

Big Splash

Information for NHS IMAS pool members



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

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

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NHS IMAS going forward

Since the last issue of Big Splash there have been lots of exciting developments within the NHS IMAS programme.

We have become part of the newly formed NHS Quality, Innovation, Productivity and Prevention (QIPP) initiative headed up by Jim Easton, NHS National Director for Improvement and Efficiency. This means Jim is our Department of Health sponsor and Sir Ian Carruthers remains our SRO. We will provide more details on this and what it means for NHS IMAS in future issues of Big Splash.

As part of the next stage of the NHS IMAS forward plan, it has been confirmed which five services the programme will specialise in. In addition to these, we will continue to focus on recruiting high calibre members for our talent pools and be committed to developing these individuals. NHS IMAS will only grow as fast as the required talent is available.

The five services NHS IMAS will specialise in are:

Consulting

We pull together individuals or teams to bring objective and external advice to clients

Interim Management

We find managers to fill short or medium term vacancies in an established position or a role devised solely to support a specific assignment or change programme

Intensive Operational Support

We create whole teams to give intensive support to clients for assignments that require more than advice or interim management, e.g. IST tasks such as 18 weeks and emergency care support

Organisational Renewal

We can play a part in a whole organisation recovery or design where an organisation is in crisis or a major reconfiguration is required

Leadership Experience

Using NHS Staff as NHS IMAS partners and talent pool members will help develop them in their leadership capacity through breadth of experience.

NHS IMAS goes into Mid Staffs

NHS IMAS Chief Executive, Antony Sumara has been asked by Monitor to take on the role of Chief Executive at Mid Staffordshire Foundation Trust.

This is a significant development for the NHS IMAS programme and demonstrates the strong reputation we are establishing. Demand for NHS IMAS support is increasing every day and we are currently supporting or searching for support for nearly 40 Trusts across the country.

Antony would like to continue to have a leadership role with NHS IMAS. However, as the Mid-Staffs role is full time, there will be some changes in our internal management arrangements.

Ensuring we continue to grow and support the NHS in this way is vital and one of our Partners, Richard Jeavons, has agreed to lead the programme as Senior Partner until the end of the financial year.

Richard is Chief Executive of the Independent Reconfiguration Panel and will continue with that role, spending between two and four days a month leading the NHS IMAS programme.

The NHS IMAS core team, lead by Janet Walter, will continue to manage the operational aspects of the programme and continue the drive to grow and recruit more high quality pool members.

Your NHS IMAS membership

Over the next couple of months we will be contacting all our partners, their sponsors and our pool members to ensure our records are up to date and to confirm your continued commitment with NHS IMAS.

New team member

NHS IMAS has welcomed a new member to the core team. Sarah Thackeray joins us as Personal Assistant / Team Administrator.

Sarah can be contacted on:
Sarah.thackeray@nhs.net
Tel: 0113 397 3535



Sarah Thackeray

Calling new talent pool members

Do you know any NHS colleagues who would be interested in joining our talent pool?

We welcome expressions of interest from expert and experienced senior NHS staff. At present, we are particularly keen to hear from individuals with strong operational, performance, financial or programme management experience. Many of these individuals are likely to be working in positions immediately below Board level in SHAs, Trusts, FTs and PCTs.

We are also interested in those with excellent analytical, project management or Acute

management experience who are aspiring to reach senior management positions.

Membership of the NHS IMAS talent pool will not be appropriate for all senior NHS professionals. In addition to having expertise in a specific field, individuals will need to be able to demonstrate that they have the right aptitudes for working on NHS IMAS assignments.

For further information and details on how to join, please email
CFH.NHSIMASEnquiries@nhs.net

Enquires Mailbox

Any questions regarding the programme:

CFH.NHSIMASEnquiries@nhs.net

NHS IMAS completes the SHA's Emergency Service Review

NHS IMAS has been leading a major national initiative on emergency care on behalf of the ten SHAs.

Three NHS IMAS partners worked together to deliver the programme. Russell Emeny was the full-time programme director, supported by Anthony Marsh and Ian Sturgess. NHS IMAS also provided an independent sector programme manager to support Russell.

The Emergency Services Review (ESR) was set up just before Christmas 2008. Its aim was to establish what more could be done to support the NHS in the delivery of emergency care standards. By the end of July, the programme had delivered a range of high quality outputs intended to be of significant, practical value to front line managers and clinicians delivering emergency care.

Two good practice guides have been published, one covering local health communities and the other aimed at ambulance services and their commissioners. NHS IMAS have now established an Emergency Services Review Intensive Support Team, modelled on the 18 Weeks national programme, which is now 'in the field' and working with over a dozen local health communities. Three diagnostic tools to support gap-analyses along emergency care pathways have also been published. A short paper looking back over previous winters to glean lessons was also produced, along with a ground breaking study of international good practice in ambulance service provision.



Russell Emeny

Working with SHA colleagues, the ESR has staged six regional emergency care conferences to support emergency care and resilience planning. A further two are planned for September. The programme also collaborated with DH and the SHAs to hold a national post-winter debrief, out of which came a decision to develop new national guidance on escalation.

The ESR is now largely complete and NHS IMAS input is being reduced. We are continuing to provide direction and clinical leadership of the Emergency Care Intensive Support Team and to work with partners on escalation. Russell Emeny said: 'The programme is a great example of the effectiveness of bringing together NHS IMAS expertise to deliver a medium-term national piece of work in a highly effective way. We were able to start the programme within days of being asked, and to deliver the required products at a fraction of the cost of other, similar programmes - and on time!'

Who's in the NHS IMAS core team?

The NHS IMAS core team consists of:

Richard Jeavons,
Senior Partner

Janet Walter,
Managing Partner

Neda Hormozi,
Director, Leadership
Development

Nigel Coomber,
Director, 18 Weeks Intensive
Support Team

Russell Emeny,
Programme Director -
Emergency Services Review

Heather Sheard,
Programme Manager

Steve Bridge,
Programme Manager

Gemma Jones,
Business Support Manager

Sarah Thackeray,
PA / Team Administrator

How to contact us

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CFH.NHSIMASenquiries@nhs.net

Life on a NHS IMAS Assignment

This month Annette Keen, shares her top tips for meeting the expectations of NHS IMAS and the stakeholder organisation when on assignment as an NHS IMAS pool member

I joined the NHS IMAS pool in November 2008 and my experience of NHS IMAS is as an organisation focused on creating value in the way it manages requests for support from NHS organisations, identifies their needs, and matches the capacity and capability of people from the NHS to undertake assignments to meet these needs. It is not surprising then that I found myself on the front line of this value chain where I found the following top tips helpful in meeting the expectation of NHS IMAS and the stakeholder organisation.

For those readers in PCT organisations these tips guide you in how you can get the best out of an NHS IMAS assignment

My top tips for NHS IMAS pool members are:

Understand the clients issues and needs. NHS IMAS will conduct a scoping exercise in order to agree objectives and scope of the assignment. Where possible, pool members should get involved in this at the earliest opportunity.

Be prepared to create a project plan which translates objectives into actions. Expect to be encouraged to clarify and demonstrate how the plan will take forward work and identify deliverables which meet the project objectives.

Be flexible in the approach to project planning. The actual tool used can be influenced by the length of the assignment, preferences of the client organisation and complexity as an assignment can be part of a formal project or programme management office (PMO). Seek a two way flow of information from a PMO; which provides updates on the NHS IMAS

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workstream and updates on wider issues which affect the work. The NHS IMAS Partner can often be helpful to this process even when NHS IMAS are engaged on a stand alone assignment.

Use the project plan to communicate and agree actions with both the NHS IMAS Partner and employees in the stakeholder organisation.

Be disciplined in all aspects of the project plan staying focused on how it is pulled together and applied including getting engagement and input from relevant stakeholders. Some of the key elements of a project plan for NHS IMAS are likely to include:

- Actions and deliverables against objectives and in some cases product descriptors for deliverables.
- The type and amount of resource required (people, equipment and skills) linked to actions and deliverables.
- Timelines and clear milestones.
- A decision log
- A risks and issues log
- Quality, cost, time and safety may also be key elements of the project plan but the degree of focus on these issues can vary according to the nature of the assignment and NHS IMAS partner can provide guidance on this.

Sense check what is actually planned and undertaken by asking if the activities are 'in scope' or 'out of scope'. Ultimately this question may need to be answered by the NHS NHS IMAS sponsor in the client organisation.

Pre-empt the obvious requirement to report. NHS NHS IMAS provides the reporting



Annette Keen

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requirements but weekly updates covering progress in the period, issues and the forward plan of activities in the coming period. In addition, an updated project plan supports monitoring and report of progress both to NHS NHS IMAS and stakeholders.

Focus on using a range of research and information gathering techniques to obtain or check information in order to be well prepared when working with stakeholders. Organising and providing data or information in advance of any face to face discussions with internal stakeholders is not only good practice but demonstrates respect for their time and commitments.

Be able to **identify** when stakeholders need to endorse decisions and at what level this should be taken by considering

who takes responsibility for the consequences of this decision.

Demonstrate how NHS IMAS works with and as part of NHS organisations by showing respect for local knowledge and subject matter expertise of employees.

My golden rule was to work with employees from the client organisation by giving the same level of consideration and respect I would want to be shown; whilst at the same time not being afraid to challenge, check out facts, identifying real constraints and opportunities to work more effectively. I didn't plan to leave a legacy but with hindsight having this at the forefront of my thinking whilst on assignment is the very essence of how NHS IMAS seeks to add value.

Progress with assignments

We are currently working on 20 assignments in 15 NHS organisations. The scope of current assignments includes;

- Providing diagnostic and implementation support to improve an ambulance trust performance
- Interim Chief Executive for large PCT
- Providing Foundation Trust application support
- Patient safety and Board development
- Providing capacity planning, strategic support and developing governance and operating model for transplant service for a Foundation Trust
- Providing programme management for a Public Health programme
- Providing HR guidance and policy for a national flu team

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

A walk down memory lane

NHS IMAS Programme Manager Steve Bridge is taking part in a three-kilometre Memory Walk in aid of the Alzheimer's Society in September and he wanted to take the opportunity to talk to you about their work.

Steve lost his mum to vascular dementia in September 2008, and is now raising awareness of the illness and funds for research and a cure.

"After Mum was diagnosed, I went to my parent's home in Blackpool from Leeds every weekend to take her out and make sure Dad had some much needed respite. Whilst there, I also took care of their day to day activities such as, shopping, paying bills and making sure they had sufficient medical supplies." says Steve.

"The biggest challenge I faced was getting Dad to recognise that he could no longer cope with being Mum's primary carer - he was 80 years old and a very proud man. Eventually, he had a stroke due to the stress."

Another challenge for Steve was making sure he and his father had access to support networks. He was involved in the consultation on the dementia strategy last year and was adamant that there should be one point of contact for families of people with the illness to give advice and help with claiming benefits and accessing social services.

"Even as someone who works in the NHS and is generally aware of the services that are available, I would have benefited enormously from the dementia care leads that are now being introduced as part of the strategy. My dad, who had no idea where to start in terms of asking for help, would have found them even more helpful."



Steve and his mum on holiday

The Alzheimer's Society's Memory Walk takes place across England, Wales and Northern Ireland.

One in three people over 65 will die with dementia

All funds raised will be spent locally to give thousands of people living with dementia access to essential services.

To support Steve in raising money for the Alzheimer's Society, visit his Just Giving page at:
www.justgiving.com/stevebridge

You can also join your local Memory Walk by visiting:
www.memorywalk.org.uk

Leading the fight
against dementia
**Alzheimer's
Society**

Big Splash distribution list

If you wish to be included on the Big Splash distribution list, please contact Gemma:

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