

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

NHS IMAS annual report

NHS IMAS has published its annual report for last year 2016/17. The commitment to support the NHS, embed sustainable change and save money is at the forefront of everything that NHS IMAS delivers. Key achievements included:

NHS IMAS again received positive feedback with 100% of clients stating that they would use NHS IMAS again and 98.8% stating that in their experience, NHS IMAS was good value compared to independent consultancies.

In 2016/17, gross turnover for NHS IMAS was just over £7.3 million. Costs for NHS IMAS are benchmarked against private sector alternatives and it is estimated that NHS IMAS saved the NHS over £3.5 million.

NHS IMAS was successful in its transition and reaccreditation to the new European Quality Assurance Standards ISO 9001:2015 and ISO 14001:2015.

NHS IMAS now has 877 Pool Members, including 300 NHS staff - exceeding our growth target of 10% for NHS Pool Member recruitment.

"The Pool Member fulfilled the scope completely and did a really good job. The Pool Member was excellent value as the senior level of experience she brought made it feel as if we had a second Director of Nursing on the board for the period she was there."

Chief Executive, Acute NHS Trust

NHS IMAS continues its commitment to fostering talent. It has worked closely with colleagues in NHS England, NHS Improvement and the NHS Leadership Academy on Talent Management, as part of the National Improvement and Leadership Development (NILD) Strategic Framework.

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The annual report 2016/17 can be found on the NHS IMAS website at:
www.nhsimas.nhs.uk/annualreport2016-17

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Richard Jeavons' thoughts

Getting practical about talent management

I am delighted that NHS IMAS' commitment to developing talent in the NHS and practical expertise in placing individuals into new roles is being recognised through partnerships to deliver other initiatives.

NHS IMAS is supporting a pilot programme within the Midlands and East region which aims both to better coordinate management of talent development and to reduce the reliance on private agencies. The Midlands and East Executive Talent Scheme, 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, was established to target Executive level posts.

This has taken a new approach to identifying, managing, growing and securing talent by offering development and stretch assignments for aspiring leaders in the Region, who are alumni of NHS Leadership Academy development programmes. NHS IMAS is providing its expertise and ISO accredited systems and processes to the programme to manage a discrete pool of individuals and work with NHS Improvement and its partners to scope, match and support individuals throughout assignments.

I've discussed the importance of fostering talent in the NHS in previous editions of Big Splash to ensure that we avoid a leadership gap in the future. I believe schemes like this will go a long way to provide individuals with the experience, the support and the confidence to rise to the challenge.

This work will continue into 2017/18 and we will share its progress later in the year. In the meantime we are very happy to raise awareness of this scheme wherever we can. For more information about the scheme, please contact NHS IMAS on 0113 825 1573.



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Life on assignment: Tony Adams

NHS IMAS pool member, Tony Adams, tells us about his experience on an NHS IMAS assignment

I was previously registered with NHS IMAS in my last role with NHS Improving Quality, and the move across to the NHS IMAS independent pool was straightforward and easy to navigate when I left the NHS in 2015.

Working through NHS IMAS allows me to continue to utilise my skills and experience in a way that provides me with a healthy balance between work and home. This assignment is a good example of the ability of NHS IMAS to provide access to a suitable resource to carry out a short piece of work at very short notice and against a very tight timescale.

I was contacted by NHS IMAS to see if I would be available to undertake an independent review of project board effectiveness and governance arrangements (with specific reference to PRINCE2 methodology) for a large scale national project which needed to be carried out over a five-day period and had to be completed by 31 March 2017.

I was provided with a concise initial brief which clearly laid out the context

for the work and the required deliverables. NHS IMAS facilitated an introduction to the client and, following a more detailed discussion, we agreed I would undertake the work.

Before commencing the assignment, I needed to get myself registered on the Contingent Labour One Framework as the assignment was commissioned by NHS England. This took a little time, and again, NHS IMAS helped me navigate that process signposting me to the key people to engage with.

The key output of the assignment was a report on the findings of the review with recommendations for proposed future project board governance, membership, structure, terms of reference, stakeholder management and engagement to enable successful transition to the next stage of work.

An assessment of the project status against each of these governance elements was carried out by members of the Project Board. This took the form of face to face interviews and phone interviews supported by completion of a scorecard against defined criteria to

identify what was working well and what could be improved upon. The target was to achieve 70% returns from the Project Board and Team and this target was successfully achieved. In addition to the end report and recommendations, I provided the project team with a tool which can be used at regular intervals to review and measure improvement and emerging gaps in relation to governance arrangements and Project Board effectiveness against an established baseline.

It was a very quick but thorough piece of work which I found both stimulating and enjoyable. As with any external review, engagement needs to be managed with appropriate sensitivity and confidentiality. The advantage of being independent was crucial to soliciting candid feedback from the various interviewees, who were very professional and objective in the discussions. Without exception, all of those interviewed clearly wanted the project to move forward effectively and deliver to its mission.

The main learning point from this assignment was the importance of face to face interviews.

Albeit sometimes hard

to arrange against competing schedules, face to face meetings without doubt, were far more effective than phone interviews and infinitely more valuable than proforma questionnaires. I interviewed the majority face to face and this made it far easier to establish rapport and trust which is key when seeking candid feedback and probing behind that appropriately.

In summary, my experience of working with NHS IMAS was very positive and I am looking forward to working on future assignments that may be forthcoming.



Tony Adams

BIG Splash

NHS IMAS welcomes a new Partner

We are very pleased to introduce you to NHS IMAS' new Partner, Vincent Connolly.

Vincent is currently Medical Director (North) for NHS Improvement and Acute Physician at South Tees Hospitals NHS Foundation Trust. Vincent has a wealth of clinical and improvement experience having previously been Medical Director for the Emergency Care Improvement Programme and the Emergency Care Intensive Support Team. He has also been Associate Medical Director at the former NHS Trust Development Authority and Clinical Advisor, Ambulatory Care Network for NHS Elect.

NHS IMAS Partners are experienced Chief Executives or Directors with a proven track record of delivery. They support NHS IMAS in several ways, by providing strategic advice to ensure that NHS IMAS continues to support the current NHS landscape, by providing coaching and mentoring support to individuals undertaking

assignments and by acting as 'ambassadors' to encourage NHS organisations to use NHS IMAS.

Vincent tells Big Splash about his new role as NHS IMAS Partner:

One of the great opportunities in the NHS is to meet the many great people who provide services in sometimes challenging circumstances. I've been privileged to have this opportunity through the various roles I've been involved with. It has educated me about clinical services, improvement, people, organisations and a host of other things including public transport and poor quality hotels! Yet, for most doctors, and consultants in particular, this is unusual. We are appointed to consultant positions which we may hold for 30 years or so. The opportunity to see other clinical environments, meet colleagues on

the shop floor, learn how others have met challenges and sometimes an appreciation that perhaps things aren't so bad after all, is I believe, essential to improving clinical services.

Over the last five years I have visited close to 100 organisations. This has enabled me to act as a connector, indicating where others might find ideas that will help to address their problems. I have been in my current post at NHS Improvement for six months and I have learnt an enormous amount about the NHS.

My role involves supporting medical directors, advising and implementing national policy, liaising with other arms-length bodies and medical organisations, strategic planning and addressing quality concerns.



Vincent Connolly

I was delighted to be asked to be a partner with NHS IMAS as supporting others to develop and share learning are key requirements for all of us, including medical leaders.

Client on assignment: Sandra Eismann and Anil Vara

Sandra Eismann, Demand and Capacity Advisor at NHS England, and NHS IMAS Pool Member, Anil Vara, tell Big Splash about their experience of using NHS IMAS.

Sandra Eismann

I required additional resource to work as part of the Demand and Capacity Programme; which is a jointly funded Programme by NHS England and NHS Improvement. This programme of work has three main objectives:

- To increase knowledge and awareness of effective demand and capacity planning through establishing training and education.
- Provision of an evidence base through modelling demand and capacity using existing Intensive Support Team (IST) models.
- Development of new models with increased functionality to encourage more widespread use, including new models for community and mental health services.

I approached NHS IMAS for interim support for a Demand and Capacity Delivery Officer. The purpose of the role was to provide expertise and knowledge on NHS acute services and demand and capacity planning. The role supports colleagues in the Demand and Capacity Team in delivering their projects and to train colleagues in the NHS in demand and capacity modelling at a local level.

NHS IMAS identified NHS pool member, Anil Vara, a General Manager at an NHS Foundation Trust. He used his operational knowledge to adapt face to face training on Demand and Capacity planning, to make it more suitable to our audiences and more engaging. Whilst Anil has taken ownership of this work and worked independently without much supervision, he has engaged the whole team to ensure everyone was able to input and was comfortable with the new approach. As a result, our training is delivered more effectively for colleagues in the NHS.

Similarly, Anil has worked independently on developing a support offer for commissioners. He has taken the initiative to develop his own proposal, using his skills and experience, whilst engaging other team members. Anil is very committed and will deliver his work to a high standard. Anil is a highly valued team member, and I am sure he will progress far in his future career.

NHS IMAS has been fantastic in supporting us by identifying Anil as a suitable candidate for our request. They were very professional and quick, and I have felt supported by NHS IMAS throughout Anil's secondment.

Anil Vara

When NHS IMAS approached me with the opportunity to join the Demand and Capacity team, I was thrilled and privileged to be selected for this secondment to join an exciting new team.

The secondment provided a great opportunity to allow me to apply my skills and experience in the wider projects of the programme, adding value where required.

The NHS IMAS team has been incredibly supportive throughout the whole secondment period and I always found the team very approachable whenever I needed to talk to them. In particular, when I heard that NHS IMAS offered a mentoring service for pool members, I decided to take advantage of this. The team found me a wonderful mentor who has provided me with the right level of support and inspiration throughout the secondment. I would thoroughly recommend this service to any pool members.

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Are you ready for your next challenge?

NHS IMAS is inviting expressions of interest from NHS staff at Agenda for Change grade 8d and above (or those at an 8c ready to move into an 8d role) to join our pool. We are particularly keen to hear from individuals from both commissioning and provider organisations with strong operational, performance, financial or programme management experience.

NHS IMAS can help individuals to:

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

NHS IMAS also provide a coaching and mentoring service to support NHS pool members undertaking assignments and for general career coaching. Other learning and development opportunities are also available such as webinar seminars and a course in consultancy and facilitation skills.

A number of our pool members have discussed their experience of undertaking an NHS IMAS assignment and these are regularly featured in 'Big Splash'. This shows the variety of roles where NHS IMAS has provided support and the benefits gained by individuals and organisations (www.nhsimas.nhs.uk/news-and-publications).

Examples of current assignments include:

- A Chief Operating Officer for a clinical commissioning group
- A Director of People and OD for a community services trust
- A Programme Director to work on a Sustainability and Transformation Plan (STP)
- A Clinical Services Review Lead in an acute trust
- A Head of Assurance and Delivery for a national organisation

If you are interested in becoming a pool member or would like to recommend a colleague, please visit the NHS IMAS website at: www.nhsimas.nhs.uk/contact-us/to-apply or contact us by email nhs.imas@nhs.net or telephone 0113 825 1573.



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 to 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.

NHS IMAS has recently launched cohort three of the course and we hope that all delegates find it useful and enjoyable.

Webinar events

So far, in this financial year NHS IMAS have delivered two webinar events for pool members. The first webinar was delivered by Chelsea and Westminster NHS Foundation Trust who provided a case study of their Perfect Day initiative.

This initiative brought managerial staff back to the clinical floor reducing the cost of bank and agency nursing staff whilst building team morale. The second webinar was led by Val Glenny, author and facilitator of the NHS IMAS Introduction to Consultancy and Facilitation Skills blended learning course, who provided an high level 'Introduction to Consultancy Skills'. A copy of this webinar can be found on the NHS IMAS website at www.nhsimas.nhs.uk.

The next webinar will take place on 14 July 2017 and will provide an overview of The Perfect Week/Breaking the Cycle which is about sites and wider health and care systems that are consistently under pressure focussing for one week to 're-calibrate', to see and feel what 'good looks like' and rapidly test and implement change. If you are interested in attending the webinar or would like further information on the blended learning course, please contact NHS IMAS by email at nhs.imas@nhs.net.

NHS IMAS in bloom!

NHS IMAS showed how 'down to earth' they were recently by helping a local community in Leeds tend to war graves.

As part of our business planning and team building, we hold two 'team timeout' days a year which includes half a day's voluntary work.

A group of local residents volunteer their time and energy to meet fortnightly to look after the war and remembered graves at a site in Leeds. The hardworking volunteers have been looking after the war graves for two years now and the difference is astounding. What were forgotten graves overgrown with grass, weeds, litter and vandalism have been transformed into a place where people can remember the fallen and past heroes of the community. It has had a positive effect on the rest of the graveyard too with more people visiting and commenting on how much better it looks.

Many hands make light work so they say and we certainly did that when we joined the usual volunteers! We donned our finest gardening clothes and were on hand to trim, rake, clear, weed, litter-pick and mark over 60 war graves.

Our aching and weary bones are testament to the work put in and it was very satisfying to see a place that the residents of Leeds, and those visiting, can be proud of. **A worthy cause and a great job done by all!**



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Quick Splash - Brenda Howard

Hello, my name is... Brenda Howard

I am on assignment with a Sustainability and Transformation Plan (STP) as Programme Director working across all participating organisations in a health and social care economy, and with wider partners and regulatory bodies. I have a long-standing interest in supporting collaborative leadership, which fortunately is now acknowledged as the way forward.

Having started as a management trainee, and become a board director in oversight, commissioner and provider organisations, I have enjoyed working in all sectors of the NHS and, of course, have experienced multiple structural changes. More recently, having achieved a Master's certificate in coaching and mentoring, I have added to my portfolio of skills, helping to support individuals through change.

What's the best thing about your role?

Having the opportunity to help both organisations, and individuals, find new and better ways of working together, to deliver care irrespective of organisational boundaries. The challenge of leadership without hierarchical power is a tricky one, which requires skill and sensitivity.

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

You have an opportunity, as a 'fresh pair of eyes', to offer insight and support. So, be extra positive, get your support mechanisms in place as soon as possible and above all, enjoy the learning.

What do you want to do next?

I am absolutely convinced of the need for collaboration and joint leadership across health and social care sectors, whatever form and name this takes. We live in challenging times, not least financially, and I am sure there will continue to be roles needing support in this area.

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

Apart from pursuing something completely different, such as indulging my interest in photography, I would probably still look for opportunities to support community interests in getting people to work better across organisational boundaries.



Brenda Howard

What would your colleagues be surprised to hear about you?

That my "downward dog" is not Ralph, my rescue Labrador, but a stretch in my weekly Dru yoga class.