenged systems to develop and implement Sustainability and Transformation Partnership (STP) diagnostics.

How NHS IMAS can help

NHS IMAS is committed to continuously building the talent pools, developing exceptional leaders who understand the complexities of system working, can demonstrate delivery of large scale programmes, and work in harmony with stakeholders. It provides a platform for highly skilled individuals to work across the



NHS landscape, understanding the needs of the system and matching individuals where and when they are needed most. NHS IMAS' ability to source expertise quickly and flexibly continues to be a key strength of the operating model, working with you every step of the way to understand your leadership requirements and agree the best way in securing interim support. Pool members can draw upon their existing networks to enable sustainable change in often complex and challenging environments.

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What are you waiting for?

If you or your organisation are in need of interim support, speak to one of our Programme Managers today by contacting 0113 360 9090, email us on nhs.imas@nhs.net or visit our website



BIG Splash

Richard Jeavons' thoughts

2020 and beyond

Between the aftermath of the general election, the busiest time of the year for the NHS and seasonal celebrations, is there space for making predictions for 2020?

Looking back over the last year and while undoubtedly suffering a hangover from six weeks of wall to wall slogans, promises and debates, there is more than a lot to play for in 2020 and beyond. **The NHS Long Term Plan sets a direction and some broad priorities.** It will be supported by the promise of increased funding and enabling legislation. All positive and welcome but not a guarantee the quality services that will meet the population's future needs.

I have previously commented on the state of planning in the NHS (Big Splash 52) - the triumph of hope over experience – with too many competing priorities in a top down process that generates plans and a scrabble for resources but little else. Will 2020 see a different approach

that mirrors the planning capabilities of the NHS's high performing organisations, providing a certainty, clarity and consistency of goals and objectives that engages frontline leadership, staff and stakeholders?

The NHS challenge is the **transformation of extra financial resources** provided by government into sustainable models of care on the ground locally with the necessary staff, facilities, technology and patient engagement in place. In this regard, the existing systemic workforce shortages and their impact on service capacity will likely be the dominant rate limiter on short term progress. An interesting period of expectations management will be the consequence but a prolonged period of debate and delay is not helpful – sensible tactical choices will be needed and must be pursued in parallel.

With our business planning for next year underway, we are already seeing

a potential shift in the market for NHS IMAS's offer with, for example, **renewed demand for transformation capacity and skills in frontline NHS organisations.** Over the next few months we will be working through our partners and networks in the NHS to make sure we are in the best place possible to respond to requests to provide high quality support and play our part in the transformation of services that NHS patients need.

Have a great Christmas and best wishes for 2020.



Richard Jeavons

Interim Management and Support



BIG Splash

Quick Splash - Kim Nurse



Hello my name is Kim Nurse. I am an Executive Director of Workforce and Organisational Development for West Midlands Ambulance Service University NHS Foundation Trust.

About the programme I am currently working on as an NHS IMAS assignment...

I am currently undertaking an NHS IMAS assignment with NHS England, providing workforce assurance in support of a brilliantly innovative national programme that has introduced Proton Beam Therapy (PBT), a particular type of radiotherapy used to treat cancer into England. The first site was opened in late 2018 at The Christie Foundation Trust in Manchester, which is now delivering PBT services to patients. A second site is under construction at University College London Hospitals near Euston.

My typical day involves...

This is a part-time assignment, which I undertake around my permanent role. My key responsibilities are to provide

workforce assurance to the national PBT Programme Team at NHS England and NHS Improvement, that the people measures are in place to deliver an effective service. This takes the form of regular meetings with colleagues at both sites in England, discussing their Workforce Strategy, workforce planning and recruitment arrangements and receive assurance that there is sufficient progress in the delivery of these plans. Assurance is also sought against agreed criteria for compliance in training and development, as well as a robust succession planning process for qualified professionals in each discipline, to meet patient and service needs. This is important as the services are implemented and as each will gear-up for growth and expansion of the treatments available in the future. I also engage with national leaders to ensure the PBT workforce implications for radiotherapy (and other specialist areas) are promoted within the wider NHS.

The best thing about my job is...

I have met a team of extremely committed and passionate people in healthcare, solving complicated problems to deliver a brilliant service to patients in

England. And it means world class life saving PBT treatment is now available to NHS patients in England for the first time.

What have you learnt in this role?

As this is a national assignment, I was keen to learn all I could about this important new service. Although I have my professional knowledge and experience as a HR Director, I recognised that I needed to understand and appreciate the type of environment and issues that staff working in this area would face. The team not only made me extremely welcome, but I soon discovered that we had many things in common as well as a host of complementary skills we could use in all aspects of our work. I quickly felt a full member of the team, and that being engaged on a part-time basis in no way left me out of the discussions. Everyone has been open and helpful.

What have you learnt from your NHS IMAS assignments?

Working in different healthcare environments has enabled me to get involved with services and people that I wouldn't have had the opportunity to work with previously in my day to day Trust

activities. I have also developed my interest in science related professions.

What advice would you give others who are about to undertake one?

I would definitely recommend that given the opportunity, to go for it. These NHS IMAS assignments have enabled me to broaden my experience and work alongside very talented professionals from a wide range of backgrounds and interests. It's an opportunity not to be missed!

What would you do if you didn't work in the NHS?

I would love to undertake research. I was absolutely delighted to recently receive an Honorary Fellowship awarded by Staffordshire University, so I am definitely looking to see how this opportunity may be best put to good use.



BIG Splash

Life on Assignment - Keith Dibble

NHS IMAS pool member, Keith Dibble, tells Big Splash about his experience of the various NHS IMAS assignments and shares the learning from his assignments.

I started my current role as Electronic Patient Record (EPR) Programme Director at Walsall Healthcare NHS Trust, having completed a Patient Administration Review assignment in the same organisation.

The common theme of service transformation meant the move from one assignment to the next was logical and almost seamless, although on paper, the remit for each was very different. The former focussed on the supporting infrastructure required to ensure that clinical services ran efficiently and effectively, both for the staff (medical, nursing) and more importantly the patients. By contrast, this role is to lead the delivery of the first phase of an EPR Programme, and the implementation of a new Patient Administrative System (PAS) and accompanying Information Technology (IT).

Long term success and sustainability

The technical changes are by far (I hope my IT colleagues will forgive me!) the more simple aspects of the programme, whereas the transformational and engagement agendas are key to the longer term success



and sustainability.

As an Operations Director by background, I have only a superficial understanding of technology. Indeed, many of my colleagues refer to me (affectionately I hope!) as DT or Dumb Terminal! The serious point behind this is that the Trust wanted someone with a senior operational background to drive this key work from a service delivery point of view, not technical change.

I have learnt a new, technical, language, and in doing so have sought to translate it into

lay terminology. A key part of this process is working with front-line staff from all areas, in order to deliver organisational change right across the Trust.

Enabling progress

The support from the Executive Directors, and the Non-Executives is crucial, and I was very lucky in that I was given open access to the decision-making structures of the Trust. This made implementation a little easier, as access to prompt decision making allowed progress to be made at pace.

I have found working as an interim to be rewarding, as it gives access to a range of organisations, as well as being separate from some of the internal politics. However, one of the challenges can be the ability to influence staff and therefore change, when your role is temporary. Apart from the key objectives of the assignment previously referred to, an exit strategy is key to make the transformational approach both meaningful and sustainable. My personal experience is that you should start this almost from day one, so that you have confidence that the work you are doing will translate into business as usual.

Agreement to clear objectives

I have worked with NHS IMAS on a number of assignments over the years, and one of the key benefits, in my experience, has been clear agreed objectives for each assignment, including the sustainability aspect. This holds both myself and the Trust clearly to account.

In terms of ongoing support, it is always useful and comforting to know that advice and support is available from NHS IMAS at the end of a telephone line.

Life on assignment can be tough. You are brought into an organisation to address complex and challenging issues, often because an external view is required, or difficult changes have to be negotiated or probably both. My current assignment has an extremely tight deadline, and one that is largely non-negotiable, as well as involving a range of challenging conversations right across the Trust. And I enjoy every minute!



BIG Splash

Pool Member Development

Cohort five of the "Introduction to Consultancy Skills" blended learning course launched



Embedding Learning

Delegates from cohort five of the Introduction to Consultancy Skills blended learning programme came together recently, for a workshop led by Pool Member and course facilitator, Val Glenny. The workshop provided delegates with an opportunity to consolidate their learning from the course materials and learning log reflections through an interactive facilitated session.

Feedback was extremely positive and comments from the day included:

"Excellent course and great facilitator and course leader. Very enjoyable and I learned a lot to put into practice. I would recommend the course to others."

"Encouraged reflection and thinking through things that are often done implicitly."

Module two materials are available from early January and NHS IMAS looks forward to welcoming delegates to the next workshop in March 2020.

Share your tips on how you take what you've learnt and put knowledge into action with [@NHSIMAS](#) on Twitter.



Putting knowledge into action – by NHS IMAS Pool Member, Rachel Gregson!

One of the key take away messages for blended learning course delegates is to use the knowledge gained through the learning set and workshop and apply it practically. NHS IMAS are delighted to hear from NHS Pool Member, Rachel Gregson, delegate from cohort four, on how she was able to put her learning into practice on a recent NHS IMAS assignment. Rachel shares her experience of facilitating a session for the Quality Surveillance Team within NHS England and NHS Improvement.



"I very much enjoyed the opportunity to put the skills I had learned on the course into practice. For me, the experience highlighted the importance of scoping and preparation, and being clear about roles and time constraints for the whole exercise. I had to quickly understand the context for the workshop and work together with the team to ensure that we got the objectives right – for them. Then it was quite fun on the day of the workshop to guide the team towards achieving their own objectives. I did a formal presentation as part of the session based on my own previous experience, but mostly the facilitation element was about steering the discussion, reflecting my observations back to the team, questioning and (hopefully constructively!) challenging them. A clear and robust action plan was generated because of the session, which I think is a positive indication of how it went."

Make your New Year's Resolution a SUCCESS with NHS IMAS!

Once you're done reflecting on the year that's ending, it's time to look forward to the year that's about to start. Whether you are already an NHS IMAS pool member or a talented NHS leader - make sure your career is going in the right direction by joining or encouraging a colleague to join an NHS IMAS talent pool.

NHS IMAS has several talent pools made up of experienced senior NHS managers and carefully selected independent consultants who undertake assignments to support NHS organisations. NHS IMAS 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 support assignments across the NHS in England. Here are just a few examples of assignments that have been supported:

- *Communications specialist for an Ambulance Trust*
- *Director of Nursing and Quality for a Clinical Commissioning Group*
- *Deputy Director of Finance for an Acute Trust*
- *Organisational support around the Learning, Development and Education needs of an NHS Trust*
- *HR and governance expert support to a national CCG mergers programme*

Interim assignments can be incredibly rewarding, with the opportunity to work on a wide range of projects alongside talented people in a challenging environment. To support NHS pool members an array of support is available including:

- *Being part of a large effective network of senior NHS leaders;*
- *Regular feedback (when on assignment);*
- *Mentoring and coaching, where appropriate;*
- *Access to our blending learning course - Introduction to Consulting and Facilitation Skills;*
- *Exclusive access to regular learning webinars; and*
- *Access to NHS Elect courses.*

Read the latest experience of current pool member Keith Dibble on assignment on page 4. For more information on how to join the NHS IMAS talent pool visit our website.



BIG Splash

Digital Innovation – Electronic Maternity Notes

NHS IMAS are proud to share and highlight innovation and best practice within the NHS. This edition focuses on the pioneering work in Cumbria where women registering their pregnancy can access electronic maternity notes via a 'Maternity Notes' phone app.

Empowering patients has been a priority across NHS policies for decades. A key recommendation set out in Better Births, the report of the National Maternity Review in 2016, was that a woman should have access to her own electronic record and receive information tailored to her own needs.

North Cumbria Integrated Care NHS Foundation Trust (FT) was one of the first teams to take part in implementing a new system that benefits many women and community midwives across the North Cumbria Health & Care system. NHS IMAS Partner, Stephen Eames, was Chief Executive at the trust when the initiative was first launched.

The NHS Long Term Plan makes a commitment to 100,000 women being able to access their maternity record digitally in 2019/20 and coverage will be extended to the whole country by 2023/24.

A pilot initiative was introduced across 20 sites in England, (including North Cumbria Integrated Care NHS FT), working with women, maternity services and supportive system suppliers to provide a convenient means for pregnant women to access their electronic record.

Julie Haigh, Digital Midwife at the Trust has been an integral part of this work developing an app called



Julie Haigh

'Maternity Notes' which is available to download to a smartphone or tablet. The new system eliminates the need for women to carry the tradition paper maternity notes folder ramm





with important data and information leaflets to every midwife appointment. Most importantly only medical professionals and the mother herself, can access the information held within the app ensuring security and safety.

This app helps women to track their pregnancy journey, keep a note of their ante-natal appointments and upload photos. It also contains information about their baby's development as they move through their pregnancy, and up to six weeks post-birth.

Accessibility issues have been addressed during the pilot phase. Even women who have a smartphone, but no data can use NHS Wi-Fi at local GPs, and hospitals to access 'Maternity Notes' and, for those who don't have a smartphone, the app can be accessed on the website on home PCs or at the local library.

Significant progress has been made in introducing electronic maternity care records across all three sites in Cumbria (West Cumberland Hospital, Cumberland Infirmary and Penrith Hospital) with an average of 96.5% utilisation rate. It is anticipated this number will increase as more new pregnancies are registered via the maternity booking site.

The benefits digital maternity care records bring to patients and NHS staff include:

-  **Personalised - Specific to the woman, with information that is legible, enabling her to see and understand her record**
-  **Safety - Validation of clinical information by the woman to ensure consistent shared data**
-  **Professional - Effective, efficient, economic, empathetic with a direct connection to the woman**
-  **Kinder & more family friendly - Accessible and portable, enabling the woman to understand her maternity journey at a time when it suits her.**

To find out more about this initiative contact Julie Haigh, Digital Midwife at North Cumbria Integrated Care NHS Foundation Trust (Julie.Haigh@ncuh.nhs.uk)



BIG Splash

NHS IMAS Partner becomes Executive Lead for North Cumbria Integrated Care

Congratulations to NHS IMAS Partner, Professor Stephen Eames (CBE), who has recently taken up a new leadership role following the progress that has been made to join up health services in North Cumbria. Stephen has stepped down from his role as Chief Executive of North Cumbria Integrated Care NHS Foundation Trust, (NCIC) to lead the ICS to progress at pace for the benefit of local communities. North Cumbria is one of the first areas to introduce this type of role, and Stephen will continue to support Humber Coast and Vale Health and Care Partnership, as Independent Chair.



Congratulations to NHS IMAS Pool Member Keziah Halliday!

Keziah Halliday, NHS IMAS Pool Member and Director of Assessment and Regulation at NHS England and NHS Improvement received the **Freddie Mercury Corporate Ally award in recognition for her work as the LGBT+ Staff Network Allies Lead**. Keziah has been instrumental in securing senior level visibility and support for the network over the years.

The Freddie Mercury Corporate Ally award is for someone who does not identify as LGBT+, but who has leveraged their influence to demonstrate support for LGBT+ equality, diversity and inclusion in the workplace and beyond.



Well done to all the winners, finalists and nominees for striving to make the workplace a better place for LGBT+ employees and giving up their spare time to volunteer for such a worthy agenda.

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Interim Management and Support

NHS IMAS contact details:

0113 360 9090

You can also get in touch by emailing nhs.imas@nhs.net, or sending a direct message on [Twitter](#) or [LinkedIn](#) @nhsimas.



Dedicated NHS IMAS Support

NHS IMAS is committed to developing its staff, who in turn continue to provide excellence in customer service to all NHS clients and talent pools.

We are delighted to celebrate that three team members, Rachel Haigh, Laura Davies and Debra Coulson have successfully completed their Prince2 Foundation and Practitioner exams.

The development of the NHS IMAS team and pool members is an integral part of serving the NHS.

Staff update

Congratulations to Alison van der Merwe, who was on assignment to the NHS IMAS Team as PA. She has secured a new, permanent role with Humberside Police. Gemma Searle, NHS IMAS Senior Programme Manager, is currently on assignment providing programme management support to the Human Resources and Organisational Development Directorate at NHS England and NHS Improvement.



Caption (left to right): Debra Coulson, Rachel Haigh, Laura Davies.



BIG Splash

Congratulations to HSJ Awards 2019 winners!

Join NHS IMAS in congratulating all 23 winners of the 2019 HSJ Awards announced last month. This year's awards saw NHS IMAS Partners and Pool Members scoop the top prize in a number of new categories introduced for the first time, including **Mental Health Provider of the Year**.

Congratulations to NHS IMAS Partner, Dame Jackie Daniel, Chief Executive of the Newcastle Upon Tyne Hospitals NHS Foundation Trust whose organisation won not one, but two awards! The first for the **Reservist Support Initiative** recognised the Trust as 'Forces Friendly', with schemes that values the tremendous contribution the veterans and reservists make to Armed Forces, the community and the Trust.

Congratulations also go to NHS IMAS Partner Michele Moran, Chief Executive at Humber NHS Foundation Trust for winning **Mental Health Provider of the Year**. The Trust has shown real commitment to patient and carer engagement, treating staff with respect and dignity, and making quality improvement part of the role of every member of staff to maximise patient safety across all its services.

Finally, but no means least, **congratulations to the WRES team at NHS England and NHS Improvement led by NHS IMAS Pool Member Yvonne Coghill** for winning the **Workforce Initiative of the Year** award. Since the introduction of the Workforce Race Equality Standard in 2015, there have been demonstrable improvements in closing the gaps in workplace inequality across the NHS in England.

Well done to all the winners, finalists and nominees for their commitment towards healthcare excellence and improving service provision.



Reservist Support Initiative Winners

The second award for their **BReATHE (Beating Regional Asthma Through Health Education)** initiative at The Great North Children's Hospital, aimed at reducing the risks of death and hospital admissions for young people with asthma. The initiative has led to a 29 per cent reduction in pediatric emergency asthma admissions – improved asthma control whilst making a significant cost saving.



Mental Health Provider of the Year Winners



Workforce Initiative of the Year Winners

Photos courtesy of Wilmington Healthcare Limited

BIG Splash



Interim Management and Support

Merry Christmas from NHS IMAS

In lieu of sending Christmas cards, NHS IMAS have contributed to the Leeds Children's Charity Christmas gift appeal. The appeal ensures that as many children as possible receive a gift on Christmas morning.

Laura Davies, Programme Manager took on the role of Santa and delivered the NHS IMAS gifts to Lineham Farm to be distributed to families in need across Leeds.

For more information on the fantastic work the NHS IMAS chosen charity does in the region, please visit www.leedschildrenscharity.org.uk/.

Merry Christmas and a Happy New Year from NHS IMAS!



Festive Trivia

Just like the NHS, Christmas is a place-based, person centred time of the year. Why not enjoy this seasonally relevant festive quiz!

Questions

- Does the number of A&E attendances increase or decrease in winter?
- Which author and previous NHS employee has recently released a new book entitled 'Twas the nightshift before Christmas?'
- Approximately how many Christmas dinners are served to patients in hospitals on Christmas day?

Share your answers with us on Twitter (@NHSIMAS).

Answers

1. It decreases but the proportion of people admitted increases
[Source: <https://www.nuffieldtrust.org.uk/resource/snowed-under-understanding-the-effect-of-winter-on-the-nhs>]
2. Adam Kay, British comedy writer and former doctor
3. 400,000