

Welcome to Big Splash, the NHS IMAS newsletter for pool members, Partners and stakeholders. We hope you enjoy reading our latest edition.

NHS IMAS Annual Report 2014/15

The NHS IMAS Annual Report for 2014/15 has now been published.

The report sets out our achievements for the previous financial year and our future plans for 2015/16.

156 completed assignments

During 2014/15 we supported NHS organisations by completing 156 assignments, and managed an average of 141 at any time. We also continued to support NHS Improving Quality (NHS IQ), giving them access to flexible resources. We placed 94 staff on assignment at NHS IQ during the year, supporting a range of programmes, faculty and core services.

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NHS IMAS achieves ISO 9001 reaccreditation

NHS IMAS has been reaccredited to the international quality standard of good practice for ISO 9001 as well as the environmental management system.

ISO 9001 certification confirms that NHS IMAS have a recognised and reliable Quality Management System focussed on continually improving our service to support our clients in delivering services to patients. Our ISO 14001 certification recognises that we assess and reduce the impact our activities have on the environment.



We first achieved our ISO approved status in 2012 and our recent reaccreditation visit confirms that we are continually reviewing and improving our operating processes and services to meet the changing needs of our clients in the NHS.

NHS IMAS are also able to offer support and advice to other NHS organisations that would like to develop and implement a quality management system. If you would like to find out more about how we can help you then get in touch with us at nhs.imas@nhs.net.

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Savings to the NHS

Our commitment to support the NHS, embed sustainable change and save money, is at the forefront of everything we deliver. In 2014/15 gross turnover for NHS IMAS increased 10% from the previous financial year, to just over £9m. We continue to benchmark NHS IMAS costs against private sector alternatives and estimate the equivalent cost to the NHS would be over £13m at prevailing market rates, creating a saving to the NHS of almost £5m.

NHS pool member development

NHS IMAS committed to support and develop NHS staff who join the pool and invested in a number of development activities during the year. Feedback from the first development event, held at the NHS Leadership Academy, was that pool members valued these events, but that they did find it difficult to leave their organisations. As a result, three new webinar events were held on operational subjects such as the Perfect Week, access policies and the 62 day cancer pathways.

We also piloted a bespoke blended learning package on developing consultancy skills. The evaluation is currently taking place and once this is complete the package will be opened to all NHS pool members.

Intensive Support Teams

NHS IMAS Intensive Support Teams (ISTs) completed 168 operational assignments, a 16% increase on the previous year, with the Emergency Care team completing 86 assignments and the Elective Care team completing a total of 82. During 2014/15, the teams worked closely with NHS England, the NHS Trust Development Authority and Monitor to develop a Standard Operating Procedure that formalises the relationships between them.

You can read the Annual Report in full on our website at: www.nhsimas.nhs.uk/news-publications

Client on Assignment

Tom Shakespeare, Senior Advisor at the Local Government Association, describes his experience of using NHS IMAS.

In October of last year I approached NHS IMAS to support a national project; providing senior facilitation support for the Better Care Fund planning process, on behalf of the Joint Task Force from NHS England, Government Departments and the Local Government Association. NHS IMAS were able to provide several pool members, with extensive and senior NHS experience, to work with local Health and Wellbeing Boards to support them in meeting the challenging deadline to submit their Better Care Fund implementation plans.



This initial work was well received by local areas and we were then able to work closely with NHS IMAS to source candidates to undertake longer-term roles supporting partners on Health and Wellbeing Boards on the delivery of integrated care. The pool members that NHS IMAS were able to provide brought

local health and care partners together to build consensus and assist in developing robust plans in preparation for delivery of the Better Care Fund.

The NHS IMAS pool members that worked on this programme provided excellent value for money, particularly given the quality and experience of the people who undertook the assignments. The core team at NHS IMAS were also very supportive and proactive in managing the assignments, which helped us to keep moving forward.

Local government operates a model of peer support within councils, and it was incredibly helpful to build on this model across health and social care, working with colleagues from NHS IMAS to support the integration of health and social care locally. I do not believe there is anywhere else within the NHS that I could access the type of expertise we found in the pool members on assignment and I will certainly make NHS IMAS my first port of call for similar support requirements in the future.

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Richard Jeavons



Interim Management and Support



As NHS IMAS achieve ISO 9001 reaccreditation our Senior Partner, Richard Jeavons, looks at how quality and environmental management has helped us to develop and improve over the years.

At NHS IMAS we have always strived for continual improvement in everything that we do, and our recent reaccreditation for ISO 9001 is testament to this. In 2011 we began the process of implementing a quality management system and, after several months of successful running, we underwent an external assessment in 2012 and became one of just a few NHS organisations to have this certification. Since then this quality standard has ensured that we are focused on continually improving our service to support the NHS in delivering services to patients.

The ISO quality standard has helped us to change our systems and procedures in response to feedback from our clients and pool members:

- We set out clear response times to our clients, which means they know we will always get back to them within an agreed timeframe from taking an initial enquiry.
- We have made it easier for NHS colleagues to apply to join our talent pool by introducing an online application form.
- We have been able to provide more focussed support for our clients, by introducing specialist pools of resource such as our Chair and Non-Executive Director pool and our specialist communications pool.

Using a quality management system means that the process of managing an assignment is the same for every client and we take every opportunity to learn and improve that process. ISO 9001 is also critical to underpin the delivery of our business plan targets, such as evaluating our assignments in the NHS and having our clients recommend using NHS IMAS to other organisations.

Our positive experience of using an ISO 9001 quality management system also led us to implement systems and process to enable us to gain accreditation for an ISO 14001 environmental management system in March 2014. This means that NHS IMAS considers the impact of our business on the environment and takes steps to reduce the impact.

We have reduced the amount of printing by 63% in the last 10 months alone and cut down on business travel by making the best use of web based tools and video conferencing.

Through using these operational and environmental processes that we know work and by adapting them when we find the need to, we can continue to develop NHS IMAS to meet the changing needs of our clients and ensure we continue to deliver a quality service for the future.

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Good practice case studies

NHS IMAS is in an excellent position to identify and share areas of good practice. Our pool members work across the entire NHS and have a huge amount of experience across provider organisations, commissioning and national NHS organisations.

Our pool members highlight areas of good practice that they have

seen whilst undertaking an NHS IMAS assignment and we are collating these examples to produce case studies to share with other organisations that may need support. These case studies will be shared via the [NHS IMAS website](#) and future editions of 'Big Splash', with the permission of the NHS organisation where the good practice has taken place.

NHS IMAS team changes

We are pleased to welcome back **Gemma Jones**, who has returned to NHS IMAS following maternity leave. Gemma will continue in her role as Senior Programme Manager.



NHS IMAS coaching and Board development sessions

If you are looking to progress your career further, address specific professional development issues or require guidance with a challenging project then we can help you.

Janet Walter, NHS IMAS Managing Partner, can offer tailored coaching sessions that enable you to find the most appropriate method of realising your goals or facing your challenges, as well as facilitating Board development sessions.

As an executive coach, Janet's style is balanced, action focused, high energy and enthusiastic. To discuss your requirements and to find out how to book a session with Janet, please call the NHS IMAS team on 0113 825 0801/0802 or nhs.imas@nhs.net. Charges per session may vary dependent upon location and will be agreed at the time of booking.

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ECIST 'Break the Cycle' at Hinchingsbrook Hospital

The ECIST team visited Hinchingsbrook Health Care NHS Trust in March this year, to help the organisation work together to 'Break the Cycle' and start to do things differently for the benefit of patient outcomes and experience.

The aim of Breaking the Cycle initiatives is to rapidly improve patient flow to produce a step-change in performance, safety and patient experience. The initiative is typically run over one week during which the whole organisation and its health and social care partners focus on improving the emergency care pathway.

Hinchingsbrook have recently evaluated the impact of the support and the outcomes are really positive. With the support of the ECIST team they have

significantly increased the number of appropriate discharges, making significantly more beds available as they head into weekends and into the new weeks. They have also reduced the number of patients with a length of stay over 10 days by more than 25%.

All of these positive changes also helped the Trust to achieve an A&E four hour target of 97.46% during the Break the Cycle week and 95.7% in March 2015 overall, which was the first month they have achieved the target since August 2014. The ECIST team are continuing to work closely with the Trust, providing additional support and advice as required.

You can find out more about the national Break the Cycle initiative on our website here:
www.nhsimas.nhs.uk/intensive-support-team.

Breaking the Cycle in the Wirral

Wirral University Teaching Hospital NHS Foundation Trust are also spreading the word about Breaking the Cycle, by baking bespoke, Breaking the Cycle buns!



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Life on assignment - Samantha Watts

NHS IMAS pool member Samantha Watts talks about her recent NHS IMAS assignment within a large district hospital in Essex.

Being an NHS IMAS pool member has been a highly rewarding experience and I would highly recommend joining.

I recently completed a five month assignment at an Acute Trust in Essex, managing the delivery of two high profile projects for Emergency Surgery and Urology services within the Surgical and Critical Care Directorate.

My 12 year NHS career had until this point been in non-clinical roles in IT project and programme management, human resources and IT service management working for one of the largest and busiest multi-site acute teaching hospitals, serving a population of over 2 million.

When invited to undertake my assignment for a large 489 bedded district hospital, I was excited yet apprehensive of working away from home in my first clinically based appointment.

The objectives of the assignment were outlined in my agreement letter, I was to deliver two highly sensitive action plans following recent service reviews, develop and put in place escalation processes and to monitor review frameworks for operational and clinical leads.

From day one, I was in at the deep end getting to grips with the intricacies of both projects, finding out about complex work streams, managing the day to day activity and engaging with key staff at all levels.

Many challenges were faced and many overcome due to the persistence and determination of myself and the team. Priority had been given to both projects due to the nature of the service reviews and the high level scrutiny of the Trust Executive team.

Project deliverables were recorded and reported regularly to the Trust Executive and external agencies at key stages,

I introduced a monitoring framework using a RAG rating and submitted regular highlight reports that received positive feedback from the Executive Team.

The opportunity for innovation and efficiency arose at many points during my assignment, following agreement from the project board, I was able to initiate and support various service improvements within surgery and urology, including:

- Sourcing and supplying mobile devices for consultants and their teams;
- Supporting a comprehensive clinical audit that won a regional medical trainee award;
- Helping improve the recording and reporting of Enhanced Recovery Programme patient feedback, and initiating the introduction of the programme into urology services;
- Contributing to the writing of the new medical handover standard operating procedure, Doctors Charter and information leaflets for patients and staff.



A key benefit for the team in the Trust was having a dedicated project manager to manage and coordinate day to day activity, introduce a governance structure, ensure momentum and progress continued, whilst balancing daily operational priorities and pressures.

I have experienced first-hand how NHS IMAS can provide invaluable support to organisations at a time when daily pressures can get in the way of finding new ways of working and innovation. I strongly support sharing expertise, knowledge and experience with colleagues in other organisations and look forward to my next assignment.

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Capacity and demand planning with the University of Surrey

The Elective Care Intensive Support Team and the University of Surrey held a three day course on capacity and demand planning recently.

The first full-time, non-residential, short course was fully booked and all 15 places were taken up by healthcare professionals, operational managers and commissioners from across the NHS. The course helped them to develop and share best practice regarding capacity planning – including data handling, modelling and change management to enhance contract negotiations and ultimately patient outcomes.

The course was led by operational and academic experts from NHS IMAS and the Department of Healthcare and Policy at the University of Surrey, by teaching analytical techniques and tools in real world scenarios to generate practical insights and embed learning.

The feedback from attendees was extremely positive with delegates saying the course offered a good balance of theory and real world implementation, with the majority of attendees saying they would recommend this course to colleagues with similar roles.

Elective care IST annual conference

The Elective Care Intensive Support Team recently held its annual conference in Leicester.

The keynote address was delivered by Tricia Hart, Chief Executive Officer at South Tees Hospitals NHS Foundation Trust on the approach to Elective Care in her organisation. The event also hosted several workshops, including incentivising clinicians in Elective Care and managing inter-provider transfers within cancer services.

The event, free of charge to NHS staff, was attended by over 150 delegates from across the NHS. The feedback from delegates attending was very positive with many saying it provided practical support for their day to day work.

You can view the presentations on our website at:
www.nhsimas.nhs.uk/intensive-support-team

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Quick Splash – Adrian Audis

Interim Management and Support

I am on assignment as...

Contracts and Finance Manager on the 100,000 Genomes Implementation Unit. Our role is to implement the Prime Minister's commitment to whole genome sequencing by delivering the sequencing of 100,000 genetic codes to support research and clinical learning, earlier diagnosis and clinical care.

My typical day involves...

A wide and varied day including both contractual and finance issues while at the same time meeting some very talented and interesting people. The beauty of the role is that no two days are the same. Being part of a small project team requires a significant amount of flexibility; this is great for personal development and allows me to contribute to the wider project as well.

The best thing about my job is...

It is difficult to single out one best thing; this role has pushed my comfort boundaries and widened my horizons significantly. At the same time I work with a great team that I learn a great deal from. I guess if I had to choose, it would be the ability the role has given me to contribute to such a transformational and high profile project.

Have you been on an NHS IMAS assignment before?

This is my first assignment with NHS IMAS and I am currently seven months in to the role.

Word of advice for other pool members...

You will learn a great deal from being involved in some interesting areas of work. However, be prepared to manage the complexity that will exist within some projects.

What do you want to do next?

I would like the opportunity to focus on another national project after this one. But regardless, I would like to take what I learn from this project and utilise it on other projects in the future.

If I didn't work in the NHS...

It is difficult to imagine; I guess in another life I would like to be involved in project management on large scale civil engineering schemes.

In my spare time...

I enjoy being with my family. Oh, and watching Lincoln City!

