

BIG Splash

Interim Management and Support

Information for NHS IMAS members

ISSUE 48: SPRING 2018

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

Celebrating 10 Years

NHS IMAS celebrates its 10th birthday in May, having worked with NHS organisations across the country since 2008 to support them to improve the quality of health care services across England.

Over the past 10 years NHS IMAS has provided a unique service to NHS organisations that need short or medium term support, providing the means to access the management expertise that exists throughout the NHS.

During this time, we estimate NHS IMAS has saved the NHS more than £43.5 million (when compared with like for like market rates) by managing over 1,060 assignments, with a gross turnover of almost £70 million.

NHS IMAS has over 900 senior managers and clinicians within its talent pool, spread across a wide variety of specialisms including Finance, HR, Governance, Operations and clinical specialties as well as specialist support such as Turnaround, Emergency Care, Referral to Treatment and Transformational Change. NHS IMAS continues its commitment to

support the NHS to develop talent, embed sustainable change and save money.

As Senior Sponsor, I know that NHS IMAS plays a valuable role in providing high quality, value for money individuals to NHS organisations, whilst also working to retain and develop high quality talent within the NHS.

Emily Lawson
National Director for Transformation and Corporate Operations - NHS England
NHS IMAS Senior Sponsor

It is essential that the right calibre of individuals are available to NHS organisations at a price that provides value to the taxpayer. NHS IMAS has an important role to play in ensuring this resource is available.

Adam Sewell-Jones
Executive Director of Improvement – NHS Improvement
NHS IMAS Strategic Advisory Board Member

ISO Success

NHS IMAS has successfully completed an external surveillance audit of the standards for our ISO 9001 Quality Management System and ISO 14001 Environmental Management System.

The assessor said NHS IMAS had demonstrated “a best practice experience” of embedding and implementing the standards and he had “thoroughly enjoyed” his visit.

This audit demonstrates that NHS IMAS is successfully operating its quality management system and continually learning and improving its processes from the operation of the system and feedback from clients. We are one of the very few parts of the NHS to achieve these standards, and continue to embed them in our day-to-day working; which in turn helps us maintain an efficient, consistent and customer-focused service to our NHS clients.

The Environmental Management System means that we continue to consider the impact of our business activities on the environment and take steps to reduce it. Just some of the measures we have in place include reducing our printing, walking or using public transport and making use of telephone and video conferences where possible.

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We are also encouraging our pool members, where feasible, to use public transport and consider other ‘green’ travel options.

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Richard Jeavons' thoughts

A personal reflection on 10 years of NHS IMAS from Senior Partner, Richard Jeavons.

My own experience of NHS IMAS over 10 years is informed by being a client, pool member working on assignments and Senior Partner – and on occasions all three at the same time!

I recall the earliest discussions and the formulation of the basic proposition that has proved to be enduring - that there is added value for the NHS in collaborating to use its talent to provide support for NHS organisations that need it – by the NHS for the NHS. Deceptively simple and attractive at the time – like many of the best ideas – but the real story of NHS IMAS has been about translating the idea into a resilient, quality assured operating model that guarantees value to its clients.

The model was founded in the disciplines of project and programme management and has been developed continuously. From its origins, the focus, from first contact with the client, has always

been on what they need and what the deliverables and outcomes will be from the support they engage. This approach means living with investing time that sometimes results in enquiries dissolving without further action or NHS IMAS being unable to meet the requirement. The return on this investment is the clarity of expectations for assignments that are the foundation for delivering value for the client.

The other half of the effective delivery equation for NHS IMAS has been providing the support to ensure that those undertaking assignments are successful. This comes from programme manager support, partner supervision and being explicit around their own learning and development. Again this is extra effort but the return is mitigation of delivery risk and a better offer to recruit and retain our pool members.

If there is a transformational moment in the development of the NHS IMAS model it was undoubtedly the decision to commit to the discipline of an accredited

quality management system. With the benefit of hindsight it was a no brainer but at the time it was more a matter of circumstances colliding. As we grew it became more challenging to sustain and replicate consistent quality through typical project and programme management methods alone. It took an external pair of eyes to suggest a quality management system might be the answer and then a decision to commit resources and leadership to adopt and implement. I recall my own scepticism and the internal debates about whether we were doing it for the right reasons – not just to look good but to improve our offer. Now it's the way we do things and we could not achieve without it. It is literally, along with the quality of the team, the biggest factor in the effectiveness of our offer.

It remains a great privilege to have contributed in a small way to the NHS IMAS story. Everything it does and everything it develops will remain by the NHS for the NHS.

“NHS IMAS is a great organisation that provides support to the NHS throughout England. Our success is a credit to our pool members, clients and Partners. We look forward to celebrating the next 10 years!”

-Janet Walter, NHS IMAS Managing Partner



Richard Jeavons

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Partner reflections on our last 10 years

Our 10 year celebrations are shared by our NHS IMAS Partners. They share their experiences here...

I was invited to join NHS IMAS when it was first created 10 years ago. I have been an NHS IMAS Partner and a member of the Strategic Advisory Board ever since. I remain very keen to support the principles of the NHS IMAS entity and brand as it supports service improvement for patients, strengthens innovation and transformation locally, regionally and nationally, and develops individuals through secondment opportunities. Finally, it offers value for money in terms of reducing costs of management consultants and agency costs etc.

There are many excellent examples of individuals undertaking assignments in our NHS that have led to substantial and sustainable service improvement. We should celebrate their achievements and encourage more colleagues to participate in NHS IMAS.

I have undertaken a six months Chief Executive Officer secondment during this period as an NHS IMAS assignment. The support and encouragement from the NHS

IMAS team was very professional and very much appreciated.

My Trust has also engaged NHS IMAS to secure a senior secondment on a temporary basis of six months to undertake an assignment of local and national strategic importance.

I remain fully committed to the values and principles of NHS IMAS. I am proud of the achievements of Partners and pool members and would encourage senior leaders across the system to consider engaging NHS IMAS to support their organisation.

Anthony C Marsh
Chief Executive Officer, West Midlands Ambulance Service NHS Foundation Trust
NHS IMAS Partner and Strategic Advisory Board Member



Anthony Marsh

When I first became involved with NHS IMAS 10 years ago I was Head of Performance in a Strategic Health Authority where my role was to hold organisations to account on their statutory performance measures. NHS IMAS supported me to secure an assignment with a General Hospital where I provided expertise to develop robust performance systems. This enabled me to gain valuable experience of working in the provider environment. Had it not been for NHS IMAS and undertaking this stretch assignment in a protected environment I may not have had the career path I have had to date.

Since this point I have valued my role as an NHS IMAS Partner. I am fully committed to supporting the NHS IMAS ethos, and the excellent work which the core team provides, to support the development of staff within the NHS and to ensure interim resource provided for the NHS is of a high quality, delivers sustainable change and is value for money.

I have been well supported from NHS IMAS and learnt a lot from the other NHS IMAS Partners. I look forward to continuing to support NHS IMAS in years to come.

Andy Graham, Interim Chief Executive
Barnet, Enfield and Haringey Mental Health NHS Trust
NHS IMAS Partner



Andy Graham

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I am proud to have been closely involved as a Partner with NHS IMAS for the last five years. I've witnessed the quality of NHS IMAS assignments first hand, as recently as two weeks ago when we signed up our latest Programme Director.

I have also observed the growing maturity and professionalism of the organisation under Janet Walter and Richard Jeavons' leadership, the adoption and implementation of LEAN improvement methodology and the achievement of

exacting ISO standards. To my mind there is no doubt whatsoever that the NHS needs NHS IMAS and the complementary features it brings to the relationship with my organisation, North of England Commissioning Support Unit, to name but one grateful NHS partner.

Stephen Childs
Managing Director, North of England Commissioning Support Unit
NHS IMAS Partner and Strategic Advisory Board Member



Stephen Childs



Simon Morritt

NHS IMAS provides an invaluable service by embedding sustainable change across the NHS whilst nurturing the talent that already exists within. The NHS IMAS model allows colleagues to undertake assignments in a supported environment whilst offering a quality service and value for money for clients.

I have always been a huge supporter of NHS IMAS and actively encourage all NHS colleagues to use them for any support requirements and to think about the benefits of joining the NHS IMAS pool themselves.

Simon Morritt
Chief Executive, Chesterfield Royal Hospital NHS Foundation Trust
NHS IMAS Partner



Dame Jackie Daniel

I first encountered NHS IMAS when I took on an assignment with them 10 years ago. Since then, I have watched with interest over time as they have grown from a small concern to a truly impressive organisation. NHS IMAS offer placements that are really quite unique and are very well-supported. Their approach to mentoring is to be admired and is one of value.

The methods employed by NHS IMAS are a good way for NHS leaders to test out the kinds of roles and fields that are available across the NHS, which we know is a vast landscape. Furthermore, and of great importance to the NHS, it is a cost-effective approach and good value for money. The rates are competitive and it ensures a means of "keeping costs in the family".

To summarise, NHS IMAS provide an excellent service and are a high quality and well-led organisation which I hope will continue to flourish. I am a strong advocate and would not hesitate to recommend the benefits to other colleagues and NHS organisations.

It is important to celebrate their great work and successes over the last 10 years and I look forward to continuing to support them.

Dame Jackie Daniel
Chief Executive, University Hospitals of Morecambe Bay NHS Foundation Trust
NHS IMAS Partner and Strategic Advisory Board Member

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I have been involved with NHS IMAS from its very early days – it has always seemed to me that it serves an important purpose in helping NHS organisations find experienced people who can undertake specific roles or fill gaps on an interim basis and in helping individuals gain experience and take advantage of opportunities to develop their careers within the NHS.

Some years ago now I undertook assignments for NHS IMAS with a primary care trust and with a mental health and community provider – both from a “day job” in an acute provider organisation. I am grateful for the opportunities that these roles provided.

I have remained in touch with NHS IMAS as a Partner since and have used it to provide development opportunities for individuals in my team. It is great that one NHS organisation can support another through the framework that NHS IMAS provides.

Richard Kirby
Chief Executive, Birmingham Community Healthcare NHS Foundation Trust
NHS IMAS Partner



Richard Kirby

Team Changes

NHS IMAS is proud to foster a supportive environment which sees our staff develop their skills and capabilities, and supports them in the progress of their career aspirations.

We are pleased to report that Daniel Wood has recently successfully secured a promotion to a job-share position as Senior Programme Manager within the NHS IMAS team.



Daniel Wood

We would also like to wish Julia Taylor all the best in her new role as Portfolio Assurance and Profession Manager with NHS England. Julia, as one of the NHS IMAS Programme Managers, was previously supported on an assignment and has successfully secured a role with the Portfolio, Planning and Risk Management team.

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Life on assignment: David Pitt

NHS IMAS pool member, David Pitt, tells Big Splash about his experience on an NHS IMAS assignment.

This is the second NHS IMAS assignment that I have undertaken. It was initiated by a call from the NHS IMAS team to query my interest and availability to work as part of the NHS RightCare team as National Head of Business Processing.

NHS RightCare is a national programme supported by NHS England working with Clinical Commissioning Groups (CCGs) to reduce unwarranted variation in care and thereby improve population health (by doing the things that do make a difference) and local sustainability (by reducing the things that don't make a difference). The programme is most recognised for its 'Atlas of Variation' helping identify areas for change to CCGs, and care pathways work. The programme expanded last summer and introduced a range of new roles, also moving to a devolved regional staff operating model.

The National Head of Business Processing was one of those new roles and includes responsibility for a number of large programmes, and ensuring support to Regions and their NHS RightCare Delivery

Partners. The NHS RightCare Delivery Partners work with CCGs and Sustainability and Transformation Partnerships (STPs) to use business processes to help accelerate NHS RightCare delivery and improve the success-rate with projects.

The role sounded interesting and unusual in that it encompassed large, complex projects with the need to shape these for delivery. I would get to work on business processes which, notably, Japanese companies show offer real scope for improving delivery, reducing costs and a host of other benefits. Business processes often do not get the attention they deserve.

After meeting the NHS RightCare leaders and agreeing initial objectives, I started in October 2017. The work has certainly proven to be interesting and unusual!

Since October, working with the capable and able NHS RightCare folks we have:

- Taken a concept for the reallocation of capacity arising from service change, to help secure large-scale, system-level change to a point where we have pilot sites about to embark on delivering their first Coordinated Reallocation of Capacity

(CRoC) projects. In so doing, we have established programme governance, project configuration, delivery milestones and reporting.

- Worked with colleagues to shape the business processing agenda so that this is deliverable, not overly ambitious and with clear, tangible benefits.
- Developed briefing information about the major projects and about business processing to help explain what this is and how we can make beneficial changes.
- Supported recruitment expansion and induction of new business processing staff, with a further wave currently under way.
- Worked with the wide NHS RightCare network of Delivery Partners and wider local colleagues to develop interest in CRoC projects and understanding of business processes.

My assignment end-date has been extended to the end of this summer. This will encompass the next stage of work as we look for tangible delivery of work started in the initial few months. It will be satisfying to see it into this stage having worked to get things started.



David Pitt

I am indebted to Professor Matthew Cripps, the National NHS RightCare Director, and Suzanne Kirwan, Senior Programme Director for the 'space' to get on with things to meet my initially agreed objectives, and for their advice when needed. This is my first experience of working at national level which can be as pressured as working at provider or CCG level, contrary to what I may have thought before, having worked mostly in provider organisations!

The NHS IMAS team has also been brilliant; when initially finalising the assignment they provided regular updates, and now when I am at Quarry House and able to drop-in on them, there is always a warm welcome and genuine interest in the work I am doing and how it is going. They clearly keep in touch with progress as they are often able to give some up-to-date feedback which is always valuable.

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NHS IMAS Partner Updates

We are excited to share a number of NHS IMAS Partner updates this month, including one of the highest honours that can be received.

Dame Jackie Daniel

Dame Jackie Daniel has been an NHS IMAS Partner since 2009 and, as a leading Chief Executive, was made a Dame in the New Year's honours list for services to healthcare.

After leading University Hospitals of Morecambe Bay NHS Foundation Trust for five and a half years, Dame Jackie has been appointed as Chief Executive of Newcastle upon Tyne Hospitals NHS Foundation Trust.

We would like to wish Dame Jackie all the very best in her new role and look forward to her continued support to NHS IMAS. As well as being one of our Partners, Dame Jackie also sits on NHS IMAS' Strategic Advisory Board.

Richard Kirby

We would like to offer our best wishes to Richard Kirby, who has been an NHS IMAS Partner since we were first established and has recently been appointed as the new Chief Executive at Birmingham Community Healthcare NHS Foundation Trust (BCHC). Once again we offer our congratulations and look forward to Richard's continued support to NHS IMAS.

Janet Walter

Not only does NHS IMAS encourage and facilitate the NHS to use the wealth of skills already available to it, we are also proud to support the growth of new NHS talent. Our very own NHS IMAS Managing Partner Janet Walter has had the privilege of serving as a panellist on the NHS Graduate Management Training Scheme intake for 2018-19.

NHS IMAS recognises the value in nurturing the next generation of senior management talent and is proud to support this training scheme which helps develop excellent, passionate and ambitious leaders to lead the NHS in the years to come.

"This has been a gratifying opportunity to be at the start of someone's career and find people with the right value set, who want to shape the future NHS with patients at the heart of every decision they make as an NHS leader."

Janet Walter, NHS IMAS Managing Partner

In addition to Janet's wide ranging portfolio of skills, she has also recently successfully become an accredited Mediator. Janet is able to provide expert mediation and dispute resolution to NHS organisations, by utilising her invaluable business and vocational skills to get people talking. We would like to congratulate Janet on the achievement of her accreditation. Please contact us if your organisation could utilise mediation support: nhs.imas@nhs.net.

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Quick Splash - Kerrie Montoute

Hello, my name is... Kerrie Montoute, Head of Programme Management Office for the 100,000 Genomes Project in NHS England.

My typical day involves...

Reviewing and updating project plans; risks and issues management; commissioning and drafting papers for various Boards; providing Secretariat support for high-level Working Groups and oversight of the day-to-day business and operational management functions for the Genomics Implementation Unit.

The best thing about my job is...

No two days are the same! The project is very fast paced and exciting and involves extensive engagement with our Project Partners as well as 13 NHS Genomic Medicine Centres. This keeps me on my toes as we have to be responsive to the needs of the project as it will help to pave the way for the new Genomic Medicine Service in the NHS.

You recently completed the NHS IMAS Introduction to Consultancy and Facilitation Skills Module, what were your thoughts?

I really enjoyed doing the module. The teaching and course materials provided a solid foundation for theoretical learning and practical application to real work scenarios. The course is grounded in reflective learning so completing the various exercises and learning logs really helped me to think of my current work practice. The fact that the module is through distance learning was also helpful as you could be flexible in completing your assignments around your work schedule. The whole experience was enhanced by the excellent organisation and support provided by the NHS IMAS Team.

What do you want to do next?

I'm very open about the next step in my career. I've worked at national, regional and local levels; been involved with initiatives converting policy and strategy into implementation and successfully delivered programmes and projects so I

would be open to any role that requires these skills/experience. I am a completer-finisher by nature so I would also be open to being involved in managing a national programme from start to finish. Being at the forefront to see how a programme brings benefits to patients and improves their outcomes is what it's all about.

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

I would probably have pursued a career in international relations. I've always had an interest in the work of organisations such as the United Nations so I think I would have found myself working in that field.

In my spare time...

I love going to the theatre, concerts and movies. I'm also passionate about learning new things – I've started baking recently so I'm on the constant lookout for new recipes to try.



Kerrie Montoute

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Are you ready for a challenge? Join the NHS IMAS Talent Pool today!

Are you ready to take the next step in your career progression? If so, NHS IMAS can help you find a new challenge and provide you with access to a wide range of relevant roles matched to your interests and skillset.

We can help you gain broader and new experiences working in a different NHS organisation, be that in an acute or mental health provider, a commissioning organisation or at a national level through an arm's length body to lead the health and care system.

NHS IMAS provides interim management and consultancy support for NHS organisations that need to fill a position on a short to medium term basis. We 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 roles such as service reviews, turnaround and improvement.

We offer all NHS pool members access to a range of tools to support working in a complex and increasingly integrated health economy, including:

- Mentoring and coaching throughout the assignment, if requested.
- Regular contact with one of our dedicated Programme Managers to assist with any queries or support needed whilst on an NHS IMAS assignment.
- Access to our Blending Learning package, Introduction to Consulting and Facilitation Skills, 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.

- Access to NHS Elect Courses covering a wide range of focus areas.

If you are interested in applying to register with NHS IMAS, please complete the on-line application form and submit it to [nhs.imas@nhs.net](mailto:imas@nhs.net) along with an up to date CV.

Application forms can be found on the NHS IMAS website at www.nhsimas.nhs.uk/contact-us/to-apply/ 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](https://twitter.com/NHSIMAS).

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Pool Member Development

NHS IMAS is proud to offer a range of training and development opportunities for our pool members throughout 2018 - 19. Information regarding these opportunities has been provided below:

Cohort four blended learning course registration now open

We are delighted to announce that cohort four of the Introduction to Consultancy and Facilitation Skills blended learning course will begin in summer 2018. This is a flexible and robust package for our 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. Register your place now!

You can register by contacting us at: nhs.imas@nhs.net

Learning Webinars coming up:

We are also thrilled to share details of forthcoming webinars taking place over the next few months.

1. Challenges facing Sustainability and Transformation Partnerships (STP) and Integrated Care Systems (ICS)

Delivered by Gerard Hanratty, Partner of Browne Jacobson
Legal experts working together with health and social care providers, commissioners and regulators
Thursday 19 April 2018

2. Good practice around urgent and emergency care performance (case study)

Presented by NHS IMAS Partner, Simon Morrill, Chief Executive of Chesterfield Royal Hospital NHS Foundation Trust and senior colleagues
Wednesday 2 May 2018

3. Focus on top tips, emerging national guidance and waiting times

Presented by NHS IMAS Partner, Nigel Coomber, Director, Elective Care Improvement, NHS Improvement
Tuesday 22 May 2018

4. Personal experience and reflection of working in different types of NHS organisations

Presented by NHS IMAS Partner, Jan Sobieraj, Chief Executive, United Lincolnshire Hospitals NHS Trust
Tuesday 29 May 2018

More information about these webinar sessions can be found on the NHS IMAS website: <http://www.nhsimas.nhs.uk/home/>.

If you would like to register your interest or find out more about the webinars or cohort four of the blending learning course, please contact daniel.wood7@nhs.net.

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NHS IMAS Pool Members working together

In April 2017 a group of NHS IMAS pool members began working with the Department of Health's (now Department of Health & Social Care, DHSC) Visitor and Migrant Cost Recovery Team along with three directly employed Transformation Leads to form the Overseas Visitor Cost Recovery Support Team (OVCRST). The purpose of the DHSC programme is to support NHS Trusts to make continuous improvement and compliance with national regulations on recovering costs of healthcare from overseas visitors.

Six members of the NHS IMAS Pool have provided expertise across the disciplines of finance, informatics/IT and clinical leadership. The focus for the work is as follows:

- Supporting 20 NHS Trusts to make further improvements in identifying and charging patients who are not entitled to free NHS care.
- Promoting compliance with DHSC overseas visitor access to healthcare legislation.

- The development and implementation of strategies, policies and local action plans to enable organisations to review and improve governance in implementing the legislation.
- Promoting communication and collaborative working across the wider health economy.
- Working collaboratively across government departments, such as the Home Office and Department of Work & Pensions.
- Developing guidance to support Trusts in recovering costs from overseas patients.

Dave Howarth from the DHSC NHS Visitor and Migrant Cost Recovery Team said:

"Bringing together a team with a depth and breadth of NHS experience has enabled the programme to collaborate with and support NHS Trusts. The team understands the nuances of implementing health policy and has drawn upon pragmatic, practical solutions to help NHS

Trusts recover more cash from chargeable patients. NHS IMAS has proven to be an excellent resource, helping to ensure we have a team of experts representing vital disciplines for successful cost recovery. As well as their demonstrable subject matter expertise, the team have been invaluable at building relationships with front line staff, from top to bottom of large NHS Trusts."

If you want to know more about NHS entitlement to care you can find more information on www.gov.uk Guidance on implementing the overseas visitor charging regulations – December 2017.



(Left to Right) Mike Ball, Finance Lead; Marion Smith, Clinical Lead; Julie Renfrew, Finance Lead; Judith Hunter, Clinical Lead; Kevin Harwood, Informatics/IT Lead and Darrin Flood, Informatics/IT Lead.