

# Big Splash

Interim Management and Support



Information for NHS IMAS members

Welcome to our Spring edition of **Big Splash**, the newsletter for NHS IMAS members.

**Big Splash** has the latest news about the NHS IMAS programme and assignments.

In this edition:

- NHS IMAS supports NHS Improving Quality
- New professional standards for NHS leaders
- NHS Elect Training Opportunities
- New Phone Number
- NHS IMAS: The talent challenge
- Achieving Excellence in Elective Care conference
- Congratulations to Lydia
- Life on a NHS IMAS assignment
- Got a story?
- IR35 compliance for independent pool members
- Quick Splash

## NHS IMAS supports NHS Improving Quality

In the last edition of Big Splash, we brought you the news that NHS IMAS, including the Intensive Support Teams, will become part of the new Improvement Body, now called NHS Improving Quality (NHS IQ).

With NHS IMAS' extensive programme management experience, the team were asked by Julian Hartley, Managing Director of NHS IQ to provide support in developing its business plan. This assignment was successfully completed by Suzanne Kirwan, NHS IMAS Programme Director at the end of 2012.

Due to the success of the assignment, Julian has asked NHS IMAS to provide further support during the first phase of its establishment.

As part of this support Janet Walter, NHS IMAS Managing Partner, will act as interim Corporate and Development Director for NHS IQ. This will be a six month assignment to develop the corporate function, establish robust programme management throughout the organisation and

propose an appropriate corporate model for the organisation moving forward.

Janet will be supported by Suzanne Kirwan, who will act as Head of the Corporate and Development Directorate, again for six months.

Janet will continue in her role as Managing Director at NHS IMAS, however, Suzanne will be on full time assignment to NHS IQ. NHS IMAS pool member, Andrew Cratchley, has joined us on assignment as Programme Director to backfill Suzanne. Andrew has extensive experience of working across different sectors in the health service and we are looking forward to working with him.



Andrew Cratchley

# New professional standards for NHS leaders

New standards for members of NHS boards and governing bodies in England were published recently by the Professional Standards Authority for Health and Social Care. The new standards put respect, compassion and care for patients at the heart of leadership and good governance in the NHS in England.

For the first time, these standards bring together the essential skills that are expected of all executive and non-executive leaders in the NHS in England, and cover personal behaviours, technical competences and business practices.

The standards are based on seven core values:

- Responsibility
- Honesty
- Openness
- Respect
- Professionalism
- Leadership
- Integrity

NHS IMAS is committed to following the professional standards and all NHS IMAS pool members are expected to be committed to these standards.

The standards can be found at: <http://www.professionalstandards.org.uk>

## New Phone Number



NHS IMAS has a new phone number. If you would like to contact us with any general enquiries please call us on

**0113 825 0801 / 0113 825 0802**

## NHS Elect Training Opportunities

NHS IMAS is joining forces with NHS Elect again to give Partners and NHS pool members access to training opportunities.

The training courses, run by NHS Elect, are free to attend and cover a broad range of subjects including:

- Project management
- Advanced business case tools and techniques
- Effective team management
- Demand and capacity
- Health policy – the new landscape in commissioning and regulation
- Procurement, competition and market management
- Advanced marketing tools and techniques

To request more information or to register your interest in attending

please contact us at [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net), call the core team on 0113 825 0801 / 0113 825 0802 or visit the members only section of the NHS IMAS website:

[www.nhsimas.nhs.uk](http://www.nhsimas.nhs.uk)

Places are limited and are allocated on a first come first served basis.



# NHS IMAS: The talent challenge

We have a challenge for you. We would like each of our pool members to recommend one colleague or associate to apply to be registered on our talent pool.

NHS IMAS currently manages over 130 assignments from all types of NHS organisations across England. We need to constantly grow our resource pool with quality pool members in order to continue to successfully meet demand from the NHS.

Do you know any NHS individuals who are ready for their next challenge and new experience?

To be a pool member with NHS IMAS, applicants need to be able to demonstrate that they have experience of working within the NHS at a senior level at or above Agenda for Change 8d.

They need to be committed to the values of the NHS, have a track record of delivery and be resilient, extremely self motivated and able to influence.

If you or a colleague would like to discuss the registration process or what it means to be a pool member with NHS IMAS in more detail, please contact us on 0113 825 0801 / 0113 825 0802.

## Congratulations to Lydia

We are pleased to announce the safe arrival of Lydia's baby boy, William Peter Hewitt, born on 23 January at 9.49am weighing 8lbs exactly.



Lydia and baby William are both doing well settling into their new routine at home.

Lydia said the midwives at Leeds General Infirmary "were brilliant and could not have done more". I am sure you would all join us in wishing Lydia all the best in her new role as a parent.

## 'Achieving Excellence in Elective Care' conference



On Friday 26 April 2013, the Elective Care Intensive Support team will host a conference on 'Achieving Excellence in Elective Care Pathways' in Birmingham.

The conference is free of charge to NHS staff and will, through a series of practical workshops, demonstrate how elective care pathways can be sustainably improved by sharing good practice, with a focus on implementation.

Key speakers will include Julian Hartley, Managing Director of NHS Improving Quality (NHS IQ) and Angela Pedder, Chief Executive, Royal Devon and Exeter NHS Foundation Trust.

For more information or to book a place on the conference, please email Rebecca Wootton, NHS IMAS, at: [rebecca.wootton@southwest.nhs.uk](mailto:rebecca.wootton@southwest.nhs.uk)

To find out more about the work of the Intensive Support Teams, visit the NHS IMAS website at [www.nhsimas.nhs.uk](http://www.nhsimas.nhs.uk) or call us on 0113 825 0801 / 0113 825 0802.



**This month we hear from NHS IMAS pool member, Professor Moira Livingston, Interim Medical Director at Yorkshire and the Humber SHA, about her NHS IMAS assignment within a national organisation. Moira has recently been appointed as Director of Capability at the new Improvement Body, NHS Improving Quality (NHS IQ).**

My career has provided me with many varied opportunities. I started out as a doctor, initially specialising in older age psychiatry with involvement in service redesign. I subsequently became involved in medical education and then workforce as an SHA Workforce Director and deputy Medical Director with a brief stint as a postgraduate dean. My first NHS IMAS assignment involved working for the Department of Health (DH) as national transitional lead for workforce intelligence. It lasted 21 months and was a full time role. At face value, the NHS IMAS assignment was not really a 'medical role' and yet my work history had prepared me well to be able to offer something different, and my medical experience was invaluable in carrying out the assignment.

The focus for the assignment was to work with the National Centre for Workforce Intelligence (CfWI) so that it was well positioned to support the new system by April 2013. The CfWI is a new body, procured by DH following the Next Stage Review and was in its infancy when I started the assignment.

The CfWI were very welcoming and from the start it was clear I was to be a senior member of this new body and its Governance Board and not a 'visitor'; this made a huge difference to how the staff felt about me being there and also how I could then approach the assignment.

The assignment was wide ranging and included responsibility for: commissioning and contracting; delivery of high quality products; stakeholder management; and managerial responsibility for the work of the communications and marketing, analytics and modeling and social care teams.

A large part of the assignment was externally facing, working with the Chief Executive to build sustainable external relations with senior level stakeholders.

What is great about the NHS IMAS experience is that you find yourself in situations that seem well outside of your comfort zone and yet with the support on offer, (from NHS IMAS, DH and the CfWI itself) you realise that the skills you have as a leader in the NHS are transferable, and it is possible to support very different organisations.

I was able to use my previous experience in leadership and management of change and quality improvement to support the CfWI during its early years of development. My clinical knowledge and understanding of education, training and workforce planning to support the CfWI accelerate its pace of development to deliver intelligence that the system finds useful.

continued on next page...



**Moira Livingston**

*"What is great about the NHS IMAS experience is that you find yourself in situations that seem well outside of your comfort zone and yet with the support on offer you realise that the skills you have as a leader in the NHS are transferable, and it is possible to support very different organisations."*

...continued from previous page

My personal learning and development was huge!

This assignment provided me with an opportunity to work in the private sector, without leaving the NHS. My learning from this comparison is something that will continue to be of benefit to me.

I learned a number of specific new things too: how commercial contracts work, including the complexity of their Governance Board structures, use of social media and impact evaluation, systems dynamics modeling and future scenario generation skills. All new skills and knowledge I can now bring back to the NHS.

The assignment overall was a success with good evidence of improvement across the board by the time I finished. Peter Harp at the CfWI said, "The Board (and I) publicly agree that the NHS IMAS assignment was a great success and prized the contribution that was made, which was not available through other routes".

Real success of course will be in the sustainability of the quality improvements and so I remain in touch with the CfWI, keen to see which improvements are now embedded and which have undergone further adjustment and development, for continued success.

## Got a story?

We would like your input into the articles we produce in Big Splash.

Do you have a story or good practice that you would like to share with pool members? Maybe you have an assignment that you want to tell us about?

Please contact Harpreet Uppal with your ideas on email: [harpreet.uppal@southwest.nhs.uk](mailto:harpreet.uppal@southwest.nhs.uk) or call her on 0113 825 0801 / 0113 825 0802.

## IR35 compliance for independent pool members

As you will be aware it is vital that all contractors working through their own companies are fully compliant with IR35 legislation.

NHS IMAS has asked one of our finance pool members, Guy Musson, to pull together some useful information about 'IR35'.

The intermediaries legislation – commonly known as 'IR35' – may apply to you. The aim of the legislation is to eliminate the avoidance of tax and National Insurance Contributions (NICs) through the use of intermediaries, such as Personal Service Companies or partnerships.

The Department of Health's (DH) published review of IR35 in August 2012 placed certain responsibilities on employers including:

- If you are a board member or senior official with significant financial responsibility, you should be placed on the organisation's payroll unless there are exceptional circumstances.
- If you are engaged for more than six months and on a day rate of £220 or more, your contract with an NHS client will need to include contractual provisions that allow the DH to seek assurance regarding income tax and NIC obligations to show you are IR35 compliant.

For more information please visit the [HMRC website](#) to download guidance on IR35 or contact the dedicated HMRC IR35 unit who respond exclusively to IR35 queries. Tel No: 0845 303 353.

# Quick splash...

## This month, NHS pool member Victoria Dawson answers our quick fire questions.....

***I work as...*** a Corporate Accountant for the NHS Commissioning Board (NHS CB) as part of the Finance transition team. I work within a small Finance team in the delivery of 2012/13 finance for NHS CB and supporting the development of financial processes from April 2013, when clinical commissioning groups (CCGs) and commissioning support units (CSUs) are operational.

***My typical day involves...*** lots of variety. As a new organisation there's lots to do such as responding to requests for information, ensuring suppliers are paid and month end duties are done, along side recruitment, setting up financial policies and ensuring budgets are in place for April 2013. The job is very busy and requires lots of organisation, communication, problem solving and leadership skills.

***The best thing about my job is ...*** having the opportunity to help shape the finances within a national organisation, and the people that I work with. Start up projects can be challenging and pressurised environments to work in and working in a good team really makes a difference.

***What would be your perfect assignment?*** Assisting in a organisation that needed help balancing the books, improving financial reporting, planning and implementing positive change.

Change is often seen as negative and so it's difficult sometimes to really make a difference in an organisation.

***Word of advice for other pool members...*** Ensure that you manage your workload so that it allows you to take up opportunities offered by NHS IMAS. The amount of change going on in the NHS means lots of opportunities but often means increased workload, making it difficult to take on new opportunities, as I've recently experienced.

***What do you want to do next?*** My recent work experience has been away from frontline NHS and therefore I intend to return to a senior finance position within a healthcare organisation. I've been lucky enough to have worked in several different organisations within the NHS and also as a secondee at the Department of Health and this has given me a great insight into what I want for my career direction

***If I didn't work for the NHS...*** I would work within the charitable sector, as I undertook a sabbatical last year and worked out in Cambodia as a volunteer accountant at a small charity and it was an amazing and rewarding experience.

***In my spare time...*** I run half marathons, do triathlons and sleep!



**Victoria Dawson**

*"The best thing about my job is having the opportunity to help shape the finances within a national organisation, and the people that I work with. Start up projects can be challenging and pressurised environments to work in and working in a good team really makes a difference".*