

BIG Splash

Interim Management and Support

Information for NHS IMAS members

ISSUE 49: SUMMER 2018

Celebrating 10 years of NHS IMAS

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

IN THIS EDITION:

NHS IMAS Annual Report

NHS IMAS has published its Annual Report 2017-18, with substantial turnover of almost £8 million and an estimated saving to the NHS of £4 million in the past year. Costs for NHS IMAS are benchmarked against private sector alternatives and it is estimated the equivalent cost to the NHS would be almost £12 million at prevailing market rates.

Since its inception, 10 years ago, NHS IMAS has had a gross turnover of almost £70 million, producing overall savings for the NHS estimated at £43.5 million.

Highlights over the past year include:

- NHS IMAS received positive feedback with 100% of clients stating that they would use NHS

IMAS again and almost 93% stating that in their experience NHS IMAS was good value compared to independent consultancies.

- NHS IMAS worked closely with colleagues in NHS Improvement and the NHS Leadership Academy on Talent Management across the NHS, successfully continuing to pilot a programme within the Midlands and East Region to assist the co-ordinated management of talent development and to reduce the reliance on private agencies.

- NHS IMAS was again successful in retaining its accreditation to the European Quality Assurance Standards ISO 9001:2015 and ISO 14001:2015, following a surveillance visit in March 2018.

As always, NHS IMAS will strive to deliver an outstanding service to NHS organisations and its pool members. The full report can be viewed on the [NHS IMAS website](#).

We received positive feedback including:

"The pool member fulfilled the scope really well. She was extremely good value for money. She was flexible in her approach and could not have done anything more."

Deputy Chief Operating Officer, NHS Acute Trust

"The pool member worked very hard and added a lot of value. She had an excellent level of experience and expertise and was very professional."

Accountable Officer, Clinical Commissioning Group

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Richard Jeavons' thoughts

A personal reflection on 10 years of NHS IMAS and 70 years of the NHS from NHS IMAS Senior Partner, Richard Jeavons.

We have just celebrated 10 years of NHS IMAS and are approaching the NHS' 70th anniversary in July – cue further celebration and reflection, both personal and institutional, as the political spotlight falls on the debate about the next 10 years and beyond for the NHS.

It is well over 40 years (surely a misprint, unbelievable I hear you say!) since my first job in the NHS as a van driver delivering sterile supplies around Birmingham's hospitals. Since then I have been lucky to have a wide variety of interesting opportunities in different types of organisations in the NHS, and experienced shifts in national policy and reorganisation several times. Unsurprisingly then I can identify with Jan Sobieraj's observations (in his recent NHS IMAS webinar) about the value of working in different organisations and in sometimes strained circumstances.

For the last 10 years – another anniversary just passed – I have worked with the Independent Reconfiguration Panel and NHS IMAS, a combination that has taken me all over England and up close to frontline services, whilst remaining personally detached from the mainstream of the corporate NHS. I cannot claim my views are dispassionate – I remain completely committed to the NHS proposition for our country's healthcare – but my experience has undoubtedly changed my personal perspective about the NHS and what really matters in creating its future.

The first and most important shift has been delivered by the information age – we are now well past the point where “doctor knows best” let alone a politician or manager. To create the NHS needed for the future requires that public and patient views lead the decisions about health and healthcare. The challenge remains how to achieve that in a meaningful and effective way.

Second, in modern healthcare the specialists have got the easier jobs and the generalists are hanging on by their fingertips. There needs to be a paradigm shift in the model of health care delivery, the workforce to deliver it and the contribution of patients in managing their own health.

Finally, as the circle of NHS policy turns again to integrated care systems, the ability and willingness of NHS leaders to adopt different and appropriate behaviour is critical.



Richard Jeavons

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NHS IMAS 10th Anniversary celebrations coincide with NHS70: 70 years of the NHS

NHS IMAS celebrated its 10th anniversary in May this year, and the NHS itself turns 70 on 5 July 2018. Collectively we are celebrating the achievements of one of the nation's most loved institutions and the success of NHS IMAS supporting NHS organisations across England.

We wish to acknowledge and thank the commitment of our pool members and stakeholders, who work tirelessly to support the delivery of high quality healthcare services, at an affordable cost, in our local communities and for the benefit of patients.

NHS IMAS serves NHS organisations that need short or medium term support, providing the means to access the management expertise that exists throughout the NHS. This distinguished model has grown from strength to strength over the past 10 years, which is a credit to all our pool members, clients, partners, staff and stakeholders.

Here are some celebratory thoughts shared by the people who have helped to make NHS IMAS what it is today.....



"I've been really impressed with NHS IMAS; they have been able to identify individuals to work on projects with Trusts. This has been beneficial to both the individual and the Trusts."

**Dr Vincent Connolly, Regional Medical Director
North Region,
NHS Improvement
NHS IMAS Partner**



"NHS IMAS provides an outstanding service to NHS organisations, offering high quality interim management support to deliver success on a range of projects in some of the most challenging conditions and do this with a great public service ethos, and a depth of understanding and insight to the culture and ways of working of the NHS."

**Julian Hartley, CEO
Leeds Teaching Hospitals NHS Trust NHS IMAS Strategic Advisory
Board Member and Partner**

"On this, NHS IMAS's 10th year, it has been a pleasure to work with Janet and the team since the start and see NHS IMAS blossom. Looking back over the many assignments undertaken, coupled with how the breadth and expertise of the pool members has grown; underpins how this early vision has transformed into a true reality. Well done to everyone, huge achievement in supporting the NHS - especially in its 70th anniversary year."

**Phil Storr,
NHS IMAS Pool Member**

"Working through NHS IMAS has given me the opportunity to meet, work with and support new colleagues across the NHS who are dedicated to improving patient care. I have always found the NHS IMAS team themselves dedicated to supporting the NHS and they work hard to ensure that assignments are understood and delivered effectively."

**Andrew Cratchley,
NHS IMAS Pool Member**

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“Since becoming involved with NHS IMAS in its earliest days I have had the opportunity to undertake a number of assignments; from a short part-time specialist procurement role in the office of the NHS Chief Executive to a two year secondment at the Department of Health. I have also, through NHS IMAS, had the opportunity to share best practice programme management tools from my own organisation with the wider NHS and been able to participate in the really useful development activity that NHS IMAS provides access to.

NHS IMAS has given me the chance to broaden my experience of the NHS and to share my knowledge and experience with those who need it; both of which I am very grateful for. I would heartily recommend involvement in NHS IMAS to others and have on a number of occasions successfully recommended colleagues for roles that NHS IMAS have made me aware of.”

Andy Woodward,
NHS IMAS Pool Member

“Happy birthday NHS IMAS! I’ve worked within the team for almost four years now and have been lucky to see first-hand the difference we can make to the NHS. From supporting NHS organisations with our high calibre, quality pool members, to the training and development opportunities offered to both the staff within NHS IMAS and our pool members. All of this, of course, whilst saving the NHS money with our no commission service. We are indeed ‘by the NHS, for the NHS’.

I’m looking forward to being part of the journey for the next 10 years and seeing where we are for our 20th birthday celebrations!”

Debra Coulson,
NHS IMAS Staff Member

“My current assignment as Director of Corporate Affairs at University Hospitals Coventry and Warwickshire NHS Trust is my second NHS IMAS assignment and I’m grateful for both opportunities I have been offered. The application process was robust but gave me confidence that being a pool member was something worth doing and demonstrated to me that NHS IMAS has credibility in the sector. They treat me as a professional but are there when I need them.

In the current climate of strengthened controls on agency costs, NHS IMAS offers an alternative for providing quality opportunities for professional interims.”

Geoff Stokes,
NHS IMAS Pool Member

“NHS IMAS is a great organisation to work with mostly because of their friendly and highly professional team of programme managers who liaise and provide support before, during and after assignments. From day one, I have been sent appropriate roles for my portfolio of skills and experience.

There are also lots of excellent training opportunities through webinar delivery. NHS IMAS is an excellent organisation that is part of the NHS and Public Sector family that I want to be involved with.”

Marion Smith
NHS IMAS Pool Member



“I have worked with NHS IMAS since it was set up both in a consultancy role and as leader of their blended learning programme for new pool members. The team have always been available and proactive in providing me with any support I need such is their commitment to developing their pool members. They are always positive, and work to a clear set of values in all they do; it is a pleasure to work with them. We are lucky in the NHS to have a team dedicated to making the most of home grown talent that can both support NHS colleagues and save money at the same time.”

Val Glenny,
NHS IMAS Pool Member

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NHS IMAS: The Story so Far..

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“Some great assignments. A real bonus to get clarity on the brief up front and ongoing support whilst in the assignment. I would definitely recommend to all NHS organisations. Try here first and of course no fees!”

Sue Hillyard
NHS IMAS Pool Member

2008



NHS IMAS established

2009

Received first national assignment

2010

Demand for our service continued to grow!



2011

Supported the NHS Commissioning Board Authority during the transition period

2014

Introduction of Non-Executive Directors talent pool

2013

Supported NHS Improving Quality following its creation

2012

Achieved ISO 9001 Business Management System accreditation, followed by Environmental Management System in 2014

“NHS IMAS were excellent and very professional to work with. I would definitely recommend them in being able to support you to find the job of your dreams as I did.”

Lisa Cooper
MEET Scheme Pool Member

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1000!

2015



First cohort of NHS IMAS Blended Learning participants

2016

Launch of talent management programme within the Midlands and East

2017

1000th assignment undertaken

Future

2018

Be part of it!

10 years and still going strong

10 Years
2008 - 2018

“The NHS IMAS pool member has provided a great support to the team, and I was impressed with how NHS IMAS stayed in touch with us throughout the assignment.”

Laura Norris, Head of Strategy and Policy
Specialised Commissioning (National), NHS England
NHS IMAS Client

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Life on Assignment

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NHS IMAS pool member, Sue Hastewell-Gibbs, tells Big Splash about her experience on two NHS IMAS assignments.

"I am pleased to share my experience of supporting NHS North Cumbria and NHS Northumberland Clinical Commissioning Groups (CCGs) with the NHS RightCare Programme, and NHS Mersey Care with the Learning Disability (LD) Transformation Programme - 'Building the Right Support'.

I first found out about NHS IMAS when I was completing my post at a large community mental health provider and realising that I still wanted to be able to work within the NHS whilst having a better work - life balance. NHS IMAS offered a practical solution for me to attain this. Having said that, I haven't stopped since my first assignment in October 2017!

Both my assignments have been with NHS England. My first assignment was with the NHS RightCare Programme supporting both NHS North Cumbria and NHS Northumberland CCGs. The NHS RightCare Programme is a national programme committed to delivering the best care to patients, reducing unwarranted variation and improving patient outcomes. This is achieved

by using leading edge medical evidence and provides practical support to help local health economies understand the variation and opportunities within their area to deliver the best care in different parts of the country.

My role, as the NHS RightCare Delivery Senior Programme Manager, was to help the implementation of the NHS RightCare philosophy into the CCG thinking and planning, as well as providing support to the CCGs to look for and eliminate, wherever possible, any unwarranted variation in care offered across the geographical patch for the benefit of patients.

I spent time on the shop floor working hand in hand with the CCG Leads; supporting them in interpreting the NHS RightCare data around unwarranted variation. A key part of my work also included working with the NHS Northumberland CCG on the Falls and Fragility Programme, which gave me the opportunity to help build the momentum in establishing the baseline for the CCG and seeking opportunities to share and embed best practice.

During my time on the assignment the NHS IMAS team were very supportive and kept me up to date and fully involved.

I was then contacted by the NHS IMAS Senior Programme Manager before my first assignment came to an end to discuss upcoming opportunities, which transpired to my current assignment following on directly from my first one - so I feel very lucky.

This assignment is supporting the Transforming Care Programme as the Assistant Head of Transition. Transforming care is all about improving health and care services for those people with a learning difficulty and/or autism so that more people can live in the community, with the right support, and close to home. 'Building the right support' is a national plan to develop community services and close inpatient facilities for people with a learning disability and/or autism, setting out how the NHS intends to achieve systematic change through the delivery of robust implementation plans locally. There has been an over reliance on inpatient care with many patients having a length of stay of over five years.

I am engaged in supporting NHS Mersey Care with the LD transformation programme which involves implementing the principles of the 'Building the right support' plan. I thoroughly enjoy providing focused leadership support to NHS Mersey Care and local Transforming Care Partnerships (TCPs); helping to keep the



Sue Hastewell-Gibbs

impetus and momentum going with the LD Transformation agenda. There are certainly challenges to being the key interface between the central programme and local TCPs, which is realised through actively promoting and building relationships across all stakeholders.

During my time on both assignments, I have learnt that there is an expectation to 'hit the ground running' and get on with the job required. I have embraced this approach to working and would advise all NHS IMAS pool members to be adaptable to the changing environment, as well as being receptive to building relationships quickly and ensuring they are effective. You have to be responsive to the needs of the organisation and have clear objectives for what is required to be of most value, which I found was well facilitated by the NHS IMAS team.

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Quick Splash - Gloria Onwubiko

Hello, my name is... Gloria Onwubiko, Improvement Manager for the Elective Care Intensive Support Team, NHS Improvement.

My typical day involves...

Catching a very early train, arriving on site at an acute healthcare provider outside London to meet with staff involved in the management and delivery of elective care standards such as cancer, diagnostics and 18 weeks referral to treatment. Examples of topics would include looking at the Trust's approach to patient pathway breach analysis, demand and capacity analysis, recovery plans and trajectories etc.

The best thing about my job is...

Supporting improvement in patient waiting times by providing healthcare providers with a source of expert advice, diagnosis and assistance in terms of the management of patient pathways and waiting lists. I also like that my job offers the opportunity to work with a variety of healthcare providers up and down the country - it has certainly improved my geography of England!

You recently completed the NHS IMAS Blended Learning Course, what were your thoughts?

Providing expert guidance and direct support through consultancy and facilitation are key aspects of my role so the Blended Learning Course offered me a chance to reflect on my current practice. I enjoyed the individual reflective nature of the course and have found the study materials and tools provided during the course to be handy reference guides.

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

I've always had an interest in social wealth so would probably have pursued a career in the Third Sector (charity organisations).

What would your colleagues be surprised to hear about you?

I like skipping ropes and can do 200 freestyle jumps without a break!



Gloria Onwubiko

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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.

DON'T MISS OUT – Register your interest in upcoming training and development opportunities! [Click Here.](#)

Cohort four blended learning course

We are now accepting expressions of interest from NHS pool members to take part in cohort four of the introduction to consulting and facilitation skills, which will begin in September 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. Make sure you register your place now!

Learning webinars coming up

SAVE THE DATE - We are also thrilled to share details of our next webinar taking place in July 2018.

How to implement 'new ideas' in the front line service

Presented by NHS IMAS Partner, Vincent Connolly, Regional Medical Director of NHS Improvement
Wednesday 4 July 2018

More information about this webinar session can be found on the [NHS IMAS website](#)

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.

Since April 2018, we have already undertaken three webinars for our NHS IMAS pool members and these have received extremely positive feedback. If you missed these sessions, the recordings are now available to view via the following link <http://www.nhsimas.nhs.uk/news-and-publications/>

These webinars have included:

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

Delivered by Gerard Hanratty, Partner of Browne Jacobson

Focus on top tips, emerging national guidance and waiting times

Presented by NHS IMAS Partner Nigel Coomber, Director of the Intensive Support Team (Elective Care), NHS Improvement

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

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NHS IMAS Talent Development, is this for you?

NHS IMAS offers current and potential pool members a comprehensive framework to access the wide variety of roles and fields that are available across the whole health care sector, and the opportunity to take part in short to medium term assignments with continued support and assistance from the NHS IMAS team throughout the assignment.

So if you are an ambitious senior manager (currently working at Agenda for Change 8d or above – or 8c ready to take on a role at 8d), Director or Chief Executive, wanting to be part of a large network of likeminded senior leaders, register with us today.

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

- **Access to our blending learning course,** Introduction to Consulting and Facilitation Skills which is accredited by the Royal College of Anaesthetists;

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

- **Access to development tools** on the NHS IMAS website;

- **Access to NHS Elect courses** covering a wide range of areas;

- **Mentoring and coaching** throughout the assignment, if appropriate;

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

In addition, when you are ready, 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.

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 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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NHS IMAS Pool Member successfully secures a substantive Executive position

In June 2017 Tina Ricketts began a short term assignment at Worcestershire Acute Hospitals NHS Trust to work as an Interim HR Advisor. At the start of this year, Tina went on to successfully secure a substantive position at the Trust as Director of People and Culture.

Tina is an NHS IMAS Pool Member identified through the Midlands and East Executive Talent Scheme (MEET Scheme). NHS IMAS supports the coordinated management of talent development within the Midlands and East region referred to as the MEET Scheme. This scheme is 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.

Tina shares her experience of going through the MEET Scheme, the support received by NHS IMAS and some helpful tips for other current and potential NHS IMAS pool members.

How did you find out about the NHS IMAS managed MEET Scheme and what prompted you to join?

I found out about the NHS IMAS managed MEET Scheme as a participant of a Director Programme at the NHS Leadership Academy. This was the first time I had heard about the scheme, which offers an ideal platform to access opportunities to progress my career. At the time, the NHS Trust I was employed by was exploring the merger with a neighbouring trust. This coupled with over 14 years of experience working in a number of roles within the same and predecessor organisations; I knew it was a good time to explore opportunities in other parts of the NHS to enhance my experience. The notion of looking for opportunities elsewhere was a challenging prospect and the NHS IMAS team offered the ideal support structure to be exposed to short term opportunities across other sectors of the NHS that I may not have known about.

How was your experience of registering with the Scheme?

The process of registering on the scheme was very simple and straightforward. I submitted a few personal details and my up-to-date CV demonstrating my key skills and experience. This was followed up by a telephone career discussion with a senior member of the NHS Executive Search team and the acceptance of my application to join the talent pool was confirmed shortly after. The whole process was completed with ease, both remotely and efficiently.



Tina Ricketts

How did you find the process of confirming your first NHS IMAS assignment?

Within the first couple of months of my registration I was informed of a number of interesting opportunities by NHS IMAS. The NHS IMAS Senior Programme Manager talked through the scope of the assignments and gave me sufficient information to gauge whether the assignments were suitable for me. Unfortunately the initial assignments I was introduced to were not geographically suitable, until the Interim HR Advisor role came up. Within a week of confirming my interest in the role, and my CV being submitted to the Worcestershire Acute Hospitals NHS Trust for consideration, I was invited to a telephone interview; following which I was offered the assignment which I was delighted to accept.

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Although the assignment was full time, I was given the flexibility to work part time which was instrumental in facilitating a quick release from my substantive role. I was assigned a dedicated NHS IMAS Senior Programme Manager, who ensured I was kept up-to-date throughout the process.

What did you do on your assignment and how did you achieve the desired outcomes?

I initially supported the Trust in preparing a recruitment and retention plan for medical and nursing positions which was well received. My assignment was extended further to develop the People and Culture Strategy which went on to be approved by the Trust's Board. A key part of my successful delivery of the assignment was my continuous focus on the deliverables and agreed timelines.

How did you go on to secure the Executive Director role at Worcestershire Acute Hospitals NHS Trust?

During my time on the assignment the opportunity to apply for a substantive role came up. Having undertaken the NHS IMAS assignment I had a better understanding of the organisation, its culture and how it operates. The NHS IMAS Senior Programme Manager was helpful as always and provided independent support throughout

the recruitment process. I am very pleased to have secured the substantive role. The added benefit of the flexibility to work dual roles within both organisations during the transition period enabled me to transition to my new role smoothly. Like all jobs, I am relishing the challenges and opportunities faced in my current role.

Is there any advice you would give current and potential NHS IMAS pool members?

I would recommend any NHS aspiring leader to apply to join the NHS IMAS talent pool and potentially the MEET Scheme, as this is a unique arrangement to support the development of system leadership. Had it not been for the opportunities opened to me by NHS IMAS I would not have gone on to secure the role I am doing now. NHS IMAS provides continuous support to their pool members and I hope sharing my story will encourage other aspiring leaders to join the NHS IMAS talent pool.

If you would like to register with NHS IMAS, please contact us at nhs.imas@nhs.net, or by calling 0113 825 1573. Alternatively you can submit your application via our [website](#).

NHS IMAS commitment to General Data Protection Regulation (GDPR)

The GDPR (also known as the General Data Protection Regulation) recently came in to force from the 25 May 2018. This is a new European framework for data protection laws which gives you greater protection, rights and more control over how your data is used.

We would like to remind our pool members and clients that we take our responsibility regarding the security of personal information very seriously. We are committed to being transparent about the information we collect, how it is used and who it is shared with.

We understand that joining our talent pools involves a great deal of trust on the part of our pool members and clients and this trust is very important to us.

NHS IMAS fully supports the new regulations and have reflected our

commitment to protecting our pool member rights and interests in our working processes and procedures.

NHS IMAS complies with the NHS England privacy notice, which reaffirms our commitment and can be accessed via a link on our website.

We would like to take this opportunity to remind all our pool members to keep NHS IMAS informed of any changes to the information we hold to ensure it is accurate and up-to-date.

If you no longer wish to remain in the NHS IMAS talent pool, you can request for your information to be removed at any time by email at nhs.imas@nhs.net.

If you have any questions, you can contact the NHS IMAS team on 0113 825 1573 or email nhs.imas@nhs.net.

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Team Changes

The NHS IMAS team has made a number of changes, once again demonstrating our commitment to cultivate a supportive environment which enriches the career progression of staff in new settings, whilst maintaining dedicated capacity to support our clients and pool members.

NHS IMAS is proud to support Sabrina Armstrong on her assignment as Director of Corporate Services at a large CCG in the North region. Sabrina has been with the NHS IMAS team for four years, in her capacity as Programme Director, nurturing a highly effective team over the years. We would like to thank Sabrina for her continued dedication, support and leadership and wish her all the best in her assignment.

Sadly, we say goodbye to Anna Firth who recently left the team as Programme Manager. Anna joined the NHS IMAS team in June 2017 on assignment and has been a highly valued member of staff during her time with us.

We are pleased to announce two new staff members have joined the NHS IMAS team. Karen Beech has joined as Programme Director, coming from the NHS England people and OD Team. Karen has predominately a HR background and will be a great asset in leading the NHS IMAS team.



Karen Beech



Jan Pearce

Jan Pearce has also joined the team as Programme Manager, coming from the NHS England Portfolio, Planning and Assurance team. Karen and Jan have joined the team on NHS IMAS assignments and we wish a warm welcome to them both.

Finally, we are pleased to announce Rachel Haigh has recently secured a permanent position with the NHS IMAS team as a Personal Assistant to the NHS IMAS Team. Working with the NHS IMAS team was Rachel's first role within the NHS and we are pleased to retain Rachel as an integral member of staff.

Please join us in welcoming Rachel, Karen and Jan to the NHS IMAS team, congratulating Sabrina in securing her new role and bidding farewell to Anna for the future.