

## NHS IMAS Annual Report 2016/17

### **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.

#### **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.
- Hosted by NHS England with the National Director: Transformation and Corporate Operations, as Senior Sponsor.

### Achievements

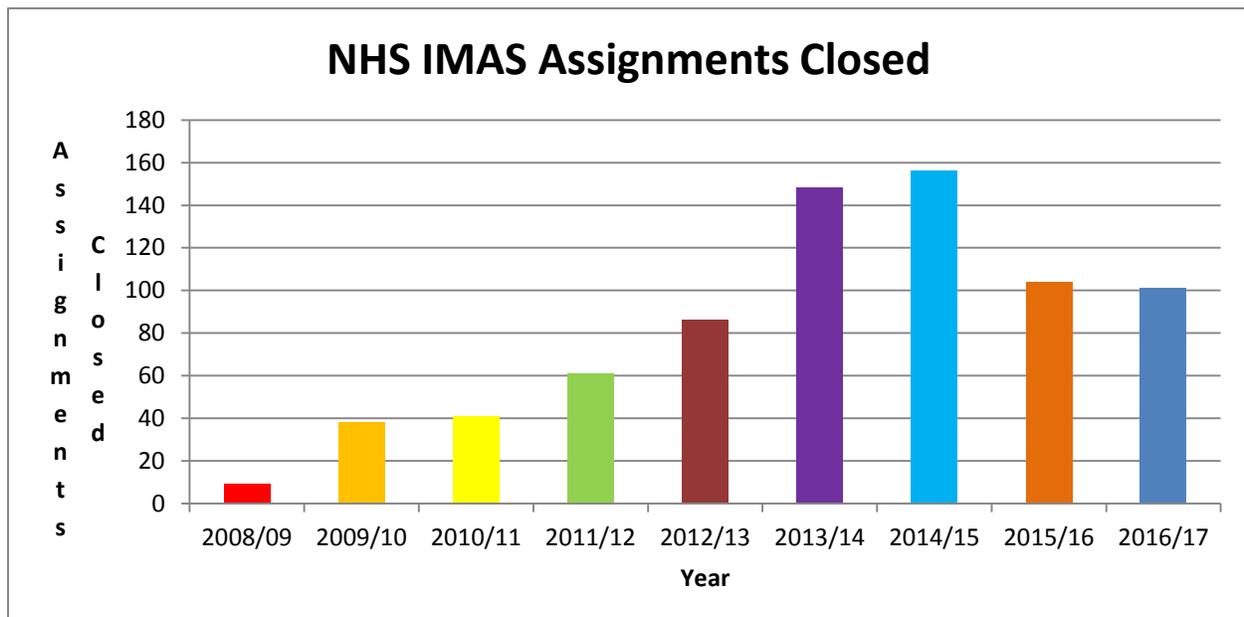
#### Progress so far

The commitment to support the NHS, embed sustainable change and save money is at the forefront of everything that NHS IMAS delivers. In 2016/17 gross turnover for NHS IMAS was just over £7.3 million (m).

Costs for NHS IMAS are benchmarked against private sector alternatives and it is estimated the equivalent cost to the NHS would be almost £11m at prevailing market rates.

Since April 2009 NHS IMAS has had a gross turnover of almost £51m, producing savings for the NHS estimated at £27.6m.

During 2016/17 101 assignments were completed by NHS IMAS pool members, with 133 being managed at the end of the financial year.



In 2016/17 NHS IMAS worked closely with colleagues in NHS England, NHS Improvement and the NHS Leadership Academy on Talent Management, as part of the National Improvement and Leadership Development (NILD) Strategic Framework.

NHS IMAS supported the launch of a pilot programme within the Midlands and East region to assist the coordinated management of talent development and to reduce the reliance on private agencies. The programme, led by NHS Improvement (Midlands and

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East) in partnership with NHS IMAS, the NHS Leadership Academy's NHS Executive Search team and Health Education England, was established to target Executive level posts.

This has taken a new approach to identifying, managing, growing and securing talent by offering development and stretch assignments for aspiring leaders in the Region, who are alumni of NHS Leadership Academy development programmes.

NHS IMAS has lent its expertise and ISO accredited systems and processes to the programme to manage a discrete pool of individuals and work with NHS Improvement and its partners to scope, match and support individuals throughout assignments. This work will continue into 2017/18.

NHS IMAS also worked more closely with the Regional Directors of NHS England in 2016/17, helping them to ensure Clinical Commissioning Groups (CCGs) and teams in their regions could find the expert and skilled resource they required at an affordable cost, and within the rates set by them for CCGs. NHS IMAS also worked with NHS Improvement to manage support to Trusts within the set day rates.

### **Client feedback**

In 2016/17, NHS IMAS again received positive feedback with 100% of clients stating that they would use NHS IMAS again and 98.8% 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:

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The Pool Member was excellent value for money and their knowledge and ability to take on work was great. They fulfilled the scope really well and the work will support sustainable change. The Pool Member has been missed since they left and did a lot to drive forward the project.

Associate Medical Director  
**Ambulance NHS Trust**

The work the Pool Member did will support sustainable change and has already affected the culture within the Emergency department in a positive way. They were excellent value for money and there was nothing they could have done differently or better.

Deputy Chief  
Operating Officer  
**NHS Foundation Trust**

The Pool Member fulfilled the scope completely and did a superb job, their experience was invaluable.

Interim Chief Operating Officer  
**NHS Foundation Trust**

The Pool Member fulfilled the scope completely and did a really good job. The Pool Member was excellent value as the senior level of experience she brought made it feel as if we had a second Director of Nursing on the board for the period she was there.

Chief Executive Officer  
**Acute NHS Trust**

There was nothing that NHS IMAS could have done differently or better. The regular emails and contact from the Programme Manager were helpful and I would definitely use NHS IMAS again in the future.

Unit Director  
**National NHS Organisation**

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The Pool Member was good value in terms of both cost and quality; they established processes that will support the CCG going forward and there was nothing they could have done differently or better.

Accountable Officer  
**Clinical Commissioning Group**

The support from the core team was seamless, just the right level of contact . . . would have felt able to mention anything if there had been any issues . . . would definitely use NHS IMAS again in the future.

Director of HR & OD  
**Acute NHS Trust**

### Quality Systems Management

One of the key achievements for NHS IMAS in 2016/17 was its successful transition and reaccreditation to the new European Quality Assurance Standards ISO 9001:2015 and ISO 14001:2015.

NHS IMAS has two systems, a Quality Management System, which is accredited to the international standard ISO 9001:2015 and an Environmental Management System, which is accredited to the standard ISO 14001:2015.

As part of meeting these standards, NHS IMAS consistently reviewed and, where appropriate, made changes to its processes to enhance both the efficiency of its service and ensure that the quality of service provided improves.

NHS IMAS has held ISO standards for four years and as the standards changed, adapted its processes to accommodate the changes and ensure its successful transition to the new enhanced standards.

As part of the NHS IMAS commitment to its Environmental Management System, the NHS IMAS team continued to reduce travel by walking or using public transport where travel was absolutely necessary, and used alternatives such as video and teleconferencing and web-based tools whenever possible for meetings and training courses. The NHS IMAS team also introduced a monthly 'no printing' day and successfully met its own challenge of not using any colour printing for 40 days, in order to help raise awareness in the continuation of its bid to reducing printing. NHS IMAS

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also continued to recycle and reduce 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 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.

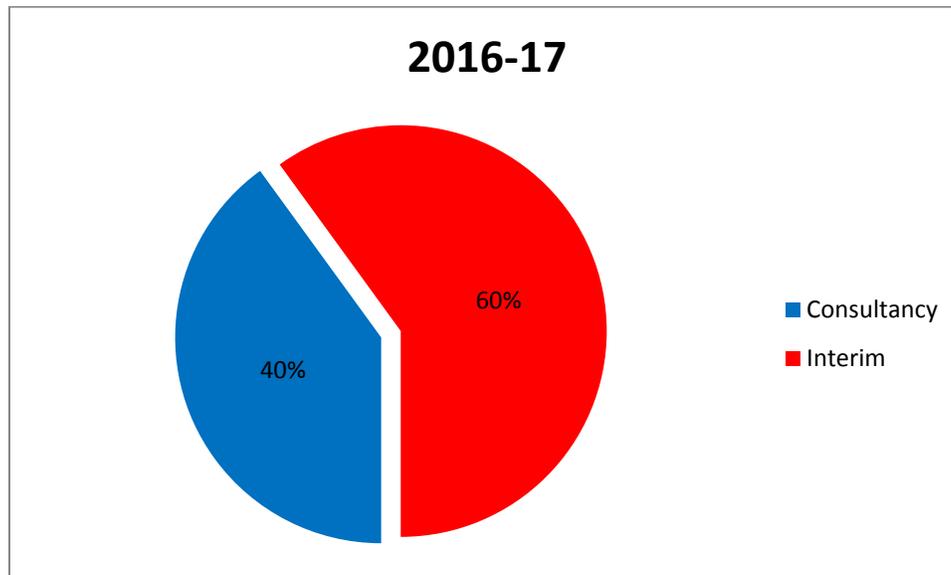
### NHS IMAS assignments

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

- A Director of People and Organisational Development to a Community Services Trust
- A Medical Director to an Acute Trust
- An Associate Director of Strategy and Planning for an Ambulance Services Trust
- A Chief Operating Officer to an Acute Trust
- A Project Lead for a transformation project to a Mental Health Services Trust
- An individual to improve four hour performance against emergency care in an Acute Trust
- A Turnaround Director to a Clinical Commissioning Group
- A Regional Director of People and Organisational Development to a national NHS organisation
- An Assistant Head of Finance to a national NHS organisation
- An individual to review the approach to talent management across the NHS for a national NHS organisation

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. The assignments undertaken by pool members were 60% Interim and 40% Consultancy roles during 2016/17.

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### NHS IMAS pool members

In 2016/17, NHS IMAS had a business plan target to increase the NHS pool by 10%. NHS IMAS exceeded this target whilst ensuring that the pools remained of a high quality and only included those still actively seeking assignments. Increasing the number of NHS pool members supports the development of NHS staff and also leads to greater financial savings.

NHS IMAS Pool Members	April 2012	April 2013	April 2014	April 2015	April 2016	April 2017
Partners	32	29	27	26	28	26
NHS	249	303	354	230	260	297
Independents	228	364	576	495	493	554
Total	509	696	957	751	779	877

High quality candidates continued to join both the NHS and independent pools throughout the year, enabling NHS IMAS to continue to source high calibre individuals to fulfil assignment requests. New NHS pool members will continue to be recruited in 2017/18.

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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.

The introduction of the day rate limits for independent consultants working into Trusts and CCGs was a challenge for the NHS in 2016/17. NHS IMAS worked with Regional Directors of NHS England, NHS Improvement Directors and its independent pool members to ensure that we were able to support organisations in meeting that challenge by providing excellent candidates at affordable rates.

### Pool member development

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

A second cohort of NHS Pool Members undertook the NHS IMAS Introduction to Consultancy and Facilitation Skills blended learning course. The course helps prepare NHS staff to undertake challenging assignments in other organisations. Feedback from the course participants was excellent and a third cohort will take the course in 2017/18.

Four web-based training sessions for pool members were held in 2016/17 and all received positive feedback. As these were held at no additional cost to NHS IMAS, they were opened up to both NHS and independent pool members to ensure that all have the opportunity to take best practice learning into assignments they carry out on behalf of NHS IMAS. A total of 96 pool members attended the sessions

The topics of the training sessions were:

- **The role of ECIP and the National A&E Improvement Plan** – This session introduced the Emergency Care Improvement Programme (ECIP), discussing how the programme has evolved and how it can support some of the most challenged health and social care systems.
- **Breaking the Cycle** – This session introduced the Perfect Week. Breaking the cycle is about sites and wider health and care systems that are consistently under pressure focussing for one week to ‘re-calibrate’, to see and feel what ‘good looks like’ and rapidly testing and implementing change.
- **Demand and Capacity Models** – This provided an overview of the National Demand and Capacity Programme and the benefits of using Demand and Capacity Modelling.

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- **Introduction to Consultancy Skills** - The aim of this was to give an overview of key skills that will help pool members when undertaking NHS IMAS assignments.

As a member of NHS Elect, NHS IMAS pool members were also able to attend courses provided by NHS Elect.

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

### **NHS IMAS Partners**

During the year NHS IMAS consulted with its Partners on how best they could contribute to NHS IMAS and its services.

They were asked to support their senior staff in registering with NHS IMAS and to encourage their health economies to use NHS IMAS as a first port of call for support needs.

The Partners confirmed they were happy to offer advice, support and recommendations to NHS IMAS and, in many cases, coaching and mentoring for NHS Pool Members.

### **Communicating, sharing and learning**

There were 16,884 unique visits to the NHS IMAS website during 2016/17. 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. An example of this has been that following feedback, NHS IMAS added some helpful tips for report writing to support pool members who are required to write a report as part of their assignment.

The NHS IMAS newsletter 'Big Splash' was issued four 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 featured case studies from both clients and pool members on how NHS IMAS assignments have worked for them.

In addition, NHS IMAS used social media platforms to keep pool members, NHS organisations and other interested parties abreast of its developments and to encourage registration from appropriate senior professionals. NHS IMAS actively promoted itself through Twitter and LinkedIn in 2016/17 and saw a steady growth in its followers.

### **The Future**

NHS IMAS will continue to develop and respond to the needs of the NHS, delivering effective support models for the future. The team will manage, on average, between 120 and 140 live assignments at any one time in 2017/18.

NHS IMAS will also 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 source, where available, the required expertise either through the NHS or within the financial limits set for, and by, NHS organisations.

NHS IMAS will continue to proactively support the NHS' Talent Management Programmes, utilising the NHS IMAS systems and processes to retain and map data and match individuals to appropriate stretch assignments as and when required by NHS organisations.

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

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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.