



## Interim Management and Support

### NHS IMAS Business Plan 2017/18

#### 1 Purpose

The purpose of NHS Interim Management and Support (NHS IMAS) is to 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'.

#### 2 Aims

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 health care 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.
- Provide a real alternative to the private sector, while still offering the option to access their skills.

#### 3 NHS IMAS Funding, Hosting and Governance

NHS IMAS is hosted by the Transformation and Corporate Operations Directorate of NHS England. The Senior Sponsor is the National Director of the Transformation and Corporate Operations (TCO) Directorate.

The governance of NHS IMAS is through a Strategic Advisory Board that represents the broad spectrum of NHS client organisations.

#### 4 NHS IMAS Business Model

NHS IMAS has available an expert resource of experienced and senior leaders. These individuals act as 'Partners' for NHS IMAS.

When resources are needed on assignments, the NHS IMAS team can draw upon a considerable pool of talented individuals from within the NHS and, if necessary, a hand-picked selection of independent consultants, who NHS organisations rate. NHS IMAS has a small team to facilitate and programme manage this process.

NHS IMAS has continued to build on its track record of providing cost effective and quality support to the NHS. In 2015/16 gross turnover for NHS IMAS increased by 11% from the previous financial year, to just over £10 million (m).

Costs for NHS IMAS are benchmarked against private sector alternatives and it is estimated the equivalent cost to the NHS would be over £15m at prevailing market rates. So it is estimated NHS IMAS saved the NHS almost £5m during 2015/16 and a similar amount is anticipated for 2016/17.

In 2017/18, at a time of severe budget constraints within the NHS, alongside capability challenges, NHS IMAS will further build on its offer of cost effective, high quality support.

NHS IMAS will also continue to work with NHS England and NHS Improvement to encourage all NHS organisations to use NHS IMAS as their first port of call for interim and consultancy support.

NHS IMAS will ensure that it supports high quality NHS pool members and leaders to undertake challenging roles by considering what further training and development can be provided for them and ensuring we work closely with colleagues developing Talent Management Programmes.

We will also source high quality Independent pool members to provide excellent support, whilst also ensuring good value for money and remaining within the day rate caps identified by NHS England and NHS Improvement.

NHS IMAS has worked hard to provide value for money support since its inception and will continue to work with NHS colleagues and clients across the country to ensure that objective remains in place.

NHS IMAS support is tailored to the needs of the client and can include elements of one or more of the following:

#### **4.1 Consulting and Interim Management**

NHS IMAS brings together individuals or teams for clients to provide short or medium term interim management and consultancy support.

Examples of assignments include:

- Service and fitness for purpose reviews (such as IM&T, finance, clinical services).
- Programme/project management (not necessarily full-time), such as service reconfiguration/development.
- An advisory role as part of a transformational change programme.
- Managing a large department or operational service.
- Filling an executive position on a short-term basis such as Chief Executive; Director of Finance or HR; Director of Operations.

## 4.2 Organisational Transformation

NHS IMAS can play a unique role in supporting transformational renewal by deploying and supporting key individuals with a critical mass of resources to have a major impact where there are severe challenges coupled with the need for significant transformational change. NHS IMAS is pro-actively increasing the number of pool members with the skills that are required by the NHS, including experience of system wide reviews, integration and transformation.

## 4.3 Leadership Experience

A valuable bi-product of NHS IMAS is the development of senior NHS leaders through “stretch” assignments that develop their skills and experience.

NHS IMAS is expanding its contribution to the development of our future healthcare leaders in two ways:-

- working alongside NHS Improvement and the NHS Leadership Academy on a new Talent Management Programme and assisting the scheme by offering to support NHS senior staff through stretch assignments.
- working with colleagues in NHS England to develop their internal Talent Management Programme.

## 5 NHS IMAS progress

### 5.1 Assignments

Demand for NHS IMAS services is continuing and the team will manage between 120 and 140 assignments, at any one time, in 2017/18.

### 5.2 Expertise

NHS IMAS has retained 26 senior NHS Partner members, replacing any colleagues who leave the NHS or chose to leave as a Partner. NHS IMAS continues to recruit to its talent pools, increasing the range of skills and expertise available to the NHS, including increasing the number of clinicians in the pools.

The NHS IMAS team continues to refresh the pools to ensure that all pool members are actively seeking assignments through NHS IMAS. NHS IMAS continues to retain high quality pool members and attract new NHS and independent pool members throughout the year.

### NHS IMAS Pool Member Growth 2011 - 2016

	<b>Nov 2011</b>	<b>Nov 2012</b>	<b>Nov 2013</b>	<b>Nov 2014</b>	<b>Nov 2015</b>	<b>Oct 2016</b>
<i>Partners</i>	35	28	28	25	28	26
<i>NHS pool</i>	214	290	351	254	250	254
<i>Independents pool</i>	202	315	514	509	541	495
<b>Total</b>	<b>451</b>	<b>633</b>	<b>893</b>	<b>788</b>	<b>819</b>	<b>775</b>

### **5.3 NHS IMAS provision of Programme Management**

NHS IMAS has previously managed and co-ordinated a number of assignments for specific programmes and will continue to do so in 2017/18.

NHS IMAS is currently working with NHS England's Regional Directors and its CSU Transition Team to secure capacity and capability to support performance improvement and turnaround of Clinical Commissioning Groups (CCGs) facing financial or performance challenges. This work is expected to continue into 2017/18.

### **5.4 Programme Management Office (PMO)**

NHS IMAS has developed and implemented an in-house PMO which can be provided to other national organisations. This includes design, implementation and management of:

- Reporting frameworks (annual, monthly and weekly).
- Performance management frameworks (monitoring annual objectives on a monthly basis).
- Benefits realisation (translating service deliverables and objectives into benefits, such as savings to the NHS and monitoring them).
- Programme governance arrangements.

## **6 Evaluation of NHS IMAS Services**

NHS IMAS continues to evaluate every assignment to ensure that it meets the client's needs and expectations, that the work being done, where appropriate, leads to sustainability and that pool members deliver an excellent service to clients.

Last year client feedback continued to be very good and, where appropriate, resulted in changes to NHS IMAS processes to ensure that we remain efficient and effective in delivering the needs of the NHS. For 2017/18 we aim to continue this high level of service.

## **7 The Business Planning Process**

This Business Plan for 2017/18 has been agreed by the NHS IMAS Strategic Advisory Board and progress on delivery of the plan will be reported to the Board throughout the year. This Business Plan will also feed into the NHS England TCO Directorate's Business Plan.

## **8 Marketing NHS IMAS**

NHS IMAS' reputation continues to be the main marketing tool to attract new client organisations and client feedback given during closure calls continues to be strong with 100% of our clients saying they would use NHS IMAS again.

All NHS IMAS services also continue to be marketed through:

- The Big Splash newsletter, distributed electronically to all pool members, Strategic Advisory Board members and clients
- External articles recording the progress of NHS IMAS
- The network of Partners
- “Word of mouth” – Clients and pool members recommending NHS IMAS to colleagues
- Representation at key conferences and events
- The work of the NHS Improvement Intensive Support Teams leading to referrals to NHS IMAS for interim support
- The NHS IMAS team will also recommend Intensive Support Team support as appropriate during scoping calls with clients
- Twitter - tweeting regularly to raise awareness of NHS IMAS and its services and to encourage new high quality pool members to register with us.

A recruitment plan, including all the above mechanisms, will be implemented to ensure that the organisation continues to attract a high level of NHS pool members at Agenda for Change Band 8d and above. There is a continuous refresh of the pool to ensure that those pool members on the NHS IMAS database continue to be active and available for assignments.

## **9 Training for NHS pool members**

NHS IMAS will continue to provide training and support to its NHS pool members using a range of tools.

NHS pool members will be able to access mentoring through NHS IMAS whilst undertaking assignments. NHS IMAS Partners have indicated that they are willing to act as mentors to pool members, and those with coaching qualifications have also agreed to provide coaching as and when appropriate.

NHS IMAS has developed a unique blended learning course to help NHS pool members develop their consultancy skills. Feedback from the first two cohorts has been positive and, subject to evaluation, it is planned for a third cohort to take place in 2017/18.

NHS IMAS runs a number of web-based training events, which receive positive feedback from NHS pool members. These will continue to be provided for pool members in 2017/18 on topical subjects and on subjects where pool members indicate there is a training need.

## **10 Quality Management**

NHS IMAS has accreditation for its Quality Management System to ISO 9001 standards. ISO 9000 is a set of standards that represent international agreement on good quality management practices. The ISO 9001 standard provides a framework for taking a systematic approach to managing processes to ensure that it consistently meets customers’ expectations.

NHS IMAS retained the standard (for the fourth year) following a surveillance visit in May 2016 and will seek reaccreditation, to a revised new standard ISO 9001:2015, in March 2017.

NHS IMAS has received accreditation for its Environmental Management System to ISO 14001, the International Environmental Standard. The organisation is aiming to be accredited to a revised ISO 14001:2015 standard in March 2017. NHS IMAS continues to look at ways in which it can continue to improve its environmental impact, including reducing travel to meetings by using video and teleconferencing facilities.

## **11 Objectives for 2017/18**

**11.1** The NHS IMAS Strategic Advisory Board and management team will work to ensure its services continue to respond to the needs of the NHS and develop effective support models for the future. As national reviews and publications are published, NHS IMAS will consider the impact of recommendations and how it might support client organisations in implementing these. Where appropriate, NHS IMAS will consult its Strategic Advisory Board and adjust its Business Plan to reflect the findings in the way it operates and manages its pools.

The NHS IMAS team will continue to meet its business objectives through its core funding. However, any reduction to this funding will result in a need to reduce the size of the team.

### **11.2 Consulting and Interim Management**

- Within the same staffing resources, the NHS IMAS team will continue to manage on average between 120 and 140 live assignments at any one time.
- To continue to increase the number of NHS IMAS pool members, and identify and target specific areas of need, offering support to providers, NHS England, CCGs, CSUs and Arms Length Bodies (ALBs) of the Department of Health (DH). A targeted recruitment campaign will continue in 2017/18 and NHS IMAS assignments will be offered as 'stretch assignments' for individuals' personal development, where appropriate.
- Further development of pool members' consultancy skills by continuing to offer the NHS IMAS unique blended learning course: An introduction to consultancy skills, with a third cohort to take place in 2017/18.
- NHS IMAS will continue to hold web-based training and development events for Partners and pool members. This will make the most efficient use of NHS IMAS funds but also ensure that NHS IMAS can reach a wider audience with its training events. NHS IMAS will deliver at least three web-based training events in 2017/18.
- For 2017/18 NHS IMAS will continue to provide a high level of service and have a target of 100% of clients feeling that they would use NHS IMAS again when looking for interim or consultancy support for their organisations.

- To continue to proactively support the NHS' Talent Management Programmes, both within NHS England and across the NHS, by 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.
- To support NHS England's Regional Teams, and the Clinical Commissioning Groups (CCGs) within their areas, working with the CSU Transition Team, by sourcing required expertise either through the NHS or within the financial limits for CCGs.
- To work with NHS England and the Local Government Association to source required NHS support for the Better Care Fund Programme.
- To continually develop our services through the practical application of the Quality Management System (accredited to standard ISO 9001) and a successful reaccreditation in March 2017 and surveillance visit in March 2018.
- To positively impact on the environment through the continuation of the Environmental Management System (accredited to ISO 14001) and a successful reaccreditation in March 2017 and surveillance visit in March 2018.

NHS IMAS will continue to meet the needs of the NHS using its PMO function, however, any significant work will need to be funded outside of business plan to ensure that this does not have an impact on NHS IMAS' ability to continue to deliver its core services.

### **11.3 Organisational Transformation**

- Work with the NHS to meet its need for transformational change
- Evaluate learning and feedback from organisational transformation clients and refresh our offer
- Strengthen partnership working with key bodies across health and social care, including NHS Improvement, Health Education England, Public Health England, the DH and NHS England

### **11.4 Leadership Experience**

- Continue to document and publicise case studies of pool members experience and lessons learnt on assignment in 'Big Splash' and the website. Big Splash will be produced on a quarterly basis as a minimum.
- Work with NHS organisations to support their Talent Management Programmes.

## **12 Risks and assumptions**

The main risks and assumptions to the on-going development of NHS IMAS are:

- An assumption has been made within this plan that the funding provided in 2016/17 continues into 2017/18 (plus pay inflation). If this proves not to be the case, the business model for NHS IMAS will need to be reassessed.

- Maintaining the high quality of pool members and their availability to undertake assignments.
- Increasing the pipeline of potential pool members as the demand for assignments also increases, including getting agreement from their employers for them to be released for assignments.
- Ensuring the support of development programmes to register participants with NHS IMAS and undertake stretch assignments to support their development.

A risk register is in place to mitigate against potential risks.