

NHS IMAS Annual Report 2014/15

Introduction

Purpose

NHS Interim Management and Support (NHS IMAS) offer NHS organisations that need short or medium term support the means to access the management expertise that exists throughout the NHS: 'By the NHS, for the NHS'.

The aims of NHS IMAS are to:

- Encourage and facilitate the NHS to use the wealth of skills already available to it, in order to improve and sustain the quality of healthcare services in the local communities they serve.
- Provide the support that is needed by the NHS, but to do so in a way that builds a sustainable legacy.
- Grow and develop local NHS talent, working with NHS leadership development work streams.
- Reduce dependency on the private sector, while still offering the option to access their skills.
- Provide flexible, rapidly deployable expertise to local health communities to support operational performance improvement and turnaround in emergency and elective care.

NHS IMAS team

NHS IMAS comprises:

- A small core team which concentrates on building the talent pool, assignment selection, evaluation and project management.
- Partners and pool members from the NHS and carefully selected independent consultants who undertake the assignments.
- The Intensive Support Teams (ISTs) who specialise in Urgent and Emergency Care, Elective Care and Cancer. They focus on operational improvement, performance turnaround, and building sustainable delivery.
- Hosting by NHS England with Karen Wheeler, National Director: Transformation and Corporate Operations, as Senior Sponsor.

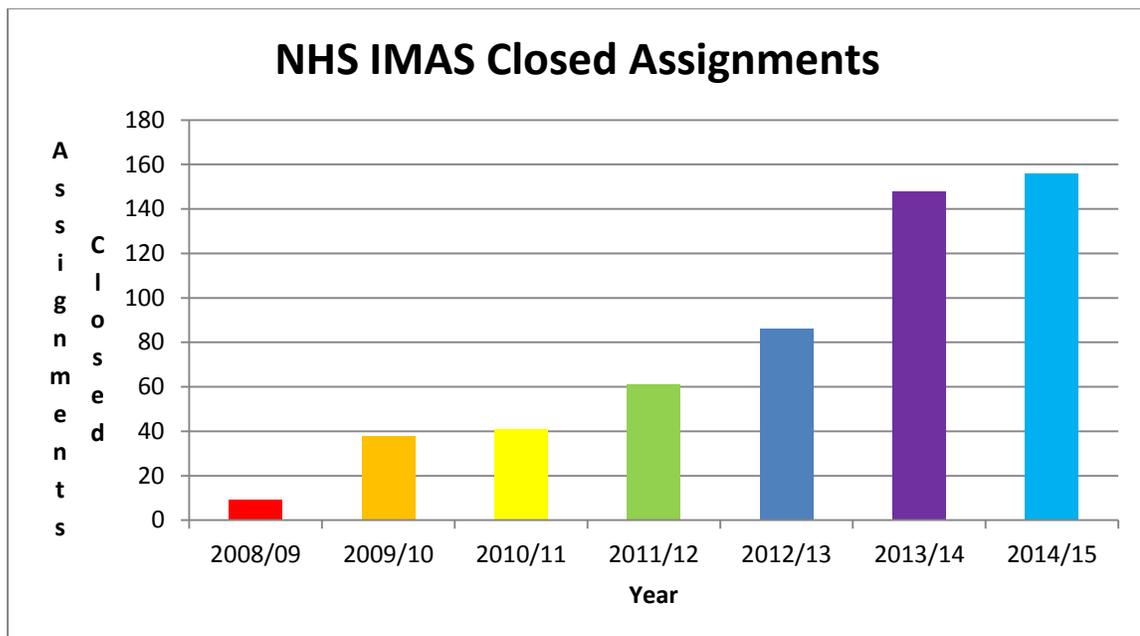
Achievements

Progress so far

The commitment to support the NHS, embed sustainable change and save money is at the forefront of everything that NHS IMAS deliver. In 2014/15 gross turnover for NHS IMAS increased by 10% from the previous financial year, to just over £9 million (m).

Costs for NHS IMAS are benchmarked against private sector alternatives and it is estimated the equivalent cost to the NHS would be approaching £14m at prevailing market rates.

During 2014/15 156 assignments were completed by NHS IMAS pool members, with an average of 141 being managed at any one time. This is an increase on previous years as the graph below illustrates.



During 2014/15 NHS IMAS again supported NHS Improving Quality (IQ) giving them access to flexible resources. 94 NHS IQ assignments were managed during the year, supporting a range of programmes, faculty and core services.

Interim Management and Support

Support was also given to NHS England and the Local Government Association by providing senior pool member input to local health economies to help them develop their Better Care Fund plans.

From April 2014 until the end of March 2015, the NHS IMAS Intensive Support Teams (ISTs) completed 168 operational assignments, a 16% increase on the previous year.

During 2014/15, the teams worked closely with NHS England, the NHS Trust Development Authority and Monitor to develop a Standard Operating Procedure that formalises the relationships between them. They have also developed a diagnostic toolkit and methodology to assess NHS 111 services, worked in partnership with a Mental Health and Social Care NHS Trust to develop ideas to support acute mental health services improve access and flow, and advised both the Department of Health and NHS England on approaches to developing support teams for improving access to psychological therapies (IAPT), patient safety and income recovery from overseas patients.

Client feedback

In 2014/15 NHS IMAS has again evaluated very positively with 100% of clients stating that they would use NHS IMAS again and over 90% stating that in their experience NHS IMAS was good value compared to independent consultancies.

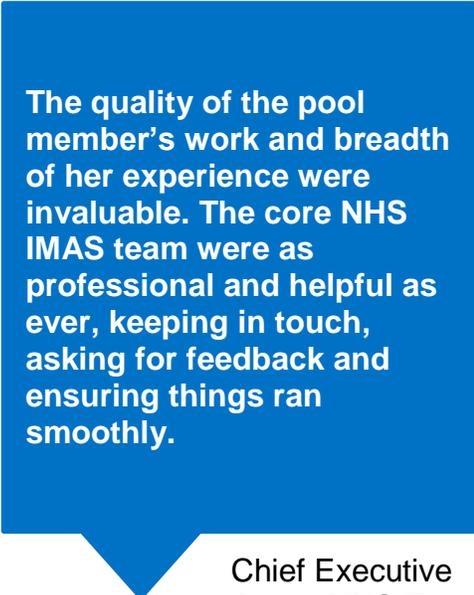
The NHS IMAS core team manage all assignments from the initial enquiry and scoping through to the evaluation. Evaluating the assignment and gathering feedback from the client is an essential and fundamental part of the process. This feedback is used to build on success and further improve the quality of service offered to client organisations.

This is a selection of comments from clients during the feedback calls about using NHS IMAS:



The pool member was very good value and had gravitas with clinical and managerial colleagues alike.

Director
National NHS organisation



The quality of the pool member's work and breadth of her experience were invaluable. The core NHS IMAS team were as professional and helpful as ever, keeping in touch, asking for feedback and ensuring things ran smoothly.

Chief Executive
Acute NHS Trust

Interim Management and Support

The pool member completely fulfilled the scope of the assignment. He was very experienced and delivered everything that was asked of him and all the work he did will support sustainable change for health services in the area.

Chief Executive
Acute NHS Trust

The pool member fulfilled the scope to an excellent standard. He supported sustainable change by getting the finances and reputation of the CCG back on track and built good relationships internally and with key stakeholders.

Chair
Clinical Commissioning Group

The pool member had fulfilled the scope to an excellent standard. The quality of her work was high, she had a very flexible approach and engaged very well with colleagues.

Clinical Quality Director
National NHS Organisation

The pool member more than fulfilled the scope of the assignment. The client stated that they got '150%' value from the pool member, who worked well with colleagues, worked long hours and was really committed to the Trust. Her credibility was excellent and she built good strong relationships.

Chief Operating Officer
NHS Foundation Trust

The pool member was excellent from start to finish; he communicated at every stage of the assignment and worked really close to the client in order to provide an audit that met the requirements of the scope.

Senior Commissioning Manager
Commissioning Support Unit

Interim Management and Support

Excellent feedback was received about the work of the ISTs:

The Intensive Support Manager's support was very much appreciated. Their interaction with staff was such that they felt comfortable in discussing their roles and responsibilities in a non threatening environment.

NHS Foundation Trust

It has been a pleasure working with the Intensive Support Team. They have provided the organisation with support, guidance and challenge whilst being a critical friend.

NHS Foundation Trust

The trust has benefitted from the advice and support of ECIST in working with the health system. Whilst it has been absolutely acknowledged that internal systems and processes needed to be addressed, it has been helpful having a system wide perspective with supportive advice to commissioners also.

NHS Acute Trust

NHS IMAS assignments

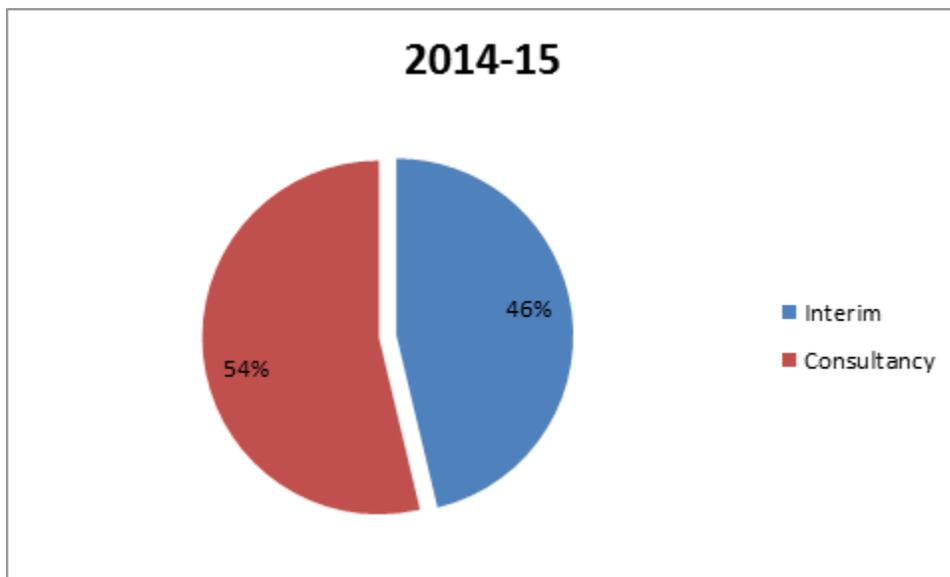
NHS IMAS carried out assignments in all types of NHS organisations across England, including NHS England, Acute Trusts, Foundation Trusts (FTs), Community Trusts, Ambulance Trusts, Commissioning Support Units (CSUs), Clinical Commissioning Groups (CCGs), Academic Health Science Centres and the NHS Trust Development Authority. Examples of the assignments managed include:

- Providing a Cost Improvement Programme (CIP) Director to an NHS Acute Trust.
- Providing a Senior Commissioning Manager to a Clinical Commissioning Group.
- Providing specialist support in demand and capacity modelling to an NHS Foundation Trust.
- Providing a Transition Programme Director to a Commissioning Support Unit.
- Providing specialist support to develop a Patient Engagement Strategy for a Clinical Commissioning Group.
- Providing a Director of Transformation to a Community Healthcare Trust.

Interim Management and Support

- Providing senior support to NHS England and the Local Government Association to help local health communities develop their Better Care Fund plans.
- Providing a Director of Patient Services to a Mental Health NHS Trust.

Assignments ranged from short term pieces of work, such as service reviews, longer term discreet projects supporting specific initiatives, to filling longer-term interim roles at a senior level. 54% of the assignments in 2014/15 have been consultancy pieces of work with the remaining pool members on assignments filling interim roles.



NHS IMAS pool members

In 2014/15 a refresh of existing pools was undertaken. A number of changes across the NHS meant that some NHS pool members either took up roles within new NHS structures or left the NHS. The aim was to ensure that the pools remained of a high quality and only included those still actively seeking assignments.

NHS IMAS Pool Members	April 2012	April 2013	April 2014	April 2015
Partners	32	29	27	26
NHS	249	303	354	230
Independents	228	364	576	495
Total	509	696	957	751



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High quality candidates continued to join both the NHS and independent pools throughout the year, enabling NHS IMAS to continue to source high quality individuals to fulfil assignment requests. New high quality NHS pool members will continue to be recruited in 2015/16.

In 2014/15 a new Chair and Non-Executive Director (NED) pool was launched.

The Chair and NED pool aims to attract a small number of current Chairs and NEDs, or former Executive Directors, who would be able to act as a Chair or NED in an interim capacity or provide specific support to organisations for a defined period of time. Individuals need to demonstrate they meet specific criteria for this pool as well as demonstrating that they have the right expertise and aptitude for working on NHS IMAS assignments. At the end of March 2015, there were 15 Chair and NED pool members (who are also members of either the NHS or independent pools).

Applicants for the NHS IMAS pools undertake a thorough registration process to make sure they have the necessary expertise, experience and credibility to undertake assignments. NHS IMAS continues to attract a high calibre of candidates, and the independent pool members remain committed to providing a high level of service at an affordable rate for NHS clients.

Pool member development

NHS IMAS has committed to help support and develop NHS staff who join the pool and has invested in a number of development activities during the year.

The first event for NHS pool members this year 'From Perfect Week to Perfect Hospital' was held at the NHS Leadership Academy. Feedback from pool members said that they valued the events but they did find it difficult to leave their organisations in order to attend these sessions. So new options including webinar events were developed, which have been open to all pool members, both NHS and independent.

Three pool member webinars were held, these were on topical operational subject areas such as Perfect Week, Access Policies and the 62 day cancer pathways.

This year NHS IMAS piloted a bespoke blended learning package on developing consultancy skills. The evaluation is currently taking place and once this is complete the package will be opened to all NHS pool members. The package gives pool members the opportunity to develop consultancy skills via a distance learning package and to record development of the skills at a pace to suit their own work demands.



Interim Management and Support

As a member of NHS Elect, nine bespoke courses were developed for NHS Pool Members this year and pool members were also able to attend other courses provided by NHS Elect.

Almost 100 coaching, mentoring and added value sessions were provided to NHS Pool Members during the year. This provides very senior level support and gives pool members useful insights and techniques when dealing with particularly difficult issues.

NHS IMAS Partners

During 2014/15 NHS IMAS has added Partners to reflect new NHS organisations; Clinical Commissioning Groups, Commissioning Support Units and NHS England. Some Partners left the NHS during the transitions of 2013/14.

During the year Partners were consulted on how the core NHS IMAS team can support them in continuing to make an invaluable contribution to NHS IMAS services.

The Partners commented that they want to be involved in the development of NHS IMAS. Partners most valued the presentations by key senior NHS leaders and the “excellent networking opportunities” that Partner events provide.

Communicating, sharing and learning

There were 18,983 unique visits to the NHS IMAS website during 2014/15. The website has a password protected area for NHS pool members where they can access all NHS IMAS tools and this is regularly updated to feature new tips and techniques.

The NHS IMAS newsletter ‘Big Splash’ was issued five times during the year. The newsletter is issued to all pool members, Partners and stakeholders and is accessible via the NHS IMAS website. The newsletter has featured case studies from both clients and pool members on how NHS IMAS assignments have worked for them.

In addition to successfully managing a large number of assignments, the ISTs hosted three national conferences in 2014/15, attracting over 600 clinicians and managers, and provided guest speakers for 11 conferences and workshops. The Emergency Care team (ECIST) held a number of webinars and ‘clinics’ on running a ‘Perfect Week’ and supported numerous local health communities prepare and deliver ‘breaking the cycle’ initiatives. ECIST provided facilitators at the Keogh Review regional workshops and expert input to the CQC’s urgent care board, the Helping People At Home Team and workshops held by think tanks including the Nuffield Trust and Health Foundation.



Interim Management and Support

The Elective Care IST has developed a series of training sessions for commissioners which have been delivered to Clinical Commissioning Groups (CCGs) and Commissioning Support Units (CSUs) in localities across the country. The team also worked with Surrey University to develop an expert course on demand and capacity.

Due to the high demand for places, in 2015/16 the ISTs are expanding their conferences so that everyone who wants to attend can do so.

The ISTs have contributed to major national and regional initiatives: launching a Cancer waiting times guide; providing expert input to the national Referral To Treatment (RTT) validation programme; developing and publishing a capacity and demand model specifically aimed at diagnostic imaging services; providing regional capacity and demand training events in conjunction with the NHS TDA; and developing and publishing guidance regarding patient access policies.

This year has also seen the development and introduction of a Standard Operating Procedure (SOP) for the ISTs, to be used by the Tripartite Partners of NHS England, NHS TDA and Monitor. The SOP confirms how the ISTs work with the Tripartite Partners to prioritise 'high risk' health systems where IST support may be invited. The ISTs are now responsible to the National Tripartite Group.

Business Systems Management

NHS IMAS has been continuously reviewing its processes as part of its Business Management Systems. NHS IMAS has two systems, a Quality Management System, which is accredited to the international standard ISO 9001:2008 and an Environmental Management System, which is accredited to the standard ISO 14001:2004.

As part of meeting these standards, NHS IMAS consistently reviews and, where appropriate, makes changes to its processes to enhance both the efficiency of its service and ensure that the quality of service provided is constantly improving.

As part of the NHS IMAS commitment to its Environmental Management System, both the NHS IMAS core team and ISTs have reduced travel, where possible, alternatively using web-based tools, teleconferencing and video conferencing. The NHS IMAS core team has also reduced its printing by 63% over the past 12 months, improved recycling and reduced its power consumption by ensuring all electronic equipment and lighting is switched off when not in use.

Through using these operational and environmental processes that we know work, and by adapting them when we find the need to, NHS IMAS can continue to develop to meet

Interim Management and Support

the changing needs of clients and ensure a quality service continues to be delivered and the future impact on the environment continues to be reduced.

The Future

NHS IMAS will continue to develop and respond to the needs of the NHS, delivering effective support models for the future.

The NHS IMAS core team has seen a reduction in its budget of 15% for 2015/16 as part of NHS England's Organisational Alignment and Capability Programme (OACP). However, the core team will continue to manage between 120 and 140 live assignments at any one time in 2015/16.

The team will also continue to increase the number of its pool members with specific skills to provide support to organisations under pressure and will continue to improve the number and quality of active candidates registered.

The team will help to further develop pool members' consultancy skills by rolling out its blended learning programme 'An introduction to consultancy skills' and will continue to hold web-based training events for Partners and pool members in relevant and topical areas.

NHS IMAS will continue to use its Business Management Systems to improve services and adapt to the changing needs of clients and reduce further the impact on the environment. Continued assessment against the ISO standards will confirm NHS IMAS' drive for continual improvement.

In 2015/16, the ISTs aim to complete at least 120 assignments. They will provide support to local health communities in order to transform services by supporting the planning and implementation of improvement programmes and the transfer of knowledge to produce sustainable and resilient solutions.

They will again work collaboratively with the tripartite partners of NHS England, the NHS Trust Development Authority and Monitor, to actively encourage the adoption of known good practice in a consistent and accessible way to reduce performance variation.

The teams will continue to provide an expert resource to the NHS in England and develop practical tools to support their clients. The Elective IST will particularly focus on spreading expertise in the management of demand and capacity within the service, while ECIST will work with the Department of Health's Behavioural Insights team to create new approaches to prompting good practice and with the national tripartite group to improve the recording and management of delayed transfers of care.