

Big Splash

Interim Management and Support



Information for NHS IMAS members

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

Big Splash has the latest news about the NHS IMAS programme and assignments.

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NHS IMAS achieves ISO 9001 accreditation

NHS IMAS has achieved accreditation to the international standard of good practice BS EN ISO 9001:2008.

ISO 9001 certification confirms that NHS IMAS have a recognised and reliable Quality Management System focused on continually improving our service to support our clients in delivering services to patients.

Towards the end of 2011, NHS IMAS developed and implemented a Quality Management System (QMS) and after several months of successful running, we have undergone an external assessment and are now one of just a few NHS organisations to have this certification.

The introduction of the Quality Management System means that NHS IMAS will continually review and improve its operating processes and services to increasingly add value to the NHS.

By following set 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 demands of our clients.



Now we have received accreditation to ISO 9001 we are authorised to display the UKAS 'Crown and Tick' logo on all NHS IMAS documentation to demonstrate the achievement and our commitment to quality.

The next aim is to work towards gaining accreditation to ISO 14001 which is the international standard for the effective implementation of an environmental management system.

Nominations for the 2012 NHS Leadership Recognition Awards are now being taken, find out more on page 5.



NHS IMAS Annual Report

Contact us

The NHS IMAS Annual Report for 2011/12 has now been published. The report describes our achievements in the last financial year and future plans for the year ahead.

70 live assignments

The report shows that we continue to make extremely strong progress as an organisation during this time of transition. At the end of March 2011, the core team were managing 50 live assignments at any one time and by October 2011 this figure had increased to 63, hitting the Business Plan target of 60, six months early. NHS IMAS were delivering just over 70 live assignments simultaneously by the end of March 2012.

In addition to the core assignments NHS IMAS coordinated 45 assignments for the DH and NHS Transition Programme during 2011/12, identifying and deploying support to deliver this on behalf of the DH and SHAs, and by 31 March 2012 NHS IMAS were managing 68 assignments for the NHS Commissioning Board Authority.

Savings to the NHS

Our commitment to support the NHS and save money is at the forefront of everything we deliver.

In 2011/12 NHS IMAS generated net savings to the NHS of approximately £4.16m and approx £2.96m to the DH, in comparison with independent sector rates for like for like assignments. If independent sector rates were charged, gross turnover would have been £16m.

NHS pool members

As the number of live assignments increases it is vital that we

continue to increase the number of quality NHS IMAS pool members.

The number of NHS pool members continued to grow last year, from 149 in March 2011 to 249 in March 2012. This is a 67% increase.

Developing our existing Partners and NHS pool members remains a key priority. This will be facilitated by events mentioned in previous editions of Big Splash such a pool member networks, a distance learning package and training courses via NHS Elect.

Intensive Support Teams

The Intensive Support Teams completed more than 80 assignments and managed on average 90 assignments simultaneously during 2011/12. The IST's support for individual organisations typically lasts for a period of six months, it can vary from short assurance visits to ongoing help for challenged organisations.

The Intensive Support Teams also provide a wide range of value added activities such as workshops, publications on implementation issues and contributions to the development and implementation of national policy.

The Annual Report is available on the NHS IMAS website.



The NHS IMAS core team

Please direct any questions regarding the NHS IMAS programme to nhs.imas@nhs.net or call the team on 0113 254 6424

If you would like to be included on the Big Splash distribution list or have any ideas for future articles, please contact Karen on k.davison@nhs.net or 0113 254 6424

Investment in Pool Member development

Building on our commitment to pool member development, we will continue to provide Partners and NHS pool members with access to a portfolio of training and development opportunities during 2012/13.

As members of NHS Elect, we enabled NHS pool members to take 40 places on NHS Elect courses during 2011/12.

In addition to the courses already available for the next financial year, we have been working closely with NHS Elect to create a series of small events across the country exclusively for Partners and NHS pool members.

These courses will cover topics such as Team Leadership and Managing Change and there will be 12 places available at each course.

Any spare spaces on these courses that are not required by Partners and NHS pool members will be offered to other organisations in the NHS Elect network, allowing Partners and NHS pool members to link with colleagues from organisations across the NHS.

The new courses will be reviewed on a quarterly basis to assess levels of interest and feedback. The calendar for these new courses will be available soon.

The list of other NHS Elect training courses is available on the members only area of the NHS IMAS website www.nhsimas.nhs.uk

To request further information on the courses available or to register your interest in attending please contact us at nhs.imas@nhs.net or call the core team on 0113 254 6464/6424.

NHS IMAS products *in the spotlight:* Communications Plan template

A different product from the NHS IMAS toolkit is showcased in each issue of Big Splash to demonstrate the broad range of tools available to you.

We do not claim that these tools are 'best practice', but they are good practice, and we know they work as they have been tried and tested elsewhere.

This month, we would like to share the communications plan template.

The communications plan defines all parties interested in a

programme or project and contains a description of the means and frequency of communication.

This may be a standalone document or it may be an integral part of the communications strategy and will set out the tactical approach to deliver the communications strategy.

If you would like a copy of this template or further details on how to use this tool, please contact Karen Davison at k.davison@nhs.net

NHS IMAS team on the move

We would like to welcome Alison Copley to the team.

Alison is on secondment from The Health Informatics Service and joins the core team as a Programme Manager.



Alison Copley

Sarah Peters is currently on assignment with the NHS Commissioning Board Authority, providing secretariat support to the Executive Board meetings.

And farewell to Karen Davison, who is returning to the Health and Social Care Information Centre at the end of the month after a 12 month secondment with the NHS IMAS core team.

This month we hear from NHS IMAS pool member, Dr Suzanne Tyler, about her NHS IMAS assignment supporting the development of Clinical Commissioning Groups

My day job is Associate Director for Maternity and Newborn at NHS South of England working alongside commissioners and providers to facilitate service improvement, safety and quality. My work has involved bridging the clinician/ manager divide to drive sustained improvement.

With the move to Clinical Commissioning Groups (CCGs) the maternity community has been expressing concerns at how primary care clinicians and in particular GPs will get to grips with the maternity agenda and how collaborative work to really embed improvements will continue.

So for me, undertaking an NHS IMAS assignment was a great opportunity to step outside of my regional role and join the national team on secondment, supporting the development of CCGs.

My NHS IMAS assignment was a six month two day a week project to assist CCGs get prepared to be informed commissioners of maternity services. Short projects certainly focus the mind and being realistic about what was going to be achievable was an immediate challenge for me, as was working as a very small cog in the much bigger machine which is about getting CCGs ready for authorisation. The NHS IMAS core team, the client DH department and the host DH department all helped me scope a project plan that fitted within the much broader objectives of transition.

I took an iterative approach to identifying CCGs who were interested in maternity services, gleaned initially from the DH CCG team and SHA maternity leads.

A great number of maternity stakeholders were anxious to engage with this project in order to bring their own perspective and interests to the attention of CCGs.

The output from the project is a resource pack in the form of an interactive PDF, which provides a briefing and overview of the key challenges and priorities in maternity care and flags the opportunities in commissioning. The resource pack comprises eight sections, all with hyperlinks to original source documents and other valuable guidance, templates and specifications.

My project did run to time and the completed output was what was expected at the beginning, thanks mainly to the collaboration and cooperation of all the people who I approached during the project. Through the project I certainly extended my networks, but also learnt very quickly about tailoring an agenda and message to make maximum impact with people who previously didn't know they were even interested in maternity.

My assignment placed me within the DH policy team and an opportunity to see at close quarters, the role, work and challenges of the centre.

This insight is particularly useful back in my NHS job where we often assume that the DH knows more than they do or can 'make' things happen.

An assignment like this is a great opportunity to see how other parts of our health system work and the interdependencies between national policy, regional support and local delivery.



Dr Suzanne Tyler

“A great opportunity to see how other parts of our health system work and the interdependencies between national policy, regional support and local delivery.”

Exciting opportunities for Communications experts

We currently have a high demand for Communications experts to join our NHS IMAS specialist pool.

We have been contacted by a number of national and local organisations, who have exciting secondment opportunities for Communications specialists Grade 7 and above.

We need people with experience in dealing with media, external and internal communications, events and general communications.

If you know of any colleagues who would be interested in these exciting opportunities, please ask them to contact us on (0113) 254 6464/6424 or nhs.imas@nhs.net.

Intensive Support Team Capacity and Demand tools

The NHS IMAS Intensive Support Team (IST) have created more capacity and demand tools which are now available on the NHS IMAS website.

Adding to the endoscopy capacity and demand tool there are now tools for outpatients, inpatient/day care and two week wait cancer.

The tools are available on the website at:

www.nhsimas/nhs/uk/ist

Contact details are included if you require any support in using the tools and if you wish to provide any feedback.

NHS Leadership Recognition Awards 2012

Nominations for the NHS Leadership Recognition Awards 2012 are well underway and the closing date is 31 May 2012.

This closing date may be extended to 29 June 2012, please see the website for confirmation of the closing date.

The peer-to-peer awards aim to recognise and champion strong and creative leadership focused on improving quality for patients.

The awards are now affiliated to the new NHS Leadership Academy so are aligned to the Academy's ambition of

supporting leadership development, setting national standards and raising the profile of leadership.

The awards recognise leadership through nine categories:

- NHS Board of the Year
- NHS Community Leader of the Year
- NHS Innovator of the Year
- NHS Award for Inspiration
- NHS Leader of the Year
- NHS Mentor of the Year
- NHS Newcomer of the Year
- NHS Partnership of the Year
- NHS Quality Champion of the Year

For full details, closing date and to nominate please visit:

www.nhsleadershipawards.nhs.uk



NHS

Leadership Academy

Quick splash...

This month, NHS pool member Patrick Mitchell answers our quick fire questions

I work as... the lead for a new national programme in medical education and also manage the Medical Education and Training team at DH. Both portfolios will transition into a new organisation and I am doing this as an NHS IMAS assignment.

Before, I was a Chief Operating Officer (COO) of a large teaching hospital. Through participation in the NHS Top Leaders programme, my personal development plan steered me towards staying within health, public rather than private, but looking for a strategic, central role rather than going down the CEO route at this moment.

My typical day involves... extensive stakeholder engagement and I am still in the early stages of meeting everyone I need to whilst getting out on the road to meet up with the 16 pilot sites involved in the programme.

Though I thought I knew a reasonable amount about medical education I have been immensely impressed by the sheer volume of work that takes place behind the scenes on analysis and planning for each year's recruitment round, the move to national and more consistent recruitment for each specialty, reviews and planned changes to curricula and the dedication and determination of all those involved to bring about improvement.

The travel has been interesting both in terms of getting out and around England, meeting new people and organisations but also in learning about the wealth of knowledge and enthusiasm there is for this initiative.

The best thing about my job is... that it is providing me with a great opportunity to see how the civil service operates and I have been fortunate to secure a senior mentor who has an extensive experience across various civil service departments.

The challenge of knowing the subject area from a hospital operations point of view has been helpful but not having an understanding of how deaneries and DH work has been more of a challenge and eye opening.

For me I feel like I have taken on a role that is poacher come gamekeeper because as a COO on the whole my concern for trainees was centred on compliant rotas and safety. It is clear to me now that if Trust Boards really focussed on delivering the medical education agenda they would almost by default find their clinical quality and safety improve.

Tell us more about it... the programme will take forward the recommendations of two national reports on medical education led by Professor John Collins and Sir John Temple.



Patrick Mitchell

“ Being at centre stage for a subject area whilst being part of seeing a new organisation being established is fascinating. “

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The programme will lead on a wide range of changes including evaluating a series of pilot sites that will investigate how we might make every moment count for training opportunities, improving the support for clinical trainers, and encouraging service redesign that enables planned reductions of funded training positions and improves the overall way in which medical education is delivered.

The other half of my role is the lead for the Specialty recruitment team within the Department of Health, which covers all aspects of medical recruitment and selection for England. This includes significant stakeholder engagement with everyone for the Deaneries, Royal Colleges, BMA and many more I had never even heard of before starting the role. The team take responsibility for planning training posts available, improving recruitment processes, monitoring fill rates and establishing special task forces for hard to recruit specialties such as for psychiatry and emergency medicine.

What would be your perfect assignment? This current assignment ticks all the boxes and more because it takes me away from my comfort zone providing the new challenge I required whilst allowing me to use all the knowledge built up in my career to date. It also provides me time to decide what next without the pressure of the day to day that a teaching hospital inevitably generates.

Word of advice for other pool members... this is an ideal time to take on a secondment opportunity whilst the NHS moves through such a fundamental reorganisation. For me being at centre stage for a subject area whilst being part of seeing a new organisation being established is fascinating.

What do you want to do next? (assignment or career) It is too early to decide which way I would go next and I am enjoying that fact. I have the option to return to Trust leadership or find a new role in the centre – only time will tell and it's a great feeling to be in that position.

If I didn't work for the NHS... I may have pursued a career in landscape architecture as I almost applied to do a Masters in Landscape Architecture following my first degree in Botany and Zoology, all before joining the NHS as a management trainee. I still am fascinated in the built environment and landscape, much to the frustration of most of the estates directors who I have ever worked with as they have had to endure my incessant interference in building schemes and capital programmes – mostly I would say for the better but I would say that!

In my spare time... I run three times a week, take advantage of the range of delights available from living in central London and spend time in the garden putting my botany to good use!



The NHS IMAS core team based in Leeds continue to take part in a campaign which aims to help all NHS staff in Leeds to have fun, get active and feel good!

NHS IMAS received the Gold award in April 2012 for the combined highest average number of exercise activity minutes logged and weight loss.

Well done team!

To find out more please visit:
www.havefunfeelgoodleeds.co.uk