

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

NHS IMAS says goodbye to the ISTs

This month, NHS IMAS says goodbye to the two Intensive Support Teams (ISTs) as they transfer to NHS Improvement on 1 April 2016. The ISTs specialise in Urgent and Emergency Care, run by Russell Emeny, and Elective Care and Cancer, run by Nigel Coomber, and focus on improving performance, quality assurance and programme enhancement. Stephen Duncan, Director of Operations and Delivery, has been leading the Emergency Care Improvement Programme (ECIP).

NHS Improvement is the operational name for a new NHS organisation that brings together Monitor, the NHS Trust Development Authority, the Patient Safety Team, the National Reporting and Learning System, the Advancing Change Team and the Intensive Support Teams. NHS Improvement is responsible for overseeing foundation trusts, NHS trusts and independent providers.

The ISTs have been hosted by NHS IMAS since 2008. They have supported 219 organisations with over 450 assignments and have supported or hosted nine national programmes on improvement most recently, ECIP. In the past four years the ISTs have also held seven national conferences with over 2000 attendees. The ISTs have had a major impact across the country by reducing performance variation, increasing and maintaining focus on key performance priorities and enhancing constructive working relationships across local health communities.

NHS IMAS wishes the team every success with NHS Improvement and we will continue to use the expertise and skills of the IST staff. The IST Directors, Nigel Coomber and Russell Emeny, National Directors for the Elective Care and Cancer and Emergency Care ISTs respectively, will remain Partners with NHS IMAS.

"The ISTs have thrived as part of NHS IMAS, having been allowed the space and support to develop into high performing teams with a really good national reputation. As we move into NHS Improvement, we will take with us effective processes and a strong, values based approach, both of which have been enabled and encouraged by NHS IMAS. We wish all our colleagues the very best for the future."

Russell Emeny and Nigel Coomber



Russell Emeny



Nigel Coomber

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This edition of Big Splash marks a key milestone for NHS IMAS as we say 'au revoir' to our colleagues in the Intensive Support Teams (ISTs). NHS IMAS has hosted the Elective Care and Cancer IST since 2008 and oversaw the birth and growth of the Emergency Care IST. The success of the two teams is down to the quality and experience of the staff and their evidence-based, client focused approach to patient care. Colleagues will have noted that the Emergency Care IST has grown in the past year, more than doubling its size, as part of the Emergency Care Improvement Programme supporting health communities that require the most improvement in their emergency care performance.



There have been many synergies between the core NHS IMAS offer and the ISTs, working jointly in many organisations and offering opportunities for IST colleagues to be seconded on assignment to work more closely with trusts, where appropriate. This has led to a rich stream of experience and expertise available to our frontline colleagues. The ISTs have developed a range of tools and models for trusts to use which will continue to be available on the NHS IMAS website until NHS Improvement's website is fully operational.

The good news is that the core NHS IMAS team will continue to work closely with the ISTs, offering support and development opportunities. We will also work closely with other colleagues in NHS Improvement to make sure the breadth of talent and experience we hold on our resource pools is utilised to benefit patient care across the country.

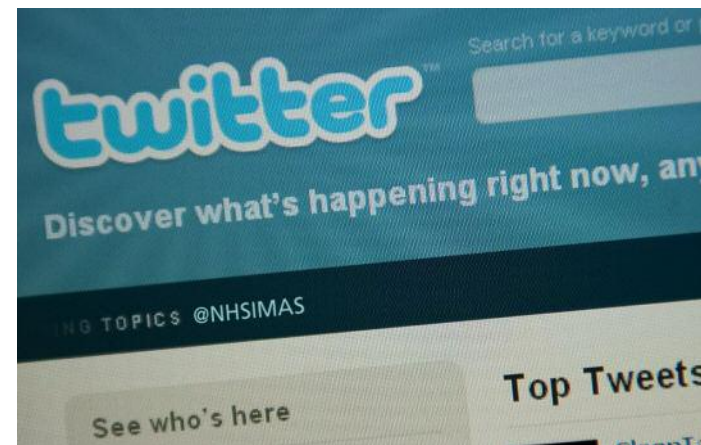
I would like to take this opportunity to say how much I've personally enjoyed working with colleagues in the ISTs and wish them all the best for the future.

NHS IMAS sends its first Tweet!

Our new Twitter account has just been launched to encourage NHS managers to join the NHS IMAS pool and for NHS organisations to use our services.

We will also share details about learning and development opportunities, key areas of work we're supporting across the NHS and current opportunities and assignments – all anonymised of course. If you're on Twitter and want to keep updated with NHS IMAS news, you can follow us at:

[@NHSIMAS](https://twitter.com/NHSIMAS)



BIG Splash

NHS IMAS Business Plan 2016/17



Interim Management and Support

The demand for NHS IMAS services has continued over the last year and our Business Plan for 2016/17 builds on the excellent progress that we have made over recent years.

NHS IMAS is hosted by the Transformation and Corporate Operations Directorate of NHS England with Karen Wheeler, National Director of the Transformation and Corporate Operations Directorate as its Senior Sponsor.

NHS IMAS has 27 senior NHS Partner members and will continue to recruit to the NHS IMAS talent pool, increasing the range of skills and expertise available to the NHS, including increasing the number of clinicians in the pool.

The NHS IMAS core team will ensure the pools remain refreshed to ensure that those pool members who remain are actively seeking assignments through NHS IMAS. NHS IMAS will work to retain high quality pool

members and attract new NHS and independent pool members throughout the year.

As previously mentioned in this edition of Big Splash, the biggest change to NHS IMAS is the transfer of the two Intensive Support Teams (ISTs), which specialise in Urgent and Emergency Care and in Elective Care and Cancer, to NHS Improvement on 1 April 2016. NHS IMAS will continue to use the expertise and skills of the IST staff and the two IST Directors will remain Partners with NHS IMAS.

Last year the feedback on our service was excellent and, where appropriate, feedback from clients resulted in changes to the NHS IMAS processes to ensure that we remain efficient and effective in delivering the needs of the NHS. This positive reputation continues to be the main marketing tool to attract new client organisations and client feedback given during closure calls continues to be strong.

In 2015/16, NHS IMAS took its first full cohort through the unique blended learning course to help NHS pool members develop their consultancy and facilitation skills. It is planned for a second cohort to take place in 2016/17 and information about the course can be found within this edition of Big Splash.

NHS IMAS has accreditation for its Quality Management System to ISO 9001 standards including ISO 14001 (environmental). This is a set of standards that represent international agreement on good quality management practices and provides a framework for taking a systematic approach to managing processes to ensure that it consistently meets customers' expectations.

NHS IMAS will undertake a surveillance visit in May 2016 to ensure it is ready for its next reaccreditation in March 2017.

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Life on assignment - Genese Warburton

NHS IMAS pool member, Genese Warburton, tells Big Splash about her experience on an NHS IMAS assignment

I have been on assignment with a mental health and social care trust since 2013. The initial remit was to undertake a focused piece of work around reducing length of stay on the adult inpatient wards. Since that time I have led a number of whole system service redesigns and now support the Trust on a part time basis as their Service Improvement Lead.

Prior to joining the NHS IMAS pool, I was Assistant Director of Service Redesign at a Primary Care Trust with experience across a wide range of clinical areas including urgent care, long term conditions, older people's services and musculoskeletal. A physiotherapist by background, I have worked in the NHS for over 20 years with a particular interest in redesigning services to ensure effectiveness and efficiency and improved patient experience. I applied to join the NHS IMAS pool after taking a career break to look after my young family.

My current role involves working alongside senior clinical leads, front line staff and executive directors to support the organisation in undertaking service reviews, leading the process of service redesign and establishing a 'future state' that delivers performance improvement across a wide range of critical to quality metrics. Having a background and training in LEAN and SIX SIGMA has enabled me to also support the Trust in embracing these service improvement methodologies.

My time on assignment has been very rewarding and I have supported the Trust through to the national finals of both the HSJ awards (2014) and the BMJ awards (2015) for the work we did on reducing length of stay and redesigning the acute care pathway. In particular we have seen significant impacts on demand management (supporting more people in the community and reducing hospital admissions by 25%), patient experience

and improved quality of care through reduced variation. In addition, we have contributed to efficiency savings allowing investment in new ways of working.

The added value of being on assignment with NHS IMAS has provided me with the opportunity to work on a series of focused time-limited pieces of work with tangible outcomes. This has made best use of my skills and experience and also provided an opportunity to work in a clinical area of the NHS which I had not previously experienced. By providing oversight of the assignment objectives the NHS IMAS team ensure the work stays focused on key deliverables and have also directed me to specific support through the Emergency Care Intensive Support Team (ECIST). ECIST have visited the Trust on a number of occasions to share learning and provided a workshop on the use of Statistical Process Charts which many of our senior clinicians attended.

A key benefit recognised by the organisation of my role on assignment has been the dedicated and focused support I am able to provide. Whilst working very much alongside the team I am able to bring a 'fresh perspective' to the work and ensure delivery stays on track due to the added time and programme management skills I bring. I have thoroughly enjoyed my time with the Trust whilst at the same time extending my skills, knowledge and experience which will be transferable to assist with my next assignment.

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NHS IMAS: developing NHS talent

One of the aims of NHS IMAS is to grow and develop NHS talent so we're always delighted when one of our NHS pool members has been appointed to a permanent role following a successful NHS IMAS assignment.

Following successful assignments, five of our pool members have secured permanent roles within the client organisation since January 2016. Two NHS pool members were appointed to more senior roles and three independent pool members were appointed to permanent roles within the NHS. The five assignments included one at an acute trust, two at Clinical Commissioning Groups (CCGs) and two at national NHS organisations.

Louise Watson, National Multi-Speciality Community Provider (MCP) Lead and Deputy Programme Director for the New Care Models Programme – Five Year Forward View, was a client for one of the assignments at NHS England and talks about her experience of using NHS IMAS and the independent Pool Member, Jane McVae.

"The NHS IMAS Pool Member worked with the New Care Models programme as a Senior Account Manager. Her objectives during the assignment were to support the Multi-Speciality Community Provider vanguards in the South and London to deliver on their goals and also act as my deputy.

The NHS IMAS Pool Member has now moved into the role substantively and expanded her portfolio to include oversight of two other types of care model (Primary and Acute Care Systems and Enhanced Care in Nursing Homes) and has become an invaluable and trusted colleague.

I found using NHS IMAS a very positive experience throughout. From the point I contacted NHS IMAS with my request to the end of the assignment, NHS IMAS colleagues were attentive, ensured that objectives were agreed and contacted me regularly for feedback on how the assignment was going. I was also given the opportunity to provide feedback on my experience. Top marks!

Jane has also fed back on her experience.

"Having worked in similar roles in the same county for 15 years, I felt it was time to take stock of my career and look for a new challenge. I had no idea what I wanted to do but I did know I didn't want to be a consultant.

In applying to join NHS IMAS they helped me think through what my motivations were. I had had a great career in the NHS gaining loads of experience. I still wanted to learn more and be challenged but also to use that experience to put something back.

Within a week of joining NHS IMAS I was put in touch with the New Care Models team and accepted a fixed term contract to support a portfolio of vanguards while the team appointed permanent staff. Within a couple of weeks I knew I wanted to see this programme through to the end and so I applied and was appointed to a permanent role.

Reflecting back, I don't think I would have applied to a national programme. NHS IMAS opened that door for me and when the programme is over I suspect I'll be back discussing what my next challenge could be."

We encourage all senior NHS managers who are looking to progress their career, broaden their experience of the NHS or looking for a new challenge, to apply to NHS IMAS. We can help you to find your next role in a supported, encouraging environment.

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Interim Management and Support

NHS IMAS gets muddy for charity

For the past two years, NHS IMAS has been volunteering at St Vincent's Support Centre in Leeds. The centre provides a



range of services based upon the needs of the local area such as debt advice, IT training, basic numeracy and literacy classes, emergency food parcels, information and advice. As a team, NHS IMAS has been regularly visiting the centre to help in their food bank. This involved rotating the stock, organising the donations and generally doing what we're told!

From April 2016, we will be providing support to a hospice in Leeds. St Gemma's Hospice is the largest hospice in Yorkshire and one of the largest in England. They provide the best possible care and quality of life for local people with cancer and other life threatening illnesses. NHS IMAS will be rolling up our sleeves and getting muddy, helping St Gemma's to spruce up their garden in time for spring. NHS IMAS will also be taking part in various charity events over the next 12 months to help raise money for the hospice including a 10km midnight walk!

Team changes

NHS IMAS are pleased to welcome Julia Taylor to the team.



Julia has joined as a Programme Manager from the Department of Health where she worked for over 17 years, primarily in business management roles supporting senior management teams in corporate and NHS facing functions on resource management, planning, audit and assurance.

Programme Manager Julie Godfrey has left the team to take up a new role as Project Manager within Specialised Commissioning at NHS England. We wish Julie the best of luck in her new role.

Short course in Demand and Capacity Planning for Elective Care

This short course has been developed in partnership with the Elective Care Intensive Support Teams and the University of Surrey and there are still places available on 6 - 8 April 2016 in Guilford.

This is a full-time three-day non-residential course for healthcare managers and commissioners wanting to create and implement resilient demand and capacity plans. The course will teach analytical techniques and tools in real world scenarios to generate practical insights and embed learning. For more information or to book onto the course, please email m.pickering@surrey.ac.uk

Would you like to improve your consultancy and facilitation skills?

In 2015/16, NHS IMAS launched a blended learning package to introduce consultancy and facilitation skills for our NHS Pool Members. This is a flexible and robust package for NHS Pool Members who are either new to working in a consultancy style or would like to improve their understanding. This blended learning package has been accredited by the Royal College of Physicians and the Royal College of Anaesthetists and, on successful completion, will award you with 12 credits towards your Continued Professional Development (CPD).

The first cohort of delegates has completed the course and the feedback has been very positive. They were also very supportive in providing feedback on the materials and format of the course and this has been reviewed and implemented where appropriate, to improve the course.

The second course will be launched shortly in 2016/17 and we already have a number of delegates signed up. If you are an NHS pool member and interested in this opportunity, please contact the team on nhs.imas@nhs.net

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Quick Splash - Lynn Wilmott-Shepherd

Lynn is an NHS pool member and is currently Director of System Transformation across the South of Derbyshire.

My typical day involves ... well, not sure there is a 'typical day'! One minute I can be talking with a Chief Executive about the system change plan and the next I am providing support and guidance to managers about how to overcome the barriers that constantly seem to be in their way or how to tackle a particularly 'wicked issue'. My day means that I have to constantly switch styles, draw on my experience and delve into my knowledge of the various services we offer across Derbyshire. Whatever happens in a day, to me it's all about relationships and knowing the people I work with.

The best thing about my job is... the feeling that I can add value by using my experiences to help others. It's also the challenges that are constantly being put forward, the tight deadlines, the need for a team effort and the knowledge that we are trying to make things better. The bit I really love is the constant need for partnership working and the need to adapt my style depending on who I am working with.

Have you been on an NHS IMAS assignment? No.....this would be my first time!

What do you want to do next? Continue to learn, face challenges and contribute to any team I work with. I am open to new challenges.

If I didn't work in the NHS... well I've worked in education and the private sector so to change now I would want it totally different ... maybe the travel industry.

In my spare time... I try (and fail!) to train my loveable German Shepherd dog. We go on long walks but not sure who is taking whom! I am a dedicated fitness fanatic, working out on a daily basis and I love travelling. My husband and I have travelled in the Far East for the last 20 years but I have managed to get him to go to the Caribbean next year! We also love going away in this country and being with or entertaining our friends, we always seem to have a full calendar!

