

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

NHS IMAS Celebrates its 1000th Assignment

NHS IMAS is celebrating its 1000th assignment. For this milestone assignment, NHS IMAS has placed an NHS candidate in an acute Trust in the Midlands and East Region as an Interim Executive Director of Workforce and Organisational Development.

NHS IMAS was established in 2008 and, since then, has carried out assignments in all types of NHS organisations across England, including national organisations and arms-length bodies, provider organisations (acute, community, mental health and ambulance trusts), Clinical Commissioning Groups (CCG), Commissioning Support Units (CSU) and academic health science centres. In this time, NHS IMAS has also supported a number of national initiatives including the establishment of the NHS Commissioning Board Authority, Better Care Fund, CCG Authorisation and scoping of the hosting arrangements for Commissioning Support Units.

Since its inception, NHS IMAS has turned over almost £51m gross, producing savings for the NHS estimated at £27.6m. It has also almost quadrupled the number of experienced pool members from 225 to almost 900.

For this landmark 1000th assignment, an experienced Deputy Director with relevant experience has stepped up into an Executive Director position for an interim period of 12 months. As this is a 'stretch assignment', NHS IMAS is also providing an experienced mentor, at no cost, to support the individual during the course of the assignment.

This assignment is also part of the Midlands and East Executive Talent (MEET) Scheme, a joint initiative being led by NHS Improvement in partnership with NHS IMAS, the NHS Leadership Academy, NHS Executive Search and Health

Education England. The MEET scheme has been designed to develop a talent pool of individuals who can be appointed into interim executive and senior director-level posts in provider organisations across the region, on either a stretch placement or secondment basis.



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A major milestone achieved often gives cause for reflection. As NHS IMAS celebrates the 1000th assignment mark, what have we learned over the years and what of the future?

NHS IMAS started out in 2008. Nine years is a long time in the NHS - time enough for a few general elections and several reorganisations. More significantly, time for significant growth in demand for healthcare from our population and an economic crisis that has constrained growth in funding for the NHS. As a consequence, it's never been tougher than now to lead and manage frontline services successfully.

NHS IMAS' core offer – to provide short and medium term support to NHS organisations that need it – has proved enduring, and from small beginnings, has sustained for several years its current scale of around 130 concurrent assignments and annual turnover of £7 - 10 million.

At a time of intense pressure and scrutiny it is too easy to lose sight of what motivates people and what will support them to achieve positive change.

You do not need to look much further than our 1000th assignment to see the values that have driven NHS IMAS' success and why they have never been more important than in the current climate.

First, it is founded in a shared view that sometimes practical collaboration across the NHS is needed to solve a problem. Second, diagnostic time and effort has produced a clear focus and objectives. In this case, to fill gaps in NHS Executive posts and reduce reliance on private agencies by growing and securing NHS talent through development and stretch assignments for aspiring leaders.

Third, it has a proven delivery method - NHS IMAS is providing its expertise and ISO accredited systems and processes to manage a pool of experienced individuals and work with partners and clients to scope, match and support individuals

throughout assignments. Finally, it has built in evaluation and feed back to ensure learning, adaptation and improvement.

Here's to another 1000 assignments!



Richard Jeavons



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Client on Assignment

Judith Brown, Chief Executive at North Somerset Community Partnership, tells Big Splash about her experience of using NHS IMAS.

North Somerset Community Partnership is a relatively small provider of NHS community health services. We are a strongly values driven Social Enterprise and pride ourselves on working in partnership for the benefit of our local communities.

I joined as Chief Executive last year at a time when we were experiencing significant instability of our leadership team. Two Director roles were vacant, alongside the Company Secretary role, and our Chair was coming to the end of her maximum second term of office. A Care Quality Commission (CQC) visit was imminent. We had an interim Director of People in place but this individual was unable to stay with us and therefore, together, we approached NHS IMAS with a view to identifying an experienced Director of People and Organisational Development (OD) who could help us through this challenging period.

Amongst the priorities for the role were the following:

- To provide leadership to the People and OD team and ensure the delivery of effective and responsive HR and OD services.
- To lead on the staff engagement strategy - to embed a sustainable approach to staff engagement which ensured staff felt genuinely involved and able to contribute to improvements.
- To ensure that we were adequately prepared in relation to all the elements relating to workforce and HR for the imminent CQC inspection.
- To lead on the recruitment of a substantive Director of People and OD.
- To provide strategic advice to the Board ensuring that the company adopted a progressive approach to leading and managing its people, whilst ensuring that all statutory and legal requirements were met.
- To provide expert support to the Remuneration Committee as required, and undertake a review of the Senior Managers' Pay framework.

We were clear that we needed an experienced and skilled individual who would fit with our values and who could deliver to extremely tight timescales in an unstable environment.

NHS IMAS identified two candidates for us and we were delighted to offer the post to Susan Young who delivered over and above our role specification and, of course, had to pick up a number of new and changing priorities during her five months with us.

Susan was quickly embedded within our Executive Team, gained the confidence of the Board and was always willing to go the extra mile in investigating and resolving emerging issues. I am delighted to say that we achieved a 'good' rating from the CQC and we now have a fully established leadership team.

Throughout the placement, NHS IMAS remained in contact with me checking on progress and seeking feedback on Susan's performance. Whilst I had no issues to raise I always felt that NHS IMAS was no more than a call away and I was delighted to participate in an end of placement

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Judith Brown, Chief Executive at North Somerset Community Partnership

review which gave me the opportunity to reflect on Susan's achievements with us.

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.

[Susan's story on page 4...](#)

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Susan Young, NHS IMAS pool member, also tells Big Splash of her experience of undertaking an NHS IMAS assignment.

I would definitely recommend working through NHS IMAS. I applied to NHS IMAS about two years ago, and since then I have had regular phone calls from the team about varied and interesting assignments, both for Interim HR Director roles, and more project-focussed assignments.

As an HR Director, I was pleased to see how thorough the application and registration process is, with a detailed telephone interview, and robust referencing well before any roles are discussed. I really enjoy the variety of roles I am able to do as an interim, and have worked in a wide-range of organisations across the country, meeting lots of different people (and challenges!) on the way.

I thoroughly enjoyed my assignment with North Somerset Community Partnership (NSCP). NHS IMAS really supported me throughout the process, from giving me a very detailed brief before I applied for



Susan Young, NHS IMAS Pool member

the interim post, to detailed feedback after the interview, and ongoing support throughout the assignment. I thought the support NHS IMAS gave in ensuring that clear objectives were in place was really helpful, as were the regular phone calls throughout the assignment to ensure that everything was on track, both from my perspective and for the CEO, Judith Brown. At the end of the assignment, we did a detailed review, and following Judith's very kind feedback, it was lovely to receive a really nice (and unexpected) 'thank you' letter from NHS IMAS.

Team Changes

We have two team changes to the NHS IMAS team since the last edition of Big Splash. We would like to welcome Uzma Fazal and Coll Bell, who have both joined NHS IMAS as Programme Managers.

Uzma joins NHS IMAS from NHS England where she worked across a number of programme portfolios within the Regional Assurance and Delivery Team, including the implementation of CCG Assurance, providing expertise on CCG Governance, co-ordinating Operational Planning and supporting delivery and improvement of constitutional standards.

Coll was previously Programme Co-ordinator on the National Self Care Programme at NHS England and has also worked in CCGs and local government supporting a portfolio of programmes delivering local area integration of health and social care.

We wish a warm welcome to both Uzma and Coll.



Uzma Fazal



Coll Bell

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Find your next challenge with NHS IMAS

Are you looking to take the next step in your NHS career?

Are you ready for a new challenge or to learn new skills and broaden your experience?

Are you an NHS senior manager working at Agenda for Change band 8c or above?

If yes, then apply now to join the NHS IMAS talent pool!

NHS IMAS provides interim management and consultancy support for NHS organisations that need to fill a position on a short to medium term basis.

NHS IMAS can provide a variety of opportunities that range from deputy and executive director positions including Finance, Nursing, Operations, HR and Chief Executive, through to specialist consultancy expertise such as service reviews, turnaround and improvement.

BENEFITS:

NHS IMAS can provide the pool member with excellent opportunities for career development.

NHS pool members are able to go into a range of NHS organisations across the NHS in England.

There are a variety of opportunities to suit pool members' availability and preferred locations.

NHS pool members will have the chance to support organisations with a wide range of challenges at a senior level, to make real changes to improve services and have a direct impact on patient care.

All assignments are fully scoped by NHS IMAS Programme Managers to ensure that pool members are clear about the deliverables and objectives.

NHS IMAS gives NHS pool members the chance to extend their professional networks.

WHAT TYPE OF SUPPORT IS AVAILABLE:

Regular contact with one of our dedicated Programme Managers to assist with any queries whilst on an NHS IMAS assignment.

Mentoring and coaching throughout the assignment, if appropriate.

Access to our Blending Learning package, accredited by the Royal College of Physicians and the Royal College of Anaesthetists, to introduce consultancy and facilitation skills.

Exclusive access to regular learning webinars, providing information, support and learning on topical areas of the NHS.

Exclusive access to development tools on the NHS IMAS website.

If you are interested in applying, please complete the on-line [application form](#) or give us a call on 0113 825 1573 to speak to one of our Programme Managers.

Keep updated by following NHS IMAS on twitter at @NHSIMAS



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Interim Management and Support

Life on assignment: Jo Stephenson

NHS IMAS pool member, Jo Stephenson, tells Big Splash about her experience on an NHS IMAS assignment.

Having worked in Communications within NHS England, the Department of Health and, before then, NHS Connecting for Health (as was), I registered with NHS IMAS because I felt ready for a change of direction.

I hadn't deliberately set out to be a communications specialist in my career but, like so many of us in the NHS, I found myself going with the flow of several restructures and moving between various organisations as work and business needs changed. I really see the value of working in such a flexible way but I began to realise that, without having made a conscious decision, I had somehow got myself into quite a niche area and it was time to broaden my horizons.

NHS IMAS contacted me about a number of roles which had come up within the Change and Programme Delivery Team (C&PD) at NHS England. The one I was particularly interested in was the Head of Operational Support role and I was

delighted to be successful at interview for a 12 month secondment.

The C&PD team supports the delivery of priority programmes and projects across NHS England by providing a single point of access to high quality programme and project management, and change support.

At the point when I joined the C&PD team, it had been established for about two years and was working at absolute capacity to meet demand. There was recognition that the director and deputies needed time to focus on developing the programme direction to meet future needs as NHS England's role within the system continued to evolve. My job, therefore, was a newly established post to support the operational needs of the team and take on the day to day running of the business management function.

In March, the secondment role was advertised as a substantive position and I'm delighted to say that I was successful at interview and am now permanent within the C&PD team.

Much as I loved working in communications I knew I needed a new challenge. When I initially looked at the C&PD secondment roles coming through NHS IMAS, I felt I was more suited to a different role to the one I was successful in. I'm not sure I would have put myself forward for the Head of Operational Support role because I felt I didn't meet all the criteria, but through discussion with NHS IMAS colleagues, I was able to see how the role fit my skillset. That was invaluable personal insight and gave me the confidence to put myself forward for something which wouldn't naturally have been on my radar.

In my new role, I use my contacts and communications skills every day, alongside my knowledge of public sector processes and line management experience. However, I'm simultaneously enhancing my skills in business management and strategic leadership which I feel is developing my potential for the future.

I wouldn't have got the permanent role if it hadn't been for the secondment through NHS IMAS – it was a really rewarding experience all round!



Jo Stephenson

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Pool Member Development

Interim Management and Support

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, and is accredited by the Royal College of Physicians and the Royal College of Anaesthetists. 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 launched cohort three of the course and will hold the first workshop on consultancy skills for delegates in October 2017, to consolidate their learning from the course materials. If you would like to express your interest in cohort four, please contact NHS IMAS.

Webinar events

So far, in this financial year, NHS IMAS has provided three webinar events for pool members. The first webinar was delivered by Chelsea and Westminster NHS Foundation Trust who presented a case study of their Perfect Day initiative. This initiative brought managerial staff back to the clinical floor, reduced the cost of bank and agency nursing staff and built team morale.

The second webinar was led by Val Glenny, the author and facilitator of the NHS IMAS Introduction to Consultancy and Facilitation Skills blended learning course, who provided a high level 'Introduction to Consultancy Skills'.

The third provided an overview of The Perfect Week / Breaking the Cycle initiative, which is about sites and wider health and care systems that are consistently under pressure focussing for one week to 're-calibrate'. The aim is to be able to see and feel what 'good looks like' and rapidly testing and implementing change. A copy of this webinar can

be found on the NHS IMAS website at <http://www.nhsimas.nhs.uk/news-and-publications>

The next webinar will take place on **5 October 2017 at 2:30pm** and will focus on NHS RightCare. Participants will hear about the latest thinking and some real life case studies that show the benefits of focussing on variation in healthcare at a local health economy level.

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.

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Quick Splash - Judith Hunter

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Hello my name is.....Judith Hunter.

I retired in 2016, having worked in a variety of NHS roles for 40 years. I joined NHS IMAS as a way of 'giving something back', having had a rich and rewarding career as a nurse and senior NHS manager.

Have you been on an NHS IMAS assignment?

I'm currently on assignment with the Department of Health working as Clinical Lead in the visitor migrant NHS Recovery Programme. The work is challenging and underpins the importance of putting 'policy into action' in sustainable, practical ways to maximise staff engagement. I am working with a team of colleagues from across the country, some are also NHS IMAS pool members, providing a wealth of experience, networking and camaraderie.

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

I have learnt about the legislative and policy framework behind entitlement to NHS care, specifically, the dynamic nature of legislative change and its impact on the provision of care to patients. We are working with specific NHS trusts to assist with compliance in meeting legislative requirements to identify patients who are not entitled to free NHS care and in implementing the actions that should be taken to enable people to pay for access to care. I am also assisting with the 'shaping' of policy guidance for implementation in practice to ensure the narrative is easy to follow, and assists clinicians to work in partnership with their Overseas Visitor Team.

If you are thinking of embarking on an NHS IMAS assignment my advice is to find out as much you can about the subject, plan and prepare and embark on the work with an open mind.

What do I want to do next?

I am keen to progress with my horizontal career development by adding new skills and experiences.

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

I would work in the voluntary sector. The role would have to provide opportunities to work with people, as part of a team delivering safe, quality care to families.

What would your colleagues be surprised to hear about you?

That I recently completed the NHS couch to 5k programme with the comedian Sarah Millican as my coach!!



Judith Hunter