



## NHS IMAS - providing continuity and expertise during changing times

**Our service provides a platform for highly skilled individuals to work with NHS organisations across England. We match the needs of client and individuals so that the right skills are available to the NHS where and when they are needed most.**

As our pool members and clients are aware we provide a way to support local talent development by giving existing NHS staff access to new career development opportunities in their own localities and beyond, bring in experienced NHS leaders with proven track records to provide support on complex assignments, and provide ongoing personal development to pool members through NHS IMAS training offers.

### *The changing Health and Care landscape and meeting current and emerging needs*

This year saw the NHS receive its funding settlement for 2019-24, amidst the backdrop of continuing cost pressures and the uncertainties brought about by Brexit. Despite this complexity and the challenges, maintaining a clear focus on improving health outcomes for our populations, as well

as delivering within the funding envelope remains a priority for all systems. NHS IMAS in setting its priorities for 2019/20, recognises that implementing the impending 10 year plan and working through the practicalities, will need skilled leadership and expertise from across the health and social care system. Many of our pool members can provide expert advice that draws on their knowledge of the realities of how things work at the front line, and can draw on established local networks to enable sustainable change.

Our pool members have a rich history of supporting and delivering evolutionary change in the NHS, and can provide stability and leadership in changing times. Our ability to source expertise quickly and flexibly continues to be a key strength of our

operating model. Our proven track record speaks for itself. In 2018:

- **100% of our clients stated that they would use NHS IMAS again.**
- **Where organisations have used NHS IMAS, we have estimated a year to date saving of £2.3m to the NHS since April (benchmarked against private sector alternatives).**
- **We have delivered seven development webinar sessions, which have been accessed by 116 NHS IMAS pool members.**
- **We have provided 41 training opportunities including NHS Elect courses and blended learning cohorts.**
- **Pool members have supported clients across a breadth of current priority and emerging areas. These include: STP and ICS development, clinical pathway redesign, provider and CCG efficiency, leadership and workforce development.**

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Congratulations HSJ Winners!

#### What are you waiting for?

If you or your organisation are in need of interim support, speak to one of our Programme Managers today by contacting 0113 825 1573 or emailing [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net)

### Richard Jeavons' thoughts

#### *Competence, context and motivation – a focus for progress.*

The expectations and support available for leaders – particularly those in challenging organisations and systems – is an issue addressed in a **recently published review** about how NHS executive level leaders (both in providers and commissioners) can be better supported and empowered to ensure the best possible service is delivered for patients. The review's findings include that recruiting to "challenged organisations" is difficult, that NHS leaders often feel personally isolated from support and that the pipeline of future leaders is underdeveloped.

#### *"A Critical Factor"*

Although some of the review's recommendations around talent pipelines have been tried before with apparent limited success, the NHS IMAS and Midlands and East Executive Talent scheme has demonstrated the potential to identify and develop talent with supported, practical experience. A critical

factor here is clarity, understanding and trust about the respective roles and responsibilities of each local organisation and the collaborative or partnership scheme. Developing this approach further, as an integral part of the new NHS England and NHS Improvement model, will be a high priority for NHS IMAS over the next six months. We will draw on our relationships and networks throughout the NHS in the work we do.

#### *"better supporting executive leaders"*

The review sought the views of a range of stakeholders about better supporting executive leaders. The messages received from the various stakeholders resonate with a sense of externalising the problem to "the system", nebulous accountability and poor recruitment practice. Whether this situation is down to culture, circumstances experienced or both, the key issue is to take ownership of the problem and act.

Providing short and medium term support to the NHS puts NHS IMAS in touch with many challenged NHS organisations and leaders feeling the twin pressures of performance and resources. Whether it is sourcing an interim executive director or experienced senior intervention expertise to tackle a particular issue such as waiting times, the same questions arise about clarifying what is to be done, identifying a competent individual willing to take it on and providing them with the support to deliver success.

These questions are at the heart of meeting the current executive recruitment challenge and in each and every circumstance need honest and rigorous appraisal. Put another way, from the potential candidate's view, how will the triple test lock – What is to be done? Is it doable? Do I want to do it? – be met?



Richard Jeavons





# BIG Splash

## Life on Assignment

by Andy Spring

**A fundamental part of the NHS IMAS ethos is to provide the support that is needed to the NHS whilst striving to improve quality for patients and reduce costs.**

NHS IMAS Pool Member Andy Spring shares his experience of being on an NHS IMAS assignment, supporting a Clinical Commissioning Group (CCG) to deliver a challenging Quality, Innovation, Productivity and Prevention (QIPP) Programme.

### *Delivering Improvement*

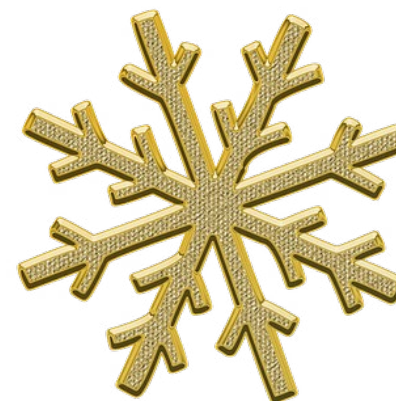
“I was contacted by NHS IMAS regarding an interim Turnaround Director role in an organisation that was not in turnaround but wanted the discipline of the turnaround process. The Governing Body had a strong desire to maintain their track record of delivering improvement and financial duties. My interest piqued and I

expressed an interest in the role. After an interview process, I secured the assignment to help deliver a challenging Quality, Innovation, Productivity and Prevention (QIPP) target and programme.

### *Perseverance with optimism and enthusiasm*

During my time on the assignment, the colleagues I encountered were positive, enthusiastic and ambitious for their patients, practices and staff. Essentially the CCG was full of good people wanting to do a good job under difficult circumstances. Capacity can be an issue in commissioning organisations and this CCG was no exception.

We introduced changes to the QIPP Programme and combined this with focused attention on some quick wins. The whole CCG got involved and the efforts of a few tenacious individuals within the CCG started to pay off, build confidence in the plan and in our ability to deliver.



### *Journey to deliver change*

The focus of our efforts was always to improve the outcomes for patients and to improve the use of taxpayers' money. Understandably along the journey to deliver a sustainable plan, relationships across the system tend to become strained. As an interim I was in a position to provide independent challenge to the system and to say and do things that often prove more difficult for those who see their longer-term future in the system.

A good friend of mine reminded me that ‘the darkest hour comes before dawn’ and it would be fair to say we had a few dark hours but we kept the programme on track, with the commitment and full support of the Governing Body, GPs, Lay members and staff.

### *Continuity and Support*

Six months into the assignment, despite organisational change within the wider system configuration, we maintained our focus. The CCG continued to deliver a good financial performance and the QIPP

programme. The focus of my role changed to supporting individuals through the wider changes whilst still keeping a watchful eye on the delivery of the QIPP programme and ultimately handing over the reins for sustainable delivery.

I loved my time with this CCG. The Executive Team, staff, GPs and Lay Members were a delight to work with (and were very supportive). In addition, NHS IMAS maintained good contact throughout the whole assignment and made the whole process of taking on an assignment simple and straightforward. The continuous feedback was always constructive and supportive.”





# BIG Splash



## Interim Management and Support

### Quick Splash - Vittoria Polito



**Vittoria Polito**

**Hello, my name is... Vittoria Polito, I am currently on an NHS IMAS assignment with the NHS RightCare programme in the central intelligence team (within NHS England) leading on the Pathways Programme.**

**Tell us a little about the programme you are current working on in your NHS IMAS assignment?**

The NHS RightCare programme uses three phases to support local health economies to address unwarranted variation and to

improve population health outcomes; these are “Diagnose”, “Develop” and “Deliver”.

The pathways programme supports the second NHS RightCare phase of “Develop” by producing a system wide “pathway on a page” on different topic areas. This resource supports local health economies to concentrate their improvement efforts on where there is greatest opportunity to address variation and improve population health. The “pathway on a page” identifies what a good system looks like and is developed in conjunction with leading clinicians, professional bodies such as National Institute for Health and Care Excellence (NICE) and the Royal Colleges along with leading charities and patient groups.

**What made you decide to take this NHS IMAS assignment?**

I was really interested in undertaking this assignment as the role is completely different to the very technical and statistical work that I was undertaking in Public Health England and primarily involves a lot of stakeholder engagement across a wide range of topics. I started the

assignment in October 2017, initially for nine months, which was subsequently extended by a further eight months. I am extremely pleased to have been asked to stay on to support the programme as the past nine months have gone by so quickly and no two days are the same!

**What does a typical day involve for you in your current role?**

Topic areas that I have worked on so far include (Chronic Obstructive Pulmonary Disease (COPD), Headache and Migraine, Cardiovascular Disease (CVD) prevention in people with Severe Mental Illness, Neurology (Parkinson’s, Motor Neurone Disease and Multiple Sclerosis), Community Rehabilitation and Frailty. In any one day, I could be attending meetings on these topics, facilitating workshops with stakeholders, creating the pathways or delivering a webinar.

**What is the best thing about your NHS IMAS assignment?**

The assignment has been absolutely fantastic as although I have clear objectives to work towards, I have also been given the

autonomy to run the pathways programme in my own way. In the role, I was also extremely fortunate to have been assigned two team members to work alongside me who have been invaluable in helping me to meet my objectives.

**What advice would you give to other NHS IMAS Pool Members?**

I would encourage anyone to undertake an NHS IMAS assignment as it really is a beneficial experience to be able to work on projects that are outside of your comfort zone and to be able to develop your skills and knowledge. NHS IMAS also made the whole secondment process extremely easy, they were great in getting all the necessary paperwork arranged and liaising between NHS RightCare and Public Health England and they are also with you throughout the assignment to ensure that everything is going well. I have thoroughly enjoyed this assignment and it has been a real pleasure to work with the whole NHS RightCare team.



# BIG Splash



## Pool Member Development

NHS IMAS is proud to offer a range of training and development opportunities for our pool members throughout 2018-19.

**DON'T MISS OUT** – Register your interest in upcoming training and development opportunities!

*Save the Date!*

**Wednesday 23 January 2019**

We are delighted to share details of our next webinar taking place in the New Year.

NHS IMAS will run a webinar exploring the topical subject of Sustainability and Transformation Partnerships and Integrated Care Systems, for our NHS IMAS pool members on Wednesday 23 January 2019 at 11:00.

This session will be presented by Gerard Hanratty, Partner of Browne Jacobson, legal experts working together with health and social care providers, commissioners and regulators. More information about this webinar will be available on the [NHS IMAS website](#).

Since April 2018, there have been seven webinars for our NHS IMAS pool members which have proved extremely popular. If you missed any of these sessions, recordings are available to view on the [NHS IMAS webpage](#).

The most recent webinar took place in November 2018, presented by Val Glenny, the author and facilitator of the NHS IMAS Introduction to Consultancy and Facilitation Skills blended learning course. Val provided a high level 'Introduction to Consultancy Skills' and shared different tools and techniques for use when undertaking consultancy assignment. This Webinar can be viewed [here](#).

We would welcome your feedback on other topics you would find helpful for NHS IMAS to run webinars around. Please send your recommendations to [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net).

Some of our other previous webinars can be viewed on our [website](#) and have included:

- 1** [Challenges facing Sustainability and Transformation Partnerships \(STP\) and Integrated Care Systems \(ICS\)](#)
- 2** [Focus on top tips, emerging national guidance and waiting times](#)
- 3** [Personal experience and reflection of working in different types of NHS organisations](#)
- 4** [How to implement 'new ideas' in the front line service](#)
- 5** [Case study of five year improvement programmes](#)
- 6** [Reducing long hospital stays - a national priority](#)







# BIG Splash

## Help us get the word out

**Do you work with talented NHS leaders with a wealth of skills and knowledge that can be shared with other parts of the NHS? Why not tell them about the NHS IMAS talent pool!**

We are looking for highly experienced and motivated senior individuals, across all specialities, currently working at Agenda for Change (AfC) 8d or above (or 8c ready to take on a role at 8d), to join our talent pool.


We are particularly looking for successful and capable senior managers with significant experience in the following areas:

- **Operational Management**
- **Finance and Contracting**
- **Programme and Project**

NHS IMAS is successful at delivering interim and consultancy resourcing to the NHS in England because of the quality of our pool members across all specialties.

*Don't forget to tell your colleagues the NHS IMAS talent pool gives access to a range of support including:*

- Being part of a large network of senior NHS leaders.
- Mentoring and coaching, where appropriate.
- Access to our blending learning course - Introduction to Consulting and Facilitation Skills.
- Access to NHS Elect courses.
- Exclusive access to regular learning webinars.
- And so much more...



Anyone interested can find out more, by checking out the **NHS IMAS Corporate Brochure** or visiting the **NHS IMAS webpage**.



## Interim Management and Support

# Our survey said..... Thank you!

We would like to say a very big thank you to all of our readers who took the time to provide valuable feedback on our quarterly Big Splash newsletter.

We are continuing to make changes to current and future editions of the newsletter to ensure Big Splash remains an interesting and informative publication.

### Recap of what you value the most:

*Visually engaging and easy to read articles*



*Features sharing best practice and top tips*



*Information on support and resources*



The feedback survey is now closed, however; your ongoing feedback is important to us to help us to improve our service by understanding what we are doing well and what we can do even better. If you have any comments or suggestions please feel free to contact us via [email](#), [Twitter](#) or [LinkedIn](#).



In response to your recent feedback, we will now be highlighting examples of good practice and innovation in the NHS. In this edition we are sharing the experience of NHS IMAS pool member Liz Rippon, Chief Operating Officer, currently on assignment at RM Partners (RMP). Under her leadership, the RM Partners RAPID prostate pathway teams at the three pilot site Trusts have recently celebrated a well-deserved HSJ award for Acute Sector Innovation 2018 for the RAPID project.

## Best Practice: Rapid Access to Prostate Imaging and Diagnosis Project

By Liz Rippon and the RAPID Project Team

**The RAPID Project highlights the pioneering and collaborative approach taken to define a transformational pathway, which reduces diagnostic waiting times and improves the quality of patient care and experience.**

The RAPID pathway comprises a one-stop model where men with suspected prostate cancer have a multi-parametric MRI assessment with a specialist clinician, and if necessary, a specialist biopsy utilising the latest technology – all on the same day. This means that those who have no or low grade prostate cancer as seen on the MRI – around one third of men on the pathway – do not go on to have a biopsy and can be safely discharged without further investigation, back to the care of their GP.

The success of this project has not been accomplished without its challenges. These included:

- Recruitment, particularly clinical nurse specialists

- Training in use of FUSION technology for trans-perineal biopsy
- Ensuring adequate MRI capacity, with subsequent specialist reporting
- Implementing and scheduling all diagnostics on the same day

To help spread learning and best practice, the RAPID teams ran several joint training days and held day visits for other organisations and Cancer Alliances interested in implementing RAPID to observe it in action.

The overall feedback so far has been overwhelming positive, with 95% men stating that they greatly appreciated the speed at which they had been seen and were able to be given either the all clear, or a diagnosis of cancer. By refining the whole pathway journey, the project has reduced the worry time for patients and improved their experience of care.

Two information videos have been produced that provide an overview for healthcare professionals

interested in learning about setting up a similar service, and information for patients explaining the patient journey on this new pathway. The videos can be found [here](#).

**More information about RAPID is available on the [RM Partners website](#) or you can contact [rmpartners.rapid.info@nhs.net](mailto:rmpartners.rapid.info@nhs.net)**





# BIG Splash

You asked for more resource and advice so here it goes....

## Tips for Interim CV writing

Here at NHS IMAS CVs are the topic of discussion with both pool members and our clients on a daily basis.

The process of writing a CV as a senior manager doesn't have to be as challenging as it seems. Yes, we hear you say that condensing a range of positions, the measured success of programmes of work, and a long list of qualifications is difficult to present in a brief and succinct CV.

Try some of our top tips when you next look to update your CV for your NHS IMAS assignment and you'll wonder what all the fuss was about.

### Marketing Tool

Your CV is your key marketing tool, prior to interview. The purpose of a CV is to get you shortlisted for an interview. You need that interview to get the job. It is tempting to include a lot of detail spanning your entire career which can make your CV long. The first page gets the most attention so it is likely that third, fourth and fifth pages will not be read at all. Keep it to two pages if possible!

### NHS IMAS TOP TIPS

- 1 Where to start?**  
An opening statement - a short summary of you! Include a profile statement summarising your core expertise, skills and experience. Emphasize your years of experience and highlight what you do best.
- 2 Go on, flaunt your achievements**  
List your key achievements, clearly demonstrating what you have delivered. Make sure they are focused on tangible outcomes.
- 3 Chronological employment history is key**  
Clearly list your employer, job title, grade, the dates you undertook that role and a summary of your achievements in that role.
- 4 Qualifications, Qualifications, Qualifications**  
Summarise relevant qualification and education history.

- 5 Publications – in or out?**  
Only include if it's relevant to the role! Now this will likely apply for Medical Director and clinical roles. It's worth remembering that if we have them on file and they are requested, we can always forward them on.

- 6 References – leave them out**  
We obtain references for you during the registration and data refresh process, so there is no need to include these in your CV for NHS IMAS.

The full guide to 'What makes a good CV' can be found in the members section of the [NHS IMAS Website](#).

If you would like feedback on your CV or if you would like to provide us with an updated or additional CV, please contact the team on 0113 825 1573 or [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net)

### Don't Forget

*The best CVs are presented in a simple word format so that it can be easily read. Ditch the photo, large attachments and coloured text.*





# BIG Splash



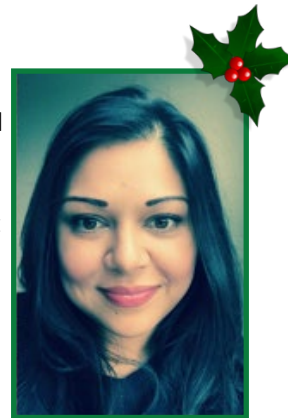
## New beginnings...

**Let's give a warm welcome to NHS IMAS' newest team member**

We are delighted to announce that Fazila Dingmar we be joining the NHS IMAS team on assignment as Programme Director. Fazila has a a background in programme delivery and consultancy in the NHS, and currently works for NHS England.

This assignment once again highlights NHS IMAS' commitment to support and develop senior NHS staff to progress their career. We like to "walk the walk"!

We also say thank you and goodbye to two team members who joined us on assignment – Karen Beech, Programme Director, and Jan Pearce, Programme Manager. Please join us in wishing Jan and Karen all the very best and continued success in their careers.



Fazila Dingmar

## Congratulations to HSJ Awards' Winners!

**A big round of applause to all 26 winners of the 2018 HSJ Awards announced in November. Special congratulations go to NHS IMAS Partner - Julian Hartley, CEO of Leeds Teaching Hospitals Trust, and pool member Liz Rippon, on assignment as Chief Operating Officer at Royal Marsden Partners (RMP -West London Cancer Alliance, hosted by The Royal Marsden NHS Foundation Trust).**

Julian's team won the Staff Engagement category for their sustained efforts to implement the Leeds Way of working. The award recognises and highlights the engagement work the Trust has done with every member of staff to involve them in delivering the organisation's vision, values, and goals. The impact of the initiative is reflected in the Trust achieving the biggest national shift in staff engagement scores seen in acute trusts in recent years.

Under Liz's leadership on assignment at RMP, her team won the category for Acute Sector Innovation at this year's awards, against stiff competition. Their RAPID (Rapid Access to Prostate Imaging and Diagnosis) project has transformed the pathway for diagnosing men with suspected prostate cancer, and is highlighted on [Page seven](#).

Both these case studies resonate with the ethos of NHS IMAS, in that we value and recognise the contribution of staff, we aim to deliver sustainable change; and ultimately it is the patient and improving health outcomes which is at the core of everything that we do.

## Merry Christmas from all at NHS IMAS

In lieu of sending Christmas cards, the NHS IMAS team will again make a donation to charity. Our chosen charity is Candlelighters, which provides essential help and support to children with cancer and their families in Yorkshire. It is formed and run by parents of children who have or have had cancer, ex-patients and the medical staff who treat them.

For more information on the fantastic work they do in the region, please visit [www.candlelighters.org.uk](http://www.candlelighters.org.uk).

Merry Christmas and a happy New Year from all of us at NHS IMAS!

