

STAY IN TOUCH

NHS IMAS telephone number is changing to 0113 360 9090 from 7th October. Please change our contact details.

Supporting Regional Talent Boards

The NHS is committed to supporting emerging NHS leaders, nurturing their leadership skills and behaviours in environments which look beyond their organisations and work as part of a local health and care system.

The approach to talent management across the health and care system has seen foundations laid by the 'Developing People: Improving Care' leadership development framework and emphasised in the NHS Long Term Plan's commitment to better support senior NHS leaders through a systematic regional and local approach for identifying, assessing, developing, deploying and supporting internal talent.

Local Priorities

Recent years have seen the establishment and growth of the Regional Talent Boards (RTBs), engaging senior leaders of NHS organisations from within the regions, endorsing and steering the Board's direction and agenda based on local priorities, responding to issues and gaps. This work has gained momentum over the past few years. NHS IMAS has played an integral part in the very first Executive



Talent Management Scheme in the Midlands and East through supporting talent pool management, pool member placement and support as well as assignment management from start to end since 2017. This offer is being extended to other regional talent schemes, including the North Executive Talent Scheme. This enables a high quality, sustainable approach to identify, develop, support and deploy leaders, at all levels, in producing a compassionate, inclusive leadership culture with patients and local communities at its heart.

Tailored Support

NHS IMAS offers its support as an anchor to enable each of the RTBs to deliver on support to effective NHS leaders. The level of support can be tailored to the requirements and maturity of each RTB; from talent pool management through to full scope, placement of pool members and support whilst they are on assignment, including coaching and a mentor; access to peer networks, support, training and assignment management for the client with comprehensive report and governance arrangements in place.

We are also excited about supporting the establishment and development of the recently launched Exceptional Leaders Programme which is aimed at enabling retired Executive Nurses to mentor and support current Director of Nursing leaders, helping to broaden their skills and fulfil their potential. Read more about this inspiring programme on [page 7](#).

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As work is continuing, look out for updates on these developments in future editions of Big Splash.

BIG Splash

NHS

**Interim Management
and Support**

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Richard Jeavons' thoughts

A retirement and reflections from the day job

This week the Chair of the Independent Reconfiguration Panel (IRP) – my day job for the last ten years – retires after two terms of office spanning seven years.

In that time the IRP has advised three Secretaries of State about disputed NHS service changes some 37 times covering a wide range of issues including the closure of local community hospitals, the sustainability of core district hospital services and the concentration of some services such as vascular, stroke and heart surgery. Whilst each of the 37 cases is of course unique, reflecting its local context and the particular issues it raises, a look across shows patterns including better clinical evidence being applied and more involvement of patients and the public. Looking ahead, the enduring and yet changing nature of the relationship between the NHS, patients, the public

and local communities is a fundamental challenge. As the IRP has noted many times, involving patients, the public and communities is fundamental to delivering better health services – and to be successful must be a continuous way of working rather than a task to tick off when a local service needs closing! Out of the inevitable chaos of the 2013 reorganisation has emerged some better and more consistent practice in this field which needs to be promoted and developed for the future. For those responsible for commissioning and providing health services, the duty to involve is a legal requirement unaffected by policy initiatives such as sustainability and transformation partnerships, integrated care etc. The shifting nature of relationships between organisations needs to be underpinned by better public involvement otherwise disaffection will

grow and thwart ambition. Perhaps, never more than now, public involvement in the NHS must be considered in the context of the changing politics of local and national democracy.

Finding ways for users of services and the public to have greater influence over their health and health services is the only way forward for the NHS.



Richard Jeavons

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Life on Assignment

Jane Higgs

NHS IMAS pool member, Jane Higgs, tells Big Splash about her experience of the various NHS IMAS assignments and shares the learning from her assignments.

Over the last 18 months I have had the opportunity to undertake a range of assignments through NHS IMAS, working with both commissioners and providers to improve services for patients. The assignments varied from supporting improvement across Urgent & Emergency Care (UEC) within an Integrated Care System (ICS); providing leadership to the implementation of a mental health improvement plan across a local system's Integrated Care Partnership (ICP); to strategic leadership supporting improvement in hospital handover across an ambulance trust region with commissioners.

Focused leadership

Reflecting on the various assignments, there are common elements that gave opportunity to utilise skills and strengths. All the assignments involved focused leadership, support and constructive challenge along with processes to hold systems to account for delivering

improvements through jointly focusing on solutions. The skills and processes are transferable and support the ongoing development within local systems to ensure sustainable improvement for services and patients.

Positive Progress

As we all know, NHS capacity is stretched with numerous and competing priorities, so having the additional support to maintain the energy, traction, focus and pace to delivery in a specific area supports NHS organisations to deliver projects within limited timeframes. Having the focused capacity has undoubtedly made positive progress for patients, their loved ones, staff and teams and this work stands us in good stead going forward.

NHS IMAS support

The positive aspect of having the assignment through NHS IMAS meant that there was support at the end of a phone or email, clarity of objectives and ongoing assurance that the assignment was on track from both the organisation's perspective as well as from my perspective. In addition, being an NHS IMAS Pool Member I have access various development and webinars to further my own skills and knowledge.



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Pool Member Development

NHS IMAS are proud to offer a range of training and development opportunities for our pool members throughout 2019-20.

COHORT FIVE

Cohort five of the blended learning course has been officially launched. This is a flexible and robust package for our NHS pool members (those employed within the NHS) who are either new to working in a consultancy style or would like to develop their consultancy and facilitation skills. We would like to wish delegates all the best on their learning journey and hope they enjoy everything the course has to offer! An introductory webinar was held on Wednesday 25 September 2019 enabling the new delegates to meet each other and talk through all aspects of the course.

If you have any questions about cohort five of the Blended Learning course or any further cohorts, please contact Daniel Wood on daniel.wood7@nhs.net.

SAVE THE DATE

Wednesday 9 October 2019 at 11am.

We are delighted to share details of our next webinar taking place in October 2019.

NHS IMAS will run a webinar taster session exploring the topical subject of 'Handling Difficult Conversations', for our NHS IMAS pool members on **Wednesday 9 October 2019**.

This session will be presented by Marion Smith, NHS IMAS pool member and experienced facilitator.

More information about this webinar session can be found on the NHS IMAS website.



Catch up on all our webinars, including the ones below [here](#)

1. The career ups and downs of a budding NHS Chief Executive and how NHS IMAS supported the journey

Delivered by NHS IMAS Partner Andy Graham, Director of Operational Performance, Essex Partnership University NHS Foundation Trust.

2. Surrey & Sussex Healthcare NHS Trust (SASH) 'Our Improvement Journey'

Delivered by NHS IMAS Partner, Michael Wilson CBE, Chief Executive, Surrey & Sussex Healthcare NHS Trust

3. Development of integrated community services that support people to stay well at home

Delivered by NHS IMAS Partner, Richard Kirby, Chief Executive, Birmingham Community Healthcare NHS FT

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Quick Splash - Nick Hall

Hello, my name is...

Nick Hall, currently working at NHS England and NHS Improvement as Head of NHS 111 and Integrated Urgent Care (IUC). I lead both a policy and operational team that saw the initial piloting and full England roll-out of a three-digit number for access to urgent care services- better known as NHS 111. I have managed the service growth from establishment to its current level with now over 17 million calls a year made to NHS 111.

What does a typical day involve?

I am extremely fortunate in this role in that no two days are ever the same. I am supported by a great team that has made tremendous advances in helping patients access urgent care services. I have both policy and operational management responsibility for both the call handling elements and shaping the policy of the IUC service as a key part of a transformed urgent and emergency care system. My day can range from the operational management of the NHS 111 national contingency service to ensure that when a local NHS 111

call handling provider experiences a technical, or operational failure; giving a presentation on a national platform on the implications, and opportunities, for IUC arising from the NHS Long-Term Plan; talking to one of the UK's devolved administrations about the roll-out of NHS 111 in another country; or like everyone else just working my way through endless emails...

What is the best thing about your job?

Working with a really talented central and regional team that never ceases to amaze me with their commitment,



capability and capacity to innovate and overcome seemingly intractable operational difficulties. The team has developed a service that is valued by the public and service alike and which should leave a lasting legacy of changing the way the public accesses urgent care services.

Have you been on an NHS IMAS assignment?

In a past role I actually worked on the establishment of NHS IMAS - known then as NHS Advisory and Interim Management (NHS AIM). It was originally conceived to help the NHS find talented people from among its own staff to fill interim or challenging roles. 11 years on and NHS IMAS continues to offer a value-for-money solution by providing pool members that can help delivery sustainable change. I am now keen to test my own knowledge, skills and experience in a challenging role.

Word of advice for other pool members

I thoroughly enjoyed the blended

learning courses – consultancy and facilitation skills – offered as part of the support available as an NHS IMAS pool member. I would commend anyone thinking of joining to immerse themselves fully in the excellent written exercises and workshops. Having said that, you will definitely need to find, and protect, enough time in your diary to undertake the necessary course work - but you will find it time well spent.

If I didn't work in the NHS...

I nearly joined the merchant navy as an engineering officer in my teens and often wonder how my career would have looked, and where in the world I would live now, had I chosen that particular career path. I like to travel and would have loved to have worked and lived in another country and to have experienced an entirely different culture to here.

In my spare time...

I love to spend time with my family and to walk in the beautiful Yorkshire Dales, Austrian mountains or on a soft Mallofcan beach...

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Career development, flexible working and tailored support

Here at NHS IMAS we recognise that NHS staff entered their profession not just to develop a career path, but to accomplish something and strive to improve patient care; with a sense of it being both a vocation and a privilege. With this value set, the legacy left as result of the work and contribution of our Pool Members on assignment, is an important factor in assignment management.

To achieve this, our approach is very much geared towards enhancing the experience and skills of all our pool members by making tools and opportunities accessible to help our NHS pool members to grow.

Here are just a few of the benefits for NHS Pool Members:

To find out more about the opportunities available to you, check out the [NHS IMAS Corporate Brochure](#) or visit the [NHS IMAS website](#)

Access to our blending learning course
- Introduction to Consulting and Facilitation Skills

Regular feedback (when on assignment)

Exclusive access to regular learning webinars

Mentoring and coaching, where appropriate

Being part of a large effective network of senior NHS leaders

Access to NHS Elect courses

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Chief Nursing Officer (CNO) Exceptional Leader Network

NHS IMAS are proud to be supporting a new national network of Exceptional Leaders which will provide a platform for Executive Nurses with a record of high professional achievement using their experience to support, mentor or coach senior Nursing colleagues.

It goes without saying that a strong, dedicated and talented nursing and midwifery workforce are vital within the NHS.

Earlier this year Ruth May (pictured), CNO for England and National Director at NHS England and NHS Improvement indicated the need to *“recognise and value the contribution and potential of nursing and midwifery in the future of our NHS”*. Whilst it is known that the NHS is fortunate to have inspirational nurse leaders, with a talent pool aspiring to be Executive Nurses; there is recognition of the challenges of the role even for those experienced working at Executive level. For those new into post there are challenges both to get to that first

executive role and subsequently in learning and developing within an operationally and politically challenging environment.

The CNO Exceptional Leader Network, launched earlier this month, aims to respond to these challenges and make those connections with senior nursing colleagues who are within a challenged organisation or who may themselves be facing professional issues.



This programme is sponsored by Hilary Garratt CBE, Deputy Chief Nurse for Professional and System Leadership, NHS England and NHS Improvement.

The aspiration is for the CNO Exceptional Leader Network to be made up of exemplary professional Chief Nurses who have made a significant contribution to their profession and can be called upon by trusts on a short-term assignment to provide support, coaching or mentorship to their Chief Nurse or Director of Nursing. This support package is aimed to enable the Chief Nurse or Director of Nursing to maintain their post and professional reputation during a short term episode of challenge.

The talent pool of outstanding Chief Nurses will be pivotal to the success of the CNO Exceptional Leader Network and NHS IMAS is excited to be supporting this programme. If you want to find out more about this programme, please contact daniel.wood7@nhs.net

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NHS IMAS Team Changes

We would like to welcome three new team members joining us on assignment; Karen Robinson, Laura Davies and Alison van der Merwe.

Karen has joined us as Programme Director; Laura as Programme Manager and Alison as Team PA.

Alison is acting into Rachel Haigh's post as Rachel is on assignment to the role of NHS IMAS Business Support Manager. Please join us in congratulating Jordan Scott, who was previously Business Support Manager, as he has started his first placement on the NHS Graduate Management Training Scheme at a major Neurology hospital.

We would also like to congratulate Sabrina Armstrong, previously NHS IMAS Programme Director, who has been appointed as Director of Organisational Effectiveness at NHS Leeds Clinical Commissioning Group. We wish both our new and former team members further success with their careers.




Karen Robinson
Programme Director



Laura Davies
Programme Manager



Alison van der Merwe
PA to the NHS IMAS
team

We have something important we would like to share with you... 

NHS IMAS' contact telephone number is changing from 7th October. Please ensure you save our new number **0113 360 9090** in your contacts!

Both old and new numbers will be operational in tandem over the coming weeks with the new number exclusively in use from 28th October!

Kindly update our contact information and we look forward to supporting you as usual with this new telephone number.

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NHS IMAS Partner Updates

Congratulations!



Congratulations to NHS IMAS Strategic Advisory Board member, Jo Farrar, who has been appointed Chief Executive Officer at Kingston Hospital NHS Foundation Trust.

Jo, who has been acting Chief Executive of Kingston Hospital NHS Foundation Trust since April 2019, was formally appointed by the Trust board earlier this month to lead the Trust to deliver high quality care for the local population!

'Outstanding' rating achievement

Join us in congratulating NHS IMAS Partner and highly respected NHS Leader – Phil Corrigan, and all the staff at NHS Leeds Clinical Commissioning Group (CCG), rated as 'outstanding' by NHS England and NHS Improvement against the Improvement and Assessment Framework.

After an extensive career in the NHS, Phil has now retired. Everyone at NHS IMAS wishes Phil all the best for her future endeavours.

Phil has led NHS Leeds CCG, one of the biggest in England, as an exemplar of the CCG playing a significant part in improvements seen in the local health system.

Congratulations to Tim Ryley, who has been appointed as the new Chief Executive for NHS Leeds CCG.

