

Welcome to Big Splash, the NHS IMAS quarterly newsletter for pool members, Partners and stakeholders. We hope you enjoy reading our latest edition.



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## NHS IMAS Business Plan 2017/18

**NHS IMAS has recently submitted its Business Plan for 2017/18 which confirms the purpose, aims and objectives for the next financial year.** This has been approved by its Strategic Advisory Board and has been submitted to NHS England for funding approval. Once approved, the Business Plan will be published on the NHS IMAS website but a summary can be found below.

The demand for NHS IMAS services has continued over the last year and the Business Plan for 2017/18 builds on the excellent progress that NHS IMAS has made over recent years.

NHS IMAS continues to be hosted by the Transformation and Corporate Operations Directorate of NHS England with Karen Wheeler,

National Director of the Transformation and Corporate Operations Directorate as its Senior Sponsor. The governance of NHS IMAS is through a Strategic Advisory Board that represents the broad spectrum of NHS client organisations.

NHS IMAS is currently working with NHS England's Regional Directors and its Commissioning Support Unit (CSU) Transition Team to secure capacity and capability to support performance improvement and turnaround of Clinical Commissioning Groups (CCGs) facing financial or performance challenges. NHS IMAS is also working with NHS Improvement Regional Directors to provide similar support to providers requiring executive-level interim and consultancy support. This work is expected to continue into 2017/18.

NHS IMAS has 26 senior NHS Partner members that represent all areas of the NHS. The NHS IMAS team continues to recruit to its pools to increase the range of skills and expertise available to the NHS and pool member details such as references and CVs are refreshed regularly to ensure the information we hold is up to date.

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:

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- 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.

NHS IMAS will continue to provide training and development opportunities to its NHS pool members using a range of tools. NHS pool members will continue to be offered access to coaching and mentoring support 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.

Due to the number of qualified and experienced coaches NHS IMAS has within its pool, this offer has been broadened to include all pool members.

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

NHS IMAS also 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.

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 also received accreditation for its Environmental Management System to ISO 14001, the International Environmental Standard.

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.

# BIG Splash

## Richard Jeavons' thoughts



**The annual business planning round is here again – as predictable as turkey, crackers and Strictly.**

For NHS IMAS, our SWOT analysis shows continuing strong performance from the team, real strain in NHS frontline delivery and implementation, with gaps in capability and capacity as well as downward pressure on management costs and the day rates for consultancy and interims.

What are the implications of this for developing and improving NHS IMAS' core offers to the NHS?

We will continue to work closely with the national bodies, sharing our unique knowledge and information to help them, and us, anticipate the future needs of NHS organisations. We expect a strong demand for programme management, operational delivery and turnaround.

Our first priority remains to facilitate the NHS supporting the NHS but with the pressure on, this means raising our corporate game on collaboration and a renewed focus on the opportunity to develop people through NHS IMAS assignments into roles where there are ongoing supply problems.

To do this, we will continue to work alongside NHS Improvement and the NHS Leadership Academy on a new Talent Management Programme and assist the scheme by offering to support NHS senior staff through stretch assignments. We are also working with colleagues in NHS England to develop their internal Talent Management Programme to support the development of NHS staff.

Our independent contractor offer has always been about the matching of unmet NHS needs with the skills of individuals at day rates that are transparently 'NHS equivalent' and value for money. Our own track record, evidenced through our quality management system, demonstrates how effective the judicious and appropriate use of independent interims can be. We will continue to work with national colleagues and local organisations to make the necessary adjustments to integrate policies such as day rate limits into an effective and responsive process, and reinforce the position of NHS IMAS as the first point of call to discuss potential problems that may need short term support.

And finally, I'd like to wish everyone a happy Christmas and New Year!



**Richard Jeavons,**  
NHS IMAS Senior  
Partner

# BIG Splash

## Life on Assignment - Fiona Rennie

**NHS IMAS pool member, Fiona Rennie, tells Big Splash about her experience on an NHS IMAS assignment.**



When Lord Darzi wrote his article for the Kings Fund 'What if every patient were to have their genome mapped?' he noted that 'the opportunity is certainly great and the future is upon us.' And he is not alone. All around us, global figures, leading academics, health experts, government advisors and scientists are proclaiming the dawn of the genome!

Imagine then, the excitement of working on the 100,000 Genomes Project. The flagship national project that is looking to improve care for patients by setting up an NHS genomic medicine service and kick-

starting a UK genomics industry by sequencing 100,000 whole genomes with linked data.

I joined NHS England's Genomics Implementation Unit in March 2015, through NHS IMAS, just as contracts for the 11 initial NHS Genomics Medicine Centres to support the 100,000 Genomes Project were being finalised and protocols for collection of DNA samples and data were being reviewed and published. The project was just heading onto the runway ready for take-off.

Piloted by the Chief Scientific Officer to the NHS, and supported by the Implementation Unit Director, it has been an adventurous 18 months. Although my assignment has now ended, the journey continues for others as the focus starts to shift more into transition and how the idea of whole genome sequencing will be embedded into NHS patient pathways.

My journey and my experience on the team has been a challenge from day one as I was faced with all of the classic project management dimensions, all happening at once – an incredible mix of complexities, unknowns, personalities and deadlines. The 100,000 Genomes Project is unique in its set up. It is anchored within the NHS, wholly owned and funded by Government but with the character and culture of a start-up as we explored a vision, harnessed ideas and developed the direction.

Fast track to December 2016 and we celebrate the two year anniversary of the project. Sir Malcolm Grant, NHS England Chair, has lauded the tremendous efforts and achievements the project has delivered. With almost 15,000 samples now sequenced and plans in place to assure various governance entities that the remaining numbers will be forthcoming, the future looks more secure.

Feedback is now focused more on how the NHS will embrace all of this learning, no longer questioning the whys and wherefores.



As a project manager, my role has been about shaping and focusing on delivery, about outcomes and making things happen within a constantly evolving framework and contractual guidelines. I have followed where others have led, I have tried to unravel the complexities and keep things simple and always to try and maintain some forward momentum.

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I've worked in other sectors, in finance, in branded goods; in other countries, in Turkey and in Denmark and have 13 years' experience within the NHS but this project has been hugely unique in its challenges and demands. I hope that the lasting benefits will be commensurate with that challenge and that my colleagues and I will look back and be proud about helping to develop the blueprint for patients to receive better, more personalised treatments through the use of sequencing and decoding of their DNA.

I'd like to thank the team at NHS IMAS for enabling me to focus on the project and for providing that initial 'passport' to allow me to board the flight. Amongst all of the unknowns, the NHS IMAS stamp on my ticket provided others with reassurance and allowed us to develop the scope of the role in a more flexible manner. I hope that I continue to work with NHS IMAS although I doubt that I will be able to repeat the Genomics experience – but I remain optimistic!

## NHS IMAS prepares to transition to new Quality Management ISO Standards

**ISO International Standards ensure that products and services are safe, reliable and of good quality.** For business, they are strategic tools that reduce costs by minimising waste and errors and increasing productivity. The International Organisation for Standardisation (ISO) has updated the standards relating to management systems including the quality and environmental management systems, to which NHS IMAS is currently certified.

NHS IMAS has been accredited with ISO 9001:2008 Quality Management System since May 2012, confirming that it has a recognised and reliable Quality Management System that focuses on continually improving its service to support clients in delivering services to patients. The introduction of the Quality Management System means that NHS IMAS continually reviews and improves its operating processes and services to increasingly add value to the NHS.

NHS IMAS introduced an Environmental Management System in 2013/14 in order to assess and reduce the impact its activities has on the environment. This was certified as meeting the requirements of the international environmental management standard ISO 14001:2004.

The new suite of standards all follow a common framework providing:

- A common high level structure with identical core text;
- Common terms and definitions;
- The opportunity to seamlessly integrate systems;
- New requirements around organisational context and risk based thinking;
- Greater emphasis on the involvement of senior management;
- Less emphasis on documented procedures.

A gap analysis has already been undertaken and it was found that a number of the key requirements of the new standard are already regular practice within NHS IMAS. These include:

- Significant commitment from the senior management team to high quality and environmental awareness and improvement;
- Strong business planning process supported by monthly reviews of progress against objectives;
- Standards already being integrated;
- A strong emphasis on improvement;
- A well-defined context of the organisation that is focused on customer requirements.

So, it's business as usual for NHS IMAS and we look forward to welcoming in ISO 9001:2015 and ISO 14001:2015 in 2017!



# BIG Splash

## Pool member development

**One of the aims of NHS IMAS is to grow and develop talent within the NHS.** To do this, NHS IMAS offers various learning and development opportunities that our pool members can access.

### Blended learning

NHS IMAS has developed a blended learning package to introduce consultancy and facilitation skills for our NHS Pool Members. This is a flexible and robust package for NHS Pool Members (those employed within the NHS) who are either new to working in a consultancy style or would like to improve their understanding.

This blended learning package has been accredited by the Royal College of Physicians and the Royal College of Anaesthetists and, on successful completion, will award you with 12 credits towards your Continued Professional Development (CPD). One cohort of delegates has successfully completed the course and a second

cohort has completed module one on consultancy skills, and is commencing module two on facilitation skills.

To ensure the course continues to improve we seek regular feedback from the course delegates. Following the completion of module one, the delegates gave extremely positive feedback of the course. 100% felt the course met or exceeded expectations. Delegates also gave valuable feedback on how we can improve the course which will be reviewed and acted on before the next cohort starts.

### WebEx events

NHS IMAS recently ran a 'National Demand and Capacity Programme' WebEx event for pool members.

The National Demand and Capacity Programme, jointly sponsored by NHS England and NHS Improvement, makes sure that demand and capacity principles, methodological

approaches and data sets are understood and recognised by commissioners and providers. It is designed to develop and deliver a national training programme that embeds this knowledge and expertise within local health economies to support future planning.

This WebEx event was led by a member of the National Demand and Capacity Programme and provided NHS IMAS pool members with an overview of the programme, the benefits of using Demand and Capacity Modelling, progress so far and next steps.

The feedback has been positive and more information can be found at: <https://www.england.nhs.uk/ourwork/demand-and-capacity/>

The next WebEx event is taking place on 22 February 2017 and will introduce top tips and techniques on how to improve your consultancy skills.

### NHS Elect

NHS IMAS works with NHS Elect to provide training and development opportunities for our NHS pool members. Attendance at these courses is free of charge to our NHS pool members and we regularly email our pool members with details of upcoming courses. We only have two spaces per course so please come back to us quickly if you are interested in attending. Priority will be given to pool members currently on an NHS IMAS assignment.

Please contact NHS IMAS for further information on any of these development opportunities via the website at: [www.nhsimas.nhs.uk/contact-us](http://www.nhsimas.nhs.uk/contact-us)



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## Coaching and mentoring support

**Did you know that NHS IMAS has a number of highly qualified executive coaches and experienced mentors within its resource pool?** This support is offered to all pool members when they first undertake an NHS IMAS assignment but coaching can be accessed by all NHS clients.

### What is coaching?

Coaching is the practice of partnering with clients in a thought-provoking and creative process that supports and inspires them to maximise their personal and professional potential. Recent research points out the huge personal benefits to coaching clients, particularly at times of change. People might see a coach to improve their circumstances, to achieve their goals or to learn new ways of approaching issues.

### Benefits of coaching

Coaching has a number of benefits for both the individual and their organisation. The individual will learn to solve their own problems and improve their managerial and interpersonal skills. Coaching can have a positive impact on an individual's performance as it can help them become more effective and assertive in dealing with people and thereby increase confidence. The benefits to an organisation can include improved productivity, quality, customer service and shareholder value. This support can help employees who've been promoted to cope with new responsibilities and help to sort out personal issues that might otherwise affect performance at work.

### What is mentoring?

Mentoring is a dynamic, supportive relationship between two individuals that exists to develop the mentee either within their current role or for the future. Mentoring differs from coaching in that it takes a broad

perspective of the mentee, is an ongoing relationship and the agenda is usually set by the mentee with the mentor providing support and guidance.

### Benefits of mentoring

Mentoring has clear benefits for the mentor, the mentee and the organisation. For the mentor it provides the opportunity to reinforce organisational values, reflect upon personal experiences, develop learning and have a direct link to staff across the organisation. For the mentee it provides invaluable access to knowledge, experiences and contacts that would otherwise be difficult to obtain. Organisationally, this relationship helps to create and maintain diverse and inclusive cultures.

If you would like to discuss coaching or mentoring support, please contact NHS IMAS on 0113 825 1573 or email: [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net)



## Merry Christmas from everyone at NHS IMAS



The NHS IMAS core team will again make a donation to charity in lieu of sending Christmas cards. Our chosen charity is Candlelighters, a childhood cancer charity in Leeds, West Yorkshire.

Candlelighters is a charity formed and run by parents of children who have or have had cancer, ex-patients and the medical staff who treat them. It provides essential help and support to children with cancer and their families. For more information on the fantastic work they do in the region, please visit [www.candlelighters.org.uk](http://www.candlelighters.org.uk).

We wish you all a merry Christmas and a happy new year.



## NHS IMAS Tweets!



**Don't forget to follow NHS IMAS on Twitter!** The account has been launched to keep everyone up to date with NHS IMAS news and encourage NHS managers to join the NHS IMAS pool and for NHS organisations to use our services.

We will also share details about learning and development opportunities, key areas of work we're supporting across the NHS and current opportunities and assignments – all anonymised of course.

If you're on Twitter and want to keep updated with NHS IMAS news, you can follow us at [@NHSIMAS](https://twitter.com/NHSIMAS)





# BIG Splash

## Quick Splash – Gavin Eyres



**Hello, my name is...** Gavin Eyres. I undertook an NHS IMAS assignment last year as Improvement Manager (Operations lead) for the Emergency Care Improvement Programme. This led to me being substantively recruited to the team earlier this year, as an Improvement Manager leading on Operations and End of Life Care.

### **What's the best thing about your role?**

The best thing about my current role is working with a great team, on a programme that directly impacts on patient care and experience. My day is always varied and I never know what is coming next, but that's what makes it so enjoyable – there isn't time to get bored!

### **What have you learnt from your NHS IMAS assignment and what advice would you give others who are about to undertake one?**

I have learned too much to list from both my assignment, and my coaching. I joined the Emergency Care

Improvement Programme as they were preparing to move from NHS England to NHS Improvement. Although I had programme managed change programmes before, I hadn't managed the transfer of staff between organisations. It was challenging but allowed me to show what I am really good at – assimilating complex information with meticulous attention to detail.

The one thing that NHS IMAS has taught me is to have faith in myself. I came across NHS IMAS when I was questioning my career – NHS IMAS have an incredible ability to match individuals to assignments, resulting in great deliverables for the client and great development for the individual pool member.

My advice to others would be to embrace the challenge. Be clear about what you need to achieve to get the job done – but also what you want to achieve in terms of your development. NHS IMAS assignments may be

challenging – but that's the exciting bit – make the most out of it.

### **What do you want to do next?**

Well, my first NHS IMAS assignment led to a substantive position. I do really enjoy working across organisations to deliver change programmes though. In the next few years I'd really like to get some Programme Director experience, whilst I'm studying to be a Trust Company Secretary. That's the end goal – working in a Trust as the Board Company Secretary. Hopefully NHS IMAS can help me get there!

### **What would you do if you didn't work in the NHS?**

To be honest, I have never really thought about not working in the NHS. I suppose if I didn't work in the NHS, I would love to run a garden centre as gardening is where I find my relaxation, or I could just win the lottery and spend my days on my allotment.

### **What would your colleagues be surprised to hear about you?**

Hmm, maybe that I own a Hair Salon in Chester city centre? Thankfully I just have to manage the finances – they don't let me loose on the customers.

