

NHS IMAS Business Plan 2019/20

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 NHS England/NHS Improvement Transformation and Corporate Development (TCD) Directorate reporting into the Director of System Capability and Operations. The Senior Sponsor is the National Director of the Transformation and Corporate Development 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, NHS IMAS 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 continues to build on its track record of providing cost effective and quality support to the NHS. In 2018/19 gross turnover for NHS IMAS was just over £7 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 £10.5m at prevailing market rates. So it is estimated NHS IMAS saved the NHS almost £3.5m during 2018/19 and a similar amount is anticipated for 2019/20.

The NHS England and NHS Improvement Joint Working Programme restructured the Management of NHS IMAS. The post of NHS IMAS Managing Partner was removed and NHS IMAS now reports to the Director of System Capability and Operations within the Transformation and Corporate Development Directorate.

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 continue to 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/NHS Improvement.

A valuable part 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 three ways:

- In partnership with NHS England and NHS Improvement and the NHS Leadership Academy developing Talent Management Programmes, supporting NHS senior staff through providing stretch assignments.
- Working with NHS England and NHS Improvement to develop its internal Talent Management Programme and facilitation of stretch assignments.
- Using our Partners’ expertise and extensive leadership experience to help NHS Pool Members understand their development needs and how they can progress towards the higher leadership levels of the NHS.

NHS IMAS will continue 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 2019/20 we aim to continue this evaluation and high level of service.

5 The Business Planning Process

This Business Plan for 2019/20 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 and NHS Improvement TCD Directorate's Business Plan.

6 Marketing NHS IMAS

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

During 2019/20 NHS IMAS services will 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.
- Appropriate partnerships with other national NHS organisations (such as the NHS Leadership Academy).
- The network of Partners.
- "Word of mouth" – Clients and pool members recommending NHS IMAS to colleagues.
- Working with Partners and Strategic Advisory Board members to identify appropriate events to attend or for information about NHS IMAS to be shared.
- The work of the NHS Improvement Intensive Support Teams leading to referrals to NHS IMAS for interim support.
- Twitter - tweeting regularly to raise awareness of NHS IMAS and its services and to encourage new high quality pool members to register with us.
- LinkedIn – posting articles and regular updates to encourage new high quality pool members to register with us and clients to utilise the Service.

7 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 will act as mentors to pool members, and those with coaching qualifications have 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 four cohorts has been overwhelmingly positive with 100% of participants reporting that they have used the techniques and tools since completing the course and feeling that the learning has provided them with the foundations to undertake

a challenging NHS IMAS assignment. Following evaluation completed during 2018/19 for cohort four, a fifth cohort will take place in 2019/20.

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 2019/20 with at least eight events on topical subjects and on subjects where pool members indicate there is a training need. Partners will continue to carry out web-based events to talk about their experiences and challenges and give pool members information and tips to help them in their career progression within the NHS.

8 Quality Management

NHS IMAS gained accreditation to a new, revised standard ISO 9001:2015 for its Quality Management System in March 2017. NHS IMAS retained the standard following a surveillance visit in March 2019. This is a set of standards that represent international agreement on good quality management practices. The ISO 9001:2015 standard provides a framework for taking a systematic approach to managing processes to ensure that it consistently meets customers' expectations.

A full reaccreditation audit will take place by the end of March 2020.

9 Environmental Management

NHS IMAS was accredited for its Environmental Management System to the revised ISO 14001:2015 International Environmental Standard in March 2017. NHS IMAS retained the standard following a surveillance visit in March 2019 which demonstrates that it continues to meet the standard.

A full reaccreditation audit will take place by the end of March 2020.

10 Objectives for 2019/20

10.1 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.

NHS IMAS 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 and the number of assignments and organisations it can support.

Funding, in terms of additional staffing need, will also be sought for any significant work over and above this business plan. Additional costs will not be charged, wherever possible, for management time and the use of NHS IMAS' ISO-accredited quality management systems and processes.

NHS IMAS will be an integral part of NHS England and NHS Improvement's Flexible Resource Function. The NHS IMAS management team will work closely with senior stakeholders across NHS England and NHS Improvement to ensure its services continue to meet the needs of the organisation.

10.2 Consulting and Interim Management

- Within the same staffing resources, NHS IMAS will continue to manage on average between 120 and 140 live assignments at any one time.
- NHS IMAS will work with NHS colleagues to develop an offer to fulfil the needs of evolving Sustainability and Transformation Partnerships (STPs) and Integrated Care Systems (ICSs), identifying the experience and skills required and the availability of these through NHS IMAS.
- NHS IMAS will continue to increase the number of new NHS pool members by 10%, and identify and target specific areas of need, offering support to providers, NHS England/NHS Improvement, CCGs, CSUs, STPs, ACSs and Arm's Length Bodies (ALBs) of the Department of Health and Social Care (DHSC).
- A targeted recruitment campaign will continue in 2019/20 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 fifth cohort to take place in 2019/20.
- NHS IMAS will hold at least eight 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.
- Integral to this, NHS IMAS will work with its Partners to provide web-based events for pool members to give them an insight into the expertise, experience and challenges facing NHS leaders as well as information and tips to help them in their career progression within the NHS.
- For 2019/20 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 NHS Improvement 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 and NHS Improvement 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 continually develop our services through the practical application of the Quality Management System (accredited to standard ISO 9001:2015) with successful reaccreditation in March 2020.
- To positively impact on the environment through the continuation of the Environmental Management System (accredited to ISO 14001:2015) with successful reaccreditation in March 2020.

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

Proposals already submitted for significant work, to be taken forward in 2019/20, that will require additional resources include:

- To develop the regional talent programme currently in place in Midlands and East region (MEETS) and work with NHS England and NHS Improvement to roll this out to other regions, where appropriate, starting across the North. The MEETS pilot has been managed within budget but any roll-out will require an additional Agenda for Change Band 8a Programme Manager.
- To work closely with NHS England and NHS Improvement HR and OD team to establish arrangements to support the team to manage the talent and transformation within NHS England and NHS Improvement in 2019/20 using NHS IMAS' established systems and processes.

Any additional staffing resources required for the above will be at Agenda for Change Band 8a (Programme Managers). This will be at a cost of approximately £60,000 (based on mid-point Band 8a, 2019/20 salary rates, including on costs) pro rata per Programme Manager required (one additional Programme Manager is needed per 30 extra assignments over and above this Business Plan).

10.3 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; Health Education England, Public Health England, the DHSC, NHS England and NHS Improvement.

10.4 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

- Work with NHS organisations to support their Talent Management Programmes.

11 Risks and assumptions

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

- The funding for 2019/20 has been reduced by around 8% (plus pay inflation). This has reduced the non-pay budget, including funding for travel. This means that staff will not be able to attend as many face to face meetings in London.
- An assumption that additional funding will be provided by the appropriate client for significant work over and above business plan.
- 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.