



Interim Management and Support



by the NHS,
for the NHS

About us

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.

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
- ▶ provide a real alternative to the private sector, while still offering the option to access their skills.

NHS IMAS has two pools made up of experienced senior NHS managers and carefully selected independent consultants who undertake assignments to support NHS organisations.

A small core team at NHS IMAS is dedicated to building the NHS talent pool and managing assignments, they are the key contact for both the client and the NHS IMAS candidate.

NHS IMAS is hosted and funded by NHS England and NHS Improvement on behalf of the whole NHS.



Photo: katemangostar / Freepik

How can NHS IMAS support your organisation?

Any NHS organisation can access support from NHS IMAS.

NHS IMAS undertakes assignments in all types of NHS organisations across England including acute, mental health and community providers, ambulance trusts, clinical commissioning groups, and national organisations including arms-length bodies.

For each assignment, the client is allocated a Programme Manager from the NHS IMAS team who will remain in contact throughout the assignment to ensure it is progressing well against the agreed scope and objectives.

With a focused programme approach, in-house specialists and network of NHS and independent resources, NHS IMAS supports its NHS clients to meet a broad spectrum of challenges. Support is tailored to the needs of the client and can include elements of one or more of the following:

Interim capacity

NHS IMAS can pull together individuals or teams to provide short or medium term capacity and capability. This can be someone to fill a position that is vacant or a role devised to support a specific initiative or as part of a transformational change programme.

Consultancy

NHS IMAS can supply an individual or team to offer advice and expertise or to lead a specific piece of work in your organisation. Examples of consultancy work we have delivered include undertaking service reviews such as maternity services and information management and technology, developing a strategic vision for an organisation and Board development.

Organisational renewal

NHS IMAS can play a unique role in supporting whole organisational renewal by deploying and supporting key individuals. It can use a critical mass of resources to have a major impact where there are severe challenges, the need for significant transformational change, or both.



“ My experience of using NHS IMAS was extremely positive and compared extremely favourably with the use of traditional agencies in terms of the understanding of our brief and the person we were looking for. The ongoing contact was knowledgeable and supportive without being intrusive - I would definitely use NHS IMAS again. ”

Chief Executive,
Community Services
Partnership



Why should you become a pool member with NHS IMAS?

NHS IMAS is committed to growing and developing NHS talent and will always prioritise using NHS pool members before considering independent pool members. If you are a senior NHS manager at Agenda for Change band 8d and above, including Director and Chief Executive level, we would encourage you to apply to join the NHS IMAS talent pool as part of your personal development and career progression. We will also consider managers at band 8c who are ready to move into an 8d role.

NHS IMAS can help you to:

- ▶ progress your career
- ▶ find your next challenge
- ▶ gain experience in other areas of the NHS at a local, regional or national level
- ▶ share good practice and bring learning back to your substantive organisation.



Whilst undertaking an NHS IMAS assignment, you will receive regular contact from your dedicated Programme Manager to support you through any challenges you may face on the assignment. Other support and development is available such as a coach or mentor, exclusive access to our accredited course, *Introduction to Consultancy and Facilitation Skills*, and invitations to regular learning webinars on topical areas within the NHS.

NHS IMAS can offer a wide variety of opportunities from a short, five day piece of work to an 18 months, full-time interim placement and anything in between. Here are just a few examples:

- ▶ An Interim Chief Finance Officer for a commissioning organisation
- ▶ A Chief Operating Officer for a provider trust
- ▶ To lead a confidential review into a serious untoward incident within an organisation
- ▶ A Director of HR for a community services trust
- ▶ A Programme Director for a Sustainability and Transformation Partnership (STP)

If you would like to discuss how NHS IMAS can support your career development, please contact the NHS IMAS team at nhs.imas@nhs.net or on 0113 486 0132.

Case Studies

The following case studies show how NHS IMAS support the NHS and individuals.

Other case studies can be seen on our website at www.nhsimas.nhs.uk

Case study one

Client: NHS Hospital Trust

NHS IMAS Assignment: Mobilisation Director

NHS Pool Member: Experienced project and programme manager within acute providers

Duration: 12 months

Savings to client by using NHS IMAS: over £40,000

Opportunity for Pool Member: Gained experience in working across a health system and with multiple stakeholders

NHS IMAS was approached by a large children's hospital requiring a senior programme manager to lead the mobilisation and implementation of a new mental health service for under 25 year olds. The role involved working with a consortium of five partners including NHS, private and voluntary sector organisations to implement an innovative and new mental health service model.

An experienced NHS pool member was sourced to act as Mobilisation Director. They provided dedicated and focussed support to the senior management team (consisting of an Associate Medical Director, Associate Director of Nursing and Associate Services Director) and programme team, and acted as a deputy to the Managing Director when required. The individual was integral to the mobilisation of change in mental health services for the under 25s.

The assignment ended once implementation had been completed and the service was operational. NHS IMAS was able to support the individual in their career development, providing the opportunity to gain broader experience through a secondment.

During the evaluation phase of the assignment, the client fed back that the Pool Member had fulfilled the scope of the assignment, maintaining a flexible approach which was required for the complexity of the task and the changing needs of the programme.

As NHS IMAS does not charge any fees for using its services, by using NHS IMAS instead of a private sector agency, it is estimated that the client made a saving of £40,000 during the course of the 12 months' assignment.



Case study two

Client: Commissioning organisation

NHS IMAS Assignment: Interim Director of Strategy and Planning

NHS IMAS Pool Member: Experienced Executive Director within NHS commissioning organisations

Duration: Initially six months, extended for a further five months

Savings to client by using NHS IMAS: over £60,000

Opportunity for Pool Member: Gained experience working within a joint management team

NHS IMAS was approached by the Accountable Officer of an NHS commissioning organisation as they required an interim Director of Strategy and Planning for a period of six months. The role was to review and refresh their strategic plan to ensure alignment with the neighbouring organisations and to provide oversight of the assurance process with NHS England. The role also had a leadership responsibility

for efficiency savings and planning activities for the organisation for the following financial year.

As no suitable NHS Pool Members were available at the time, two NHS IMAS independent Pool Members were identified and submitted to the Accountable Officer for consideration. Following interviews, one of the candidates was appointed to the interim role. The successful candidate was an experienced Executive Director within NHS commissioning organisations, having held positions including Chief Operating Officer, Director of Performance and Locality Director.



The assignment was extended for a further five months and ended when a substantive appointment was made. During this period, the organisation formed a joint management team with the neighbouring commissioning body and the Pool Member focussed on building the new Directorate of Strategy, Planning and Performance. The Pool Member successfully delivered against all objectives and implemented a five year strategic plan, an operational plan and met all deadlines for planning and activity submissions to NHS England.

During the evaluation of the assignment, the Accountable Officer fed back that the Pool Member fulfilled the scope extremely well and integrated into the Director team as if they were a member of staff. They also said that the Pool Member was good value in comparison to the private sector, especially for the quality of their work, and there was nothing they could have done differently or better.

As NHS IMAS does not charge any fees for using its services, by using NHS IMAS instead of a private sector agency, it is estimated that the client made a saving of over £60,000 during the course of the 11 months' assignment.

Case study three

Client: NHS national organisation

NHS IMAS Assignment: Interim Head of Communications and Marketing (Agenda for Change band 8d)

NHS Pool Member: Over 25 years' experience in public sector communications

Duration: Four months

Savings to client by using NHS IMAS: over £20,000

Opportunity for Pool Member: Secured a permanent promotion

NHS IMAS was approached by a national organisation that required an interim Head of Communications and Marketing to cover the period until a substantive appointment was made. This was a challenging period for the organisation as they were going through major transition and change.

An NHS Pool Member with over 25 years' experience in public sector communications roles was identified. They specialised in marketing, stakeholder engagement, strategy formulation and execution and had recently applied to join NHS IMAS as they were looking for their next challenge. This role was a development opportunity for the Pool Member and they were supported by their line manager as part of their personal development plan.

The Pool Member undertook the assignment on a phased start, meeting internal and external stakeholders and establishing the organisation's existing and projected position in the NHS health and care system. During the period of the assignment, the Pool Member established clear roles and accountabilities for all team members, refocused the direction of communications and marketing activities to raise the profile of the organisation and provided strategic communications advice to support delivery of the organisation's objectives and financial plan.

The feedback from the client was extremely positive and the Pool Member was appointed to the permanent position. During the evaluation of the assignment, the client fed back that the Pool Member fulfilled the scope really well and delivered more than could have been expected. They were excellent value and there was nothing they could have done differently or better.

As NHS IMAS does not charge any fees for using its services, by using NHS IMAS instead of a private sector agency, it is estimated that the client made a saving of over £20,000 during the course of the four months' assignment.

The client felt the support from NHS IMAS was excellent and the speed with which the Pool Member was found, and the support and friendliness of the team, made them great to work with.



Contact us

If you would like to discuss how NHS IMAS can support your organisation, or you are interested in applying to join the NHS IMAS talent pool, please contact us:

email: nhs.imas@nhs.net

tel: 0113 486 0132

web: www.nhsimas.nhs.uk

For up to date news on NHS IMAS, you can also follow us on LinkedIn or Twitter at @NHSIMAS.

