

## NHS Talent Management

### NHS IMAS Focus in 2019-20

**At NHS IMAS we invest a tremendous amount of time and resource in ensuring we continue to improve the service we offer in providing NHS organisations that need short or medium term support, the means to access the management expertise that exists throughout the NHS.**

Our primary aims align with the NHS Long Term Plan commitments to do more to nurture the next generation of leaders, and systematically identify, develop and support future leaders of the NHS. What's more, we continue to make strides in supporting our pool members to fulfil their potential, whilst responding to a period of intense change across the NHS in England.

The focus for NHS IMAS in 2019-20 is to:

- Encourage and facilitate the NHS to use the wealth of skills already available, in order to improve and sustain the quality of health care services in the local communities they serve.
- Provide the support that is needed by the NHS, in a way that builds a sustainable legacy.
- Grow and develop NHS talent, working with NHS leadership development.
- Provide an alternative option to the private sector, whilst still recognising the need to access external skills when required.

Following the coming together of NHS England and NHS Improvement, NHS IMAS continues to be led by Janet Walter in her capacity of Director of System Capability and Operations (responsible for NHS IMAS) with the continued commitment to ensure we support the development of Talent Management Programmes. NHS IMAS remains hosted by NHS England and NHS Improvement to support all NHS organisations and NHS senior leaders in England.

### *Developing senior NHS leaders*

In 2019-20, NHS IMAS will 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.

The value of investing in senior NHS leaders through 'stretch' assignments that develop their skills and experience has proved successful. The momentum of talent

management programme growth will certainly be accelerated with us expanding our contribution to the development of our future healthcare leaders by working with NHS England and NHS Improvement:

NHS IMAS Partners will continue to provide their expertise and extensive leadership experience to help NHS pool members understand their development needs and how they can progress towards the higher leadership levels of the NHS.

### *NHS pool members at the heart of NHS IMAS*

The emphasis on the development and rapid deployment of NHS IMAS pool members remain a pivotal part of our core business. NHS IMAS will continue to provide training and support to our NHS pool members using a range of tools such as webinars, Blended Learning courses, mentoring and coaching. In 2019-20, NHS IMAS Partners will also continue to carry out web-based events to talk about their experiences and challenges and give pool members information and tips to help them in their career progression within the NHS.

**Keep an eye out on the [NHS IMAS Website](#) for more details!**



NHS IMAS' feedback continues to be strong with 100% of our clients saying they would use NHS IMAS again. In 2019-20, we aim to continue to achieve this high level of satisfaction, and welcome your comments and suggestions to assist us with this.

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## Richard Jeavons' thoughts

***Thoughts from NHS IMAS from Senior Partner, Richard Jeavons; Workforce - lessons in displacement and cultural complacency.***

It is difficult to escape media coverage of NHS recruitment difficulties and the impact within frontline services. In my day job with the Independent Reconfiguration Panel, workforce sustainability has become a recurring theme of proposals for changing how services are organised. Unsurprisingly, public sentiment tends to be less than understanding – shutting a local NHS hospital service that they use in moments of crisis and vulnerability because you cannot recruit the staff needed is not a great sell! The reasonable challenge back from the public is to ask why – if it is not the money, what stops people working here and have you done everything you can to attract and retain staff?

These are useful questions for any NHS employer to ask themselves all the time, and not just when the market supply of labour is short and there is a premium on participation rates and retention. The interim NHS People Plan recognizes this with its major theme “Making the NHS the best place to work”, noting the widespread variation and inconsistency between NHS organisations.

The challenge for the NHS in all these types of situations is finding an approach which will bring sustainable improvement as quickly as possible. In my experience there are two important factors in this case. First is the principle of subsidiarity. The heart of the issue is the workplace experience of staff. Nothing should be done that distracts from effort, action and responsibility where it is needed – in this case by individual employers with staff in their workplace. Everything outside that locus must be regarded as a risk with the potential for sapping energy and providing opportunity for displacement activity. The second is culture or more precisely the

misuse of “culture” as an explanatory factor. I have never been comfortable with oft stated generalisations about the NHS and its staff’s commitment. Perhaps it is the behavioural economist in me or a personal unease about appearing to take staff for granted. But cultural complacency and misdiagnosis are part of the problem. The well evidenced models of staff engagement do not start from the assumption that people are typically committed and willing to do their best. Recognizing that staff commitment and discretionary effort have to be developed, nurtured and sustained is a fundamental step to making progress.



**Richard Jeavons**

# BIG Splash

### Congratulations Stephen!



**Stephen Eames CBE**

Join us in congratulating NHS IMAS Partner and Chief Executive Officer of North Cumbria University Hospitals NHS Trust - Professor Stephen Eames, for his prestigious Commander of the Order of the British Empire (CBE) award in the Queen's Birthday Honours earlier this month.

We would also like to extend our best wishes to Stephen in his new role as part-time Chair of Humber, Coast and Vale Health and Care Partnership.

### 'Outstanding' Once Again!

NHS IMAS Partner and team achieve 'Outstanding' CQC rating or a second time.

Congratulations to all the dedicated staff at Newcastle upon Tyne Hospitals NHS Foundation Trust, led by their Chief Executive Officer and NHS IMAS Partner, Dame Jackie Daniel, for maintaining and building on high standards, to deliver exceptional care and outcomes for patients.

The trust is one of just five in the country to receive an 'Outstanding' CQC rating for a second time running.

The trust is rated 'Outstanding' for being a caring, effective, responsive and well-led and its use of resources and 'Good' for being safe.



**Dame Jackie Daniel**

### MBE Award to Chris Outram



**Chris Outram MBE**

We would like to extend our congratulations to NHS IMAS pool member and Chair of The Christie NHS Foundation Trust - Chris Outram, on being awarded a Most Excellent Order of the British Empire (MBE) in the Queen's Birthday honours list. The award is recognition for Chris' work with the NHS over more than three decades, and for her contribution to NHS patients.

# BIG Splash

## Pool member development

### Blended Learning

We would like to take this opportunity to congratulate all our pool members who completed cohort four of the Introduction to Consultancy and Facilitation Skills Blended Learning programme.

We are delighted to announce that cohort four was completed with a final interactive facilitated workshop which enabled the delegates to consolidate their learning from the course materials, reflect on their personal learning logs and share experiences in a safe environment.

This cohort of the course has now been evaluated and the feedback from participants has been extremely positive.

### Coming up...Cohort Five!

We have had an influx of interest for pool members wanting to get involved and undertake cohort five of the Blended Learning programme. The workshop dates have been confirmed and we look forward to working with pool members who have successfully secured a place over the coming year!

If you would like to find out more about this, please contact us on [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net)

*"Really liked and welcomed the facilitator's style and approach to learning. Enjoyed the balance between feeling challenged and empowered to contribute. Very enjoyable modules – thank you."*

*"The course facilitator was able to work with the flow of discussion, highlighting particularly relevant theories and directing reference. The style recognised the considerable experience in the room, was respectful and encouraged openness amongst the participants"*

*"The best thing about the workshop was the practical tools offered to us, the chance to put those into practice at the workshops, the opportunity for self-reflection and networking with people doing similar things."*

**Register your interest in upcoming training and development opportunities!**

### SAVE THE DATES

If you want to catch our upcoming learning webinars:

#### 1 July 2019

New Models of Care webinar by **Richard Kirby, NHS IMAS Partner and Chief Executive Officer at Birmingham Community Healthcare NHS Foundation Trust.**

Richard will deliver this session on New Models of Care and using community services to reduce demand on acute providers.

#### 17 July 2019

**Andy Graham, NHS IMAS Partner and Director of Operational Performance at Essex Partnership University NHS Foundation Trust** will share his personal insight to his career and his experiences of different organisations.

Andy will also discuss his successes and learning during his vast career portfolio.

To register your interest for these, and all future webinars please email [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net)

# BIG Splash

## Taking a holistic approach to talent management

**NHS IMAS prides itself in offering a bespoke approach in supporting NHS organisations in England to source the expertise and experience from within the NHS.**

A major part of sourcing expertise is recruiting talent. We are dedicated to investing in our pool members who will deliver for the NHS now and in the future, on short to medium term assignments across a range of specialties be that a short term, part-time or full-time interim opportunity. Our focussed approach in understanding the needs of NHS organisations and finding the right person for the role helps develop NHS leaders, but also ensures that the learning they acquire on an assignment can be taken back to their organisation.

Whilst it is vital for our pool members to have the skills, knowledge and experience in undertaking a challenging interim or consultancy role, we also recognise the importance of reputation, behaviours and values which can help guide leaders to build strong relationships, empower those around them, and ultimately succeed on NHS IMAS assignments.

NHS IMAS is committed to developing talent within the NHS, offering ongoing development and remaining engaged with our pool members. The added value of building a rapport with our pool members, understanding when and where they want to take the next step, giving feedback whilst on assignment and advocating their potential to succeed, is a crucial part of our support model.

***Tools we use to help NHS pool members to flourish and continue to benefit from our talent management resource includes:***

- Being part of a large network of senior NHS leaders
- Mentoring and coaching
- Access to our Blending Learning course - Introduction to Consulting and Facilitation Skills
- Access to NHS Elect courses
- Exclusive access to regular learning webinars
- Regular feedback whilst on assignment
- Support from an NHS IMAS Programme Manager and Partner where appropriate

In keeping with our commitments in sourcing new talent, we are always looking for highly experienced and motivated senior individuals, across all specialities, currently working at Agenda for Change (AfC) 8d and above (or 8c ready to take on a role at 8d) to be part of a leading network of exceptionally experienced and skilled senior leaders.

If you know of anyone interested, find out more by checking out the [NHS IMAS Corporate Brochure](#) or visiting the [NHS IMAS webpage](#).

# BIG Splash

### Life on Assignment - Phil Storr

**NHS IMAS pool member, Phil Storr, tells Big Splash about his experience on his latest NHS IMAS assignment.**

I started my current NHS IMAS assignment as Regional Urgent and Emergency Care (UEC) Operations Director with NHS England in July 2018 following a successful NHS IMAS assignment at NHS England (Midlands and East region) as Regional Winter Director in 2017-18. The focus of the assignment is to implement a new regional operations model reflecting the move to two new operating geographies in parallel to designing and implementing a single tier UEC operating model for the East of England region.



**Phil Storr**

#### ***Safe and effective delivery***

On a day to day basis, on behalf of the Regional Director of Operations & Delivery, I lead a team that maintains oversight of operational performance and coordinates the response to Winter for the East of England Region. Working with local CCG's and NHS Improvement, the team supports local systems and providers building capacity and knowledge to manage system wide operational challenges. Additionally, I work very closely with the National UEC Operations Team and the National Ambulance Adviser, Anthony Marsh (NHS

IMAS Partner), on matters relating to the safe and effective delivery of urgent and emergency care. The aim is to align national ambition to local capability and resource to respond to the needs of patients requiring emergency care.

#### ***Period of challenge***

Each year, nationally, around 110 million people seek urgent same-day patient care from urgent GP appointments to minor injury units and Accident and Emergency (A&E) departments. There is no doubting the efforts of front line staff to meet the rising demands and pressures on frontline services, however we are currently working

in a period of challenge - delivering A&E performance against a back drop of rising demand on services whilst at the same time transforming how care is delivered. Having spent over 20 years working in various strategic operational roles I have experienced first-hand a number of challenges the NHS has faced.

#### ***Deliver more resilient patient care***

The assignment has its own challenges and is certainly interesting, from building a new team whilst separating into two new regions, to promoting system leadership and increasing partnership working across organisations. Although on an NHS IMAS assignment, I am embedded within a really good regional operations team, led by the Regional Operations & Delivery Director – Graeme Jones. The real challenge however is changing a culture in local systems to one that builds on individual organisations working more collegiately to deliver more resilient patient care – I liken systems to naval flotilla - each organisation is like a ship in the fleet, independently led but having to work as a bigger team so they all move in the same direction. Like a naval flotilla each organisation needs to know each other's strengths and weaknesses so when they enter a 'storm' together, organisations can

understand how to support each other to ride out the storm and emerge safely to calmer waters.

Working across multiple health care systems I work with many senior executives to give support and constructive challenge to complex problems. It is through building these relationships and supportive conversations I can help systems and organisations collectively articulate challenges and jointly focus on solutions to resolve issues.

#### ***Advice and guidance at hand***

Whilst on the current assignment the support from the NHS IMAS team has once again been excellent. Regular contact from the NHS IMAS Programme Manager ensures oversight and that the deliverables for the assignments are on track for successful completion. It is reassuring to know that I have a point of call on hand for specific sources of specialist advice and guidance to relevant issues. I regularly recommend NHS IMAS to organisations needing support to help them understand in more depth the problems they face and explore solutions for successful delivery of often difficult pieces of work.

# BIG Splash

### NHS IMAS Assignment Management

NHS IMAS continues to manage a high number of assignments across the system in different NHS organisations. We thought it may be helpful to share an overview of how NHS IMAS assignments are progressed and overseen from the initial enquiry through to a successfully completed assignment so that you, as pool members and clients, know the process and level of service to expect from us...

#### 1. Initial enquiry:

Any type of NHS organisation in England can access support from NHS IMAS and we support assignments in a variety of settings. This includes the acute sector, mental health and community providers, ambulance trusts, clinical commissioning groups, and national organisations such as arms-length bodies.

We have an honest conversation with the client to scope out the piece of work that needs to be done, seek clarity on the brief and parameters, with a focus on delivering sustainable change and value to the client from start to finish, whilst maintaining confidentiality at all times.

#### 2. Matching Pool Members:

We are committed to deploying people with the right skills, experience and fit, whilst continually developing their expertise. An open dialogue is maintained with clients and pool members from the initial introduction through to interview and confirmation of the assignment. We maintain discretion between all parties throughout the matching process.

#### 3. Assignment agreement:

Once an assignment is confirmed, an NHS IMAS agreement letter is put in place between the client and the pool member. This provides a summary of the assignment and the deliverable objectives the pool member will work to as agreed between the client and pool member. The formal contract is always held between the host organisation, be that



a secondment, fixed term contract or contract of service and the individual pool member.

#### 4. Keeping in touch:

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.

NHS IMAS can provide specialist and professional advice with support from the lead NHS IMAS Partner, as required. We have available an expert resource of exceptionally knowledgeable senior leaders who can also be called upon to provide support to pool members such as mentoring, coaching or advice or defined steps needed to achieve resolution should this be required.

#### 5. Closure report:

NHS IMAS pool members on assignment are required to complete a closure report, which summarises the impact of the work completed. This is also an opportunity to capture any learning and good practice which can potentially be disseminated for the benefit of other pool members, providing it does not breach the intellectual property rights of the host organisation.

#### 6. Feedback and evaluation:

On completion of the assignment, NHS IMAS evaluates the assignment as part of our continuous improvement commitments, through a closure call between the Director of System Capability and Operations (including NHS IMAS) and the organisation. This call is used to appraise the overall work of our pool member and obtain feedback on the services of NHS IMAS to help us to improve our service to the NHS going forward.

If you or your organisation are in need of interim support, speak to one of our Programme Managers today by contacting 0113 825 1573 or emailing [nhs.imas@nhs.net](mailto:nhs.imas@nhs.net)

# BIG Splash

## Celebrating Change in the NHS IMAS team

**The development and retention of staff is an important and central factor in NHS IMAS – from the extensive achievements, to the delivery of its ambitions for the future. It would be remiss not to take this opportunity to celebrate the achievements of the team both personally and professionally.**

In between the busy day at the office managing ongoing assignments (be sure to take a look at the assignment management overview shared on page [seven](#)), supporting our pool, our staff are busy developing their own portfolios. Here are just a few we thought we'd share...

Over the past month Rachel Haigh, NHS IMAS Team PA and Debra Coulson Project Manager, have successfully completed the NHS England and NHS Improvement Springboard Women's Development Programme. Debra is also undergoing an Apprenticeship in Associate Project Management to further develop her skills to complement her role in supporting NHS IMAS' successful approach to operating its quality and environmental management systems.

Daniel (better known as Danny by our pool members and clients) Wood, Senior Programme Manager, is currently working his way through a Chartered Management Degree, which is a work placement qualification, allowing him to cultivate his learning, adapting to the pace of workplace change and demand. This follows Danny's successful completion of the Diploma in Management apprenticeship.

Additionally, Gemma Searle, Senior Programme Manager, is currently providing programme and project support to the Joint Working Programme Flexible Resourcing team.

Finally, congratulations to Jordan Scott our Business Support Manager, who has been accepted on the NHS Graduate Management Training Scheme – The making of a future prestigious NHS Finance Director (started his NHS career right here with NHS IMAS!) Huge congratulations to Jordan on this opportunity!

These achievements demonstrate that the development of the NHS IMAS team and pool members is an integral part of what we do to serve the NHS.



Congratulations to our long serving Senior Programme Manager Gemma Jones who has recently tied the knot. Going forward Gemma will be using her married name as Gemma Searle – Don't forget to update your contact details!

### Welcome Sue!

Join us in welcoming Sue Pritchard, who has joined the NHS IMAS team on assignment as the Programme Director. Sue brings with her a wealth of experience in programme management and leadership skills to help the team continue to flourish over the coming few months.



Sue Pritchard

We are proud to support NHS staff to be part of new teams and environment, once again demonstrating our ongoing commitment to retaining and building the skills that exist within the NHS.