

Big Splash

Interim Management and Support

Information for NHS IMAS pool members



Welcome to the Christmas edition of **Big Splash**, the newsletter for NHS IMAS members.

Big Splash has news about progress with the NHS IMAS programme and assignments as well as the support that's available to you.

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Developing NHS IMAS for 2010/11

The NHS IMAS core business plan for 2010/11 has been developed with support from Partners and key stakeholders. It maps out the way forward for the programme and builds on the successes of this year.

NHS IMAS is mentioned in the Operating Framework for the NHS in England for 2010/11 as part of the national response to support recovery and the Quality and Productivity Challenge.

Since April 2009, the team have undertaken 46 assignments which have made savings of over 50% to the NHS. In 2010/11 the programme intends to increase these cost savings by scaling up the number of live assignments.

In conjunction with this, the programme will increase the number of NHS talent pool members by linking into existing NHS leadership programmes and clinical networks.

NHS IMAS will continue to support the leadership development of Partners and pool members by holding a series of tailored events which will enable networking, the sharing of best practice and training on the NHS IMAS tools. The programme will also roll-out a Partner mentoring scheme which will offer every NHS pool

member a Partner mentor when on an NHS IMAS assignment.

NHS IMAS will drive more value for the NHS by focussing on the emerging needs of organisations driven by the Quality and Productivity Challenge (formally QIPP) which include pathway transformation and service reconfiguration.

The focus of the intensive support teams will remain on providing tailored support to local health communities that request help towards sustainable delivery of core operational standards. They will also focus on providing support to organisations to transform services so that they are able to meet both local and national standards.

The business plan has been agreed by the NHS IMAS programme board and will go to the SHA Chief Executives meeting in January for approval.

Life on a NHS IMAS Assignment

This month, NHS IMAS pool member Michele Salter shares her experience of an NHS IMAS assignment and being a participant of the NHS Institute for Innovation and Improvement's National Breaking Through Top Talent Programme.

I am writing this article having just attended this year's Breaking Through Conference where David Nicholson, NHS Chief Executive renewed his commitment to "ensuring there are people from diverse backgrounds at all levels of the service but particularly in more senior positions where representation is poor."

The Catalyst survey in the USA (Catalyst 2002) suggested that giving minority leaders high visibility assignments was crucial to their success. This belief is paramount to why the NHS Institute for Innovation and Improvement's National Breaking Through Programme supports secondments into stretch posts for its Top Talent Programme participants.

As Associate Director of Finance at Imperial College Healthcare I was already in a high visibility organisation with a demanding portfolio. However, I worried that there were insufficient opportunities outside of this organisation to showcase my abilities to work even more strategically and contribute directly at Board level.

With the help of NHS IMAS I needn't have worried. When West Hertfordshire Hospitals NHS Trust (WHHT) approached NHS IMAS for an interim Director of Finance, NHS IMAS were confident that my lack of Director experience was not an inevitable barrier to my suitability to the assignment.

With a long history of financial and performance challenges many observers questioned why I would want to go to WHHT. The Trust sits adjacent to London with easy access to staff and patients to seek the services of London, but without

the financial compensations such as Market Forces Factor or High Cost Area Supplements.

Despite such challenges, the Trust is planning its third successive year of financial surpluses and I arrived in time to positively contribute to the Historical Due Diligence audit as part of the Trust's FT application. I also saw the application through to "Board to Board" where the SHA stated that the whole Board responded well to the challenge provided.

My assignment has been extended to January 2010 and I am hopeful that the developing reputation of NHS IMAS, Breaking Through's Top Talent Programme and my experience at West Hertfordshire Hospitals NHS Trust will mean that another NHS IMAS assignment as an interim DoF is just around the corner.

There have been several winners in this relationship. Without NHS IMAS I may not have had this high visibility assignment, the Breaking Through Top Talent Programme has proven that paradigm shifts can be made in the NHS in response to the diversity and inclusion agendas, NHS IMAS has further evidence that the Breaking Through Top Talent Programme is a rich source of talent and I was able to discover for myself and prove to others my ability to work as a full contributor at Board level. Most importantly for West Hertfordshire Hospitals NHS Trust, this NHS IMAS assignment was successful in fulfilling an urgent need for Director of Finance support.



Michele Salter

"NHS IMAS has proved time and time again that it is able to spot, support and provide a rich vein of talent for interim posts in the NHS. Michele has clearly demonstrated her abilities to work as part of the top team at West Hertfordshire Hospitals NHS Trust and is a valuable asset to the NHS"

Jan Filochowski, Chief Executive, West Hertfordshire Hospitals NHS Trust

For more details on the NHS Institute for Innovation and Improvement's National Breaking Through Programme go to:

<http://www.nhsbreakingthrough.co.uk/>

NHS IMAS Partner Day

The most recent Partner development day included a session on developing the NHS IMAS Business Plan for next year. The scene for these discussions was set by Jim Easton, NHS National Director for Improvement and Efficiency.

Jim's session on the Quality and Productivity Challenge and shaping the future of NHS IMAS gave our Partners strong messages about the future challenges facing the NHS and how we may be able to support organisations to improve quality

whilst becoming more efficient over the next few years.

The day was also an opportunity for Partners to hear first hand from other colleagues who had undertaken NHS IMAS assignments as well as share their experiences and lessons that they had learnt.

The next Partner Development Day will be held in London on Tuesday 2nd of February 2010.

Progress with assignments

We are currently working on 22 assignments in 17 NHS organisations. The scope of current assignments includes;

- Implementing a system to manage a cadre of specialists for a national organisation
- Supporting a delayed transfer of care project at a PCT
- Providing Executive Nurse support at an SHA
- Organisational renewal at a Foundation Trust
- Interim Director of Finance for an Acute Trust
- HR support for an Acute Trust

We are continuing to talk to a number of other NHS organisations about how NHS IMAS can support them.

Good luck to Heather

Heather Sheard, NHS IMAS Programme Manager is leaving the core team this month.

Heather joined the team in November last year and everyone at NHS IMAS would like to thank her for all her hard work on the programme and wish her all the best for the future.

Heather is leaving the NHS to be a director of an online travel company.



Heather Sheard

NHS IMAS Pool Events

We would like to remind all pool members to book a place for the NHS IMAS talent pool events which are taking place in January on the following dates:

- Tuesday 19 January – Leeds, Quarry House
- Wednesday 27 January – London, Richmond House

Places for both events are limited and are available on a first come first served basis. Agenda and timings will be sent out to all delegates shortly.

If you have any further questions about the talent pool events, please contact Lydia Whiteoak @ lydia.whiteoak@nhs.net.

Enquires Mailbox

Please direct any questions regarding the NHS IMAS programme to: nhs.imas@nhs.net

Update from the 18 weeks intensive support team

As you are aware the 18 weeks Intensive support team joined with NHS IMAS in April this year. Its primary function is to support local health communities (LHCs) to achieve the 18 weeks referral to treatment standards.

At the present time the team is working with 35 LHCs on a variety of issues related to elective patient access. In a number of these the team is working very closely with colleagues from the Emergency Care IST (also part of NHS IMAS).

Nigel Coomber, Director of Intensive Support for NHS IMAS, is clear that the task of supporting LHCs in this area is far from over: "On the one hand it may be surprising to learn that the IST is still engaged with so many Trusts and PCTs, given the fact that the NHS as a whole has been delivering the 18 weeks standard in aggregate since mid 2008.

On the other hand, we know that the standard is very difficult to sustain in the face of conflicting pressures, such as finance, and increasing demand. Combine this with the change in performance monitoring (with all specialties needing to reach 90 and 95% for admitted and non admitted care), and the increasing number of LHCs requesting support becomes more understandable.

The team itself is going from



Nigel Coomber

strength to strength, and we are currently in the process of recruiting additional team members. We expect the ISTs work to continue to focus on 3 main issues: capacity and demand management; delivery of the standard for all patients (i.e. not just achieving 90 and 95%); and Orthopaedics in particular.

We are also starting specific work in support of Neurosurgery departments, and are in discussion with the National Cancer Action Team about developing a new (funded) workstream around the two week target for all breast symptom referrals."

Who's in the NHS IMAS core team?

The NHS IMAS core team consists of:

Richard Jeavons
Senior Partner

Janet Walter
Managing Partner

Suzanne Kirwan
Programme Director, NHS IMAS

Nigel Coomber
Director, 18 Weeks Intensive Support Team

Russell Emeny
Programme Director -
Emergency Services Review

Fliss Wood
Team Leader

Lydia Whiteoak
Programme Manager

Gemma Jones
Business Support Manager

Sarah Thackeray
PA / Team Administrator

How to contact us

By phone: 0113 254 6424

By email: nhs.imas@nhs.net

Everyone in the NHS IMAS team wishes you a very Merry Christmas and a Happy New Year