

NHS IMAS Annual Report 2018/19

Introduction

Purpose

NHS Interim Management and Support (NHS IMAS) offers 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

NHS IMAS is approaching its 11th year and since its inception has had a gross turnover in excess of £77 million, producing overall savings for the NHS estimated at £47 million.

The commitment to support the NHS, embed sustainable change and save money has been, and continues to be, at the forefront of everything that NHS IMAS delivers. In 2018/19 alone the gross turnover for NHS IMAS was in excess of £7 million with an estimated saving to the NHS of almost £3.5 million. Costs for NHS IMAS are benchmarked against private sector alternatives and it is estimated the equivalent cost to the NHS would be almost £10.5 million at prevailing market rates.

During 2018/19 an average of 124 assignments were managed at any one time. A total of 106 assignments were completed by NHS IMAS pool members in 2018/19.

In 2018/19 NHS IMAS worked closely with colleagues in NHS Improvement and the NHS Leadership Academy to support Talent Management, successfully continuing to pilot a programme within the Midlands and East region to assist the co-ordinated management of talent development and to reduce the reliance on private sector agencies. The programme, led by NHS Improvement (Midlands and East) in partnership with NHS IMAS, the NHS Leadership Academy's NHS Executive Search team and Health Education England, targets Executive level posts and offers development and stretch assignments for aspiring leaders in the Region, who are ready for, and endorsed by their organisations, to step up to Board-level roles.

NHS IMAS has used its expertise and International Standards Organisation (ISO) accredited systems and processes 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 2019/20.

NHS IMAS also worked in partnership with national organisations on specialist projects. These included providing individuals with the expertise to deliver advice, guidance and support to challenged health economies. NHS IMAS worked with NHS England, providing a number of senior NHS experts to provide support to the GP Retention Programme. NHS IMAS also continues to work with NHS England to provide expert resource in helping to resolve contract disputes between providers and commissioners.

Client feedback

In 2018/19, NHS IMAS again received positive feedback with 100% of clients stating that they would use NHS IMAS again and almost 95% 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 extremely good value for money, worked extremely hard and was able to engage with all staff from CEO to Junior Doctors.

Programme Lead
NHS National Organisation

The pool member fulfilled the scope of the assignment very well and laid the foundations for sustainable change in a challenging organisation.

Director of Finance
NHS Acute Trust

This assignment was related to coaching support. Through the client's development the organisation benefitted from improved performance and high impact leadership; he was leading large transformation programmes so this was a key enabler.

Chief Operating Officer
Clinical Commissioning Group

Interim Management and Support

The pool member more than fulfilled the scope and they did so well that they secured the substantive role.

Senior Programme Director
National NHS Organisation

The pool member more than fulfilled the scope, she sorted out a number of extremely difficult issues and was very valuable in the way that she brought three organisations together, and that work supports sustainable change for the organisation.

Chief Executive Officer
Clinical Commissioning Group

The pool member fulfilled the scope very well, delivered everything which was asked for and ensured sustainable change across the health economy.

Director
**Sustainability and
Transformation Partnership**

The pool member fulfilled the scope and that was a credit to her. She was able to adapt and change based on individual circumstances which would be a challenge for people with less experience.

Winter Director
NHS National Organisation

Quality Systems Management

NHS IMAS was again successful in maintaining its standards of accreditation to the European Quality Assurance Standards ISO 9001:2015 and ISO 14001:2015, following a surveillance visit in March 2019. Following the audit the EQA Lead Auditor stated in their report that *“NHS IMAS was able to show that its Quality and Environmental Management Systems and processes, remain both comprehensive and detailed. The management system in place, is robustly managed and effective, at delivering on going savings, to the NHS.”*

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 continuously improved.

NHS IMAS has held ISO standards for seven years.

As part of the NHS IMAS commitment to its Environmental Management System and providing value for money to the public purse, the NHS IMAS team continued to use video and teleconferencing and web-based tools whenever possible for meetings and training courses. To reduce our carbon footprint we used alternatives such as walking, using public transport or car sharing where travel was absolutely necessary. The NHS IMAS team also held a monthly ‘no printing’ day and saw its use of printing in general, and colour printing in particular, fall dramatically. NHS IMAS continued to recycle and reduce its power consumption by ensuring all electronic equipment and lighting was 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.

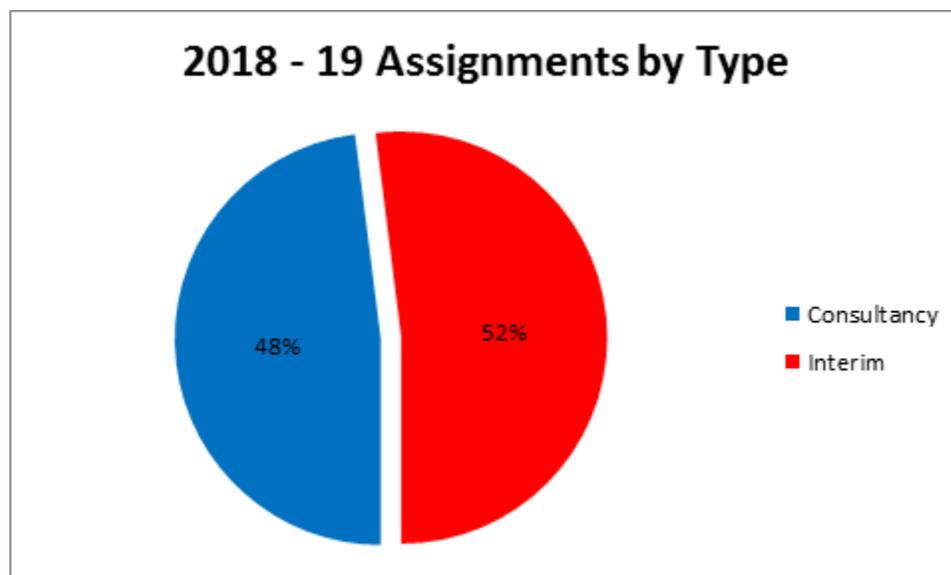
NHS England and NHS Improvement’s Continuous Improvement team has asked the NHS IMAS team to share their “best practice” in a case study for the new combined organisation.

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 Chief Operating Officer to an Acute Trust
- A Chief People Officer for an Acute Trust
- A Head of Diversity and Inclusion for an Ambulance Service Trust
- A Chief Executive for a Community Trust
- A Director of Nursing and Quality for a Clinical Commissioning Group
- A Director of EU Exit Transformation for a national NHS organisation
- Five Change Facilitators for the GP Retention Programme
- Individuals to undertake an independent review on behalf of a national NHS organisation

Assignments ranged from short term pieces of work, such as service reviews, longer-term discrete projects supporting specific initiatives, to filling longer-term interim roles at a senior level. The assignments undertaken by pool members were split across interim and consultancy roles, with 52% Interim and 48% Consultancy during 2018/19.



NHS IMAS pool members

In 2018/19, NHS IMAS registered 31 new NHS pool members. High quality candidates continued to join both the NHS and independent pools throughout the year, with a total of 890 pool members, enabling NHS IMAS to continue to source high calibre individuals to fulfil assignment requests. New NHS pool members will continue to be recruited in 2019/20 and targeted recruitment will be done for high demand specialisms.

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

A fourth cohort of NHS pool members completed 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 first four cohorts has been overwhelmingly positive with 100% of participants indicating that they learnt new skills and techniques that they would go on to use and share within their current roles and organisations as well as using them during NHS IMAS assignments. A fifth cohort will take place in 2019/20.

Over 400 pool members have benefited from eight web-based training sessions held for pool members in 2018/19, and all received positive feedback. Half of these were delivered by NHS IMAS Partners who are senior and experienced leaders in the NHS, and who were able to share good practice and learning gleaned from within their own organisations.

As the sessions were held at no additional cost to NHS IMAS, they were opened up to both NHS and independent pool members, to ensure that all pool members had the opportunity to take best practice learning into assignments they carried out on behalf of NHS IMAS. A total of 209 pool members attended the sessions and a further 231 people have accessed the recording of the webinars on the NHS IMAS website to date.

The topics of the training sessions were:

- Emerging Sustainability and Transformation Partnerships and Integrated Care Systems.
- Reducing the number of long stays in hospital, and sharing good practice.
- Introduction to Consultancy skills.
- Developments of Sustainability and Transformation Partnerships and Integrated Care Systems.
- Personal insights on the importance of elective waiting times.
- Personal insights on the value of working in different types of organisations.
- Implementing new ideas on the front line and lessons learnt from Ambulatory Care.
- Case study: Five Year Improvement Programme.

NHS IMAS is a member of NHS Elect, and this allows pool members access to courses that they provide. During 2018/19 courses attended include: Building Personal Resilience, Coaching Skills for Managers, Delivering Great Patient and Customer Experience, an Introduction to Process mapping, Demand and Capacity, and Facilitation Skills, as well as many other unique courses.

NHS IMAS provided coaching, mentoring and added value sessions 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 they could best continue to 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.

Partners offer advice support and recommendations to NHS IMAS, and in many cases, coaching and mentoring for NHS pool members. This is provided free of charge, enabling NHS pool members to benefit from the experiences of very senior colleagues within the NHS.

Partners help NHS pool members learn from the challenges they have faced, and the experiences they have had to help them as they move forward in their careers. Many have agreed that they will continue to lead a number of web-based training events in 2019/20 to share their experiences and help with our pool members' development and learning.

Communicating, sharing and learning

There were 24,371 unique visits to the pages of the NHS IMAS website during 2018/19. 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 four times during the year, to share information regarding the work of NHS IMAS. The newsletter, which was remodelled to include more case studies, following a feedback survey of readers, 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 (<http://www.nhsimas.nhs.uk/news-and-publications/>).

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 2018/19 and saw its number of followers on Twitter reach the 1000 milestone. (<https://twitter.com/NHSIMAS>).

The Future

Following the coming together of NHS England and NHS Improvement from April 2019, NHS IMAS will be managed by the Director of System Capability and Operations, within the new organisations' Transformation and Corporate Development Directorate.

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 2019/20.

NHS IMAS will work with its Strategic Advisory Board and its Partners to see how it can best support the newer areas of the NHS such as Sustainability and Transformation Partnerships (STPs) and Integrated Care Systems (ICS), and will continue to develop its systems and processes in order to ensure it can continue to deliver an excellent and appropriate service to the NHS as it continues to change and develop.

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

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 work with the new Director of Improvement to ensure the statutory duties, with regard to identifying support for organisations placed in “Special Measures”, are fulfilled.

NHS IMAS will support the Emergency Care Intensive Support Team (ECIP) to manage a bespoke pool of Consultants who will be providing intensive support alongside ECIP to provider organisations.