

# HFMA AWARDS 2023



December 2023 | Healthcare Finance supplement

[www.hfma.org.uk](http://www.hfma.org.uk)



## VIRDEE NAMED TOP FINANCE DIRECTOR

**Page 1-2**  
Finance Director

**Page 3**  
Finance Team

**Page 5**  
Deputy Finance  
Director

**Page 6**  
Clinician

**Page 7**  
Costing

**Page 8**  
HFMA/ONF Awards

**Page 11**  
Governance

**Page 13**  
Environmental

**Page 14**  
Havelock

**Page 15**  
Digital

**Page 17**  
Diversity and  
Inclusion

**Page 18**  
Addressing  
Inequalities

PRIME

# Accommodating a brighter future.

## Time is running out.

The recruitment and retention of health and care professionals is one of the most acute and urgent challenges facing the NHS today. Amid a worsening understaffing crisis where one in ten posts remain unfilled, it is estimated that the total price of inaction would cost the NHS a staggering £21.7bn. Health and care leaders, staff and patients can no longer wait for the results of extensive analysis and theorising. What the NHS needs now is viable solutions and rapid action.



*Download the report to explore Prime's solution to the worsening recruitment challenges facing the health and care sector.*

[www.primeplc.com/brighterfuturereport](http://www.primeplc.com/brighterfuturereport)

Certified



Corporation

# Inspirational leader



AWARDS PHOTOGRAPHY: THEODORE WOOD

Winner: Hardev Virdee

**Hardev Virdee**, group chief finance officer of **Barts Health NHS Trust**, is described as a ‘commanding’ figure in the collective leadership of the trust’s group of five hospitals, and an inspiring role model for its 19,000 staff. He is also now the HFMA Finance Director of the Year 2023.

Mr Virdee joined the trust in 2019 and was instrumental in steering it out of special measures. Now, as the financial leader for the group managing a £2.1bn budget, he is helping lay the foundations for a new era of financial collaboration across the integrated care system of North East London.

As part of the corporate services workstream of the acute provider collaborative (APC), Mr Virdee is leading work to explore the potential benefits of sharing corporate services between Barts and the neighbouring Barking, Havering and Redbridge University Hospitals NHS Trust.

Barts Health is one of the biggest NHS providers in England and serves some of the most deprived parts of the country. Mr Virdee is a key player in the senior team and says he is proud to lead a team

**“A popular and compassionate leader, he is as passionate about advancing equity for all staff as he is championing the cause of the finance function”**

that reflects the diversity of its local population.

In his nomination for the award, he is described as ‘a popular and compassionate leader who is as passionate about advancing equity for all staff as he is championing the cause of the finance function’.

He has a strong commitment to training and development and is dedicated to improving inclusion within NHS finance and the wider workforce.

This can be seen in his role as chair of the National

Finance Academy within One NHS Finance (ONF).

As chair, Mr Virdee has been instrumental in delivering key programmes supporting the finance community, including the national Insight programme for young people from lower socio-economic backgrounds and the popular Going Beyond programme.

In addition, he sits on the CIPFA council, where he drives the workforce agenda for the finance profession, and on the King’s Fund advisory council.

The judges were impressed by Mr Virdee’s clear commitment to the development of his own staff and the wider finance community. They



Hardev Virdee with HFMA president Claire Wilson and Vikki Town (right) from award sponsor Prime

“My role is to keep people motivated and keep people clear about what our ambition is – what we are aiming for. I try to be that authentic leader”

helps in driving what I believe is the fundamental reason why I am in the health service, which is to reduce health inequalities and improve access to care.

‘That is my key driver and everything I do outside of Barts is essentially in pursuit of that,’ he added. ‘But a good team and good leadership from the executives has allowed me to take on these extra activities.’ A good example is developing the Thrive programme in Barts to support women in leadership, which, following its success, is being rolled out across North East London.

He acknowledged that it was tough in health at the moment, both operationally and financially. ‘But my role is to keep people motivated and keep people clear about what our ambition is – what we are aiming for,’ he said. ‘I try to be that authentic leader where people can recognise what I stand for. And, if I am pushing for success, then I hope that resonates with colleagues and together we can push forward.’

Looking ahead, he said there was still a need to work with the National Finance Academy to ‘make sure we really reflect the community we serve at every level.’

‘And we need to address big areas such as managing talent, succession planning and recruitment in the NHS finance world,’ he added.

He admits to being passionate about the work with ONE. ‘We have made such a difference, but we know there is so much more to do. That is what drives me – and I will make sure we keep on delivering the aspirations of ONE’

said he was both ‘inspirational’ and a worthy winner of the prestigious finance director award.

Mr Virdee was quick to share the credit for his award. ‘A lot of the success we have achieved is down to the team,’ he said. ‘Not just my finance team, but my procurement team, my estates team, my fellow executives and the board. They have been very supportive and have allowed me to take on other ventures and explore other areas. This all

## Shortlisted



○ **Sarah Brampton** is chief finance officer of University Hospitals Plymouth NHS Trust within the Devon integrated care system. She has led system working on financial recovery as chair of the finance and planning board (FPB) and she leads a workstream looking at clinical support services. As FPB chair, Ms Brampton attends the system recovery board every two weeks and has consistently put herself forward to work at system level. Her nomination said she had been instrumental in developing transparent reporting and monitoring processes to ensure the recovery programme remained on track.

○ **Tim Glenn** was nominated as chief finance and commercial officer of Royal Papworth Hospital NHS Foundation Trust, although he has recently been appointed interim chief finance officer at East Kent Hospitals University NHS Foundation Trust on a 12-month secondment. His evidence-based, objective approach was described as instrumental in the trust’s recovery programme and in navigating a challenging strategic and operating environment. As deputy chief executive, he has led strategic programmes and complex change across the organisation, including a theatres improvement programme.



○ Over the past year **Jane Hazelgrave**, director of finance and investment at Humber and North Yorkshire Integrated Care Board, has brought together a complex system with a budget of £3.7bn and despite a series of challenging financial issues. Ms Hazelgrave is credited with establishing and creating a unified finance function that comprises three financial management teams across six places, a single contracting team and a single financial services team. She is described as inspirational and inclusive, as well as passionate about finance staff and team development.

# One system approach

In the first HFMA awards since integrated care systems completed their first full year, it is perhaps fitting that the finance teams from **Cambridgeshire and Peterborough integrated care system** have collectively won the HFMA Finance Team of the Year Award.

The system is complex, with one tertiary and one specialised provider, one multi-site district general hospital and two community providers. It has a collective spend of £3.7bn. The teams have worked together to exit special measures, moving out of the most serious support segment by breaking even in 2021/22 and 2022/23 and delivering a break-even plan for 2023/24.

The system approach was characterised by an attitude that if one organisation fails, all fail. This enabled chief finance officers and deputies to get collective agreements to use surpluses to support risk in other providers' plans and to operate an open and transparent approach to monthly reporting.

The teams have developed a suite of reports that allow the integrated care board and providers to see clearly the financial position of the system and of individual providers. The focus is on run rates and the drivers of the financial position, such as workforce, efficiency and elective recovery. Sharing of finance information does not wait for board sign-off, ensuring it is timely enough to enable actions to be taken. And alongside the figures, a process has been set up to share variance analysis and bring the numbers to life.

The teams delivered a £117m financial efficiency programme in 2022/23 – 6% of turnover. Finance staff supported various programmes, but also took responsibility for consolidation, coordination and reporting across the system. It was ambitious, but by August 2022, more than 97% of plans were in place, with a delivery risk of between green and amber. Notable successes included continuing healthcare, where inflation increases were mitigated and a further £7.5m of cost reductions were achieved in-year.

The finance team also played a key part in delivering a balanced financial plan for 2023/24, helping to manage down an original £181m deficit to break-even by the May

“The system finance teams work as one, with a collective understanding that one organisation cannot succeed to the detriment of another”



Winner: Cambridgeshire and Peterborough ICS's Clare Hunns (left) and Tomi Taylor

submission. The process was supported using an agreed set of templates, reports and tools to ensure plans were developed in the same way. And confirm-and-challenge sessions were run to provide options for board consideration.


The system was one of the first to submit a break-even plan for 2023/24, with all organisations signed up to delivery and all finance teams maintaining system-focused relationships rather than reverting into commissioner/provider splits.

The judges said it was clear the system finance teams worked as one, with a collective understanding that one organisation cannot succeed to the detriment of another. They were particularly impressed with the focus on getting value for the entirety of the spend


across the system, the creation of the system-wide investment fund and the shared approach to addressing health inequalities, mental health investment and all system resources.


‘We are thrilled that our total system working has been recognised,’ said Nicci Briggs, chief finance officer of Cambridgeshire and Peterborough Integrated Care Board.

‘The financial position of the system has improved dramatically on the back of all our finance teams recognising we are in this together and building a system first approach.

‘To do this takes leadership and collaboration. In the current financial context, it is this approach and the behaviours of all finance staff across the system that have helped us to continue to progress.’ 

## Highly commended

 Finance teams from the five organisations of the **One Devon integrated care system** worked as one to meet financial challenges in 2023/24. They created a system recovery plan with six workstreams, each with a named responsible officer reporting into the finance and planning board. Weekly meetings of chief finance officers and deputies, plus meetings with other executive directors, have supported delivery at pace and scale. A detailed risk-sharing framework and a medium-term plan for the next five years have also identified the challenges for each organisation.

 In the 18 months before this year's awards, the finance team at the **University Hospitals of Morecambe Bay NHS Foundation Trust** implemented a sustainable financial improvement programme, had a new finance strategy approved, achieved One NHS Finance towards excellence level 2 accreditation, and implemented a restructure while the organisation was part of the national recovery support programme. As part of its financial improvement programme, the trust has partnered with McKinsey and implemented a cost improvement programme tracking tool.

# Digital health investment that delivers real value

---

Channel 3 Consulting  
is proud to sponsor  
HFMA Awards 2023



**Channel 3<sup>®</sup>**  
CONSULTING

[www.channel3consulting.co.uk](http://www.channel3consulting.co.uk)

# Trusted voice

**Sophie Harrison** has been named HFMA Deputy Finance Director of the Year for her leadership of the finance team at Royal Papworth Hospital NHS Foundation Trust.

The specialist heart and lung hospital operates within a financially challenged system. Despite this, the finance team had a successful year in 2022/23, winning level three accreditation from One NHS Finance and securing a third successive year of surplus, together with an unqualified year-end audit.

Ms Harrison took a lead role in system financial planning, initiated a finance learning programme for non-finance staff, redesigned divisional performance reporting and maintained the trust's voice and influence on national and regional forums.

Ms Harrison has recently become the trust's interim chief finance officer, covering for Tim Glenn, who has gone on a 12-month secondment. Her award nomination, made on behalf of the whole Royal Papworth finance team, follows the team's shortlisting for HFMA Finance Team of the Year in 2022. It underlines Ms Harrison's dedication to excellence not being confined to the trust's boundaries – ensuring the patient remains the focus and organisational gain is not prioritised over wider system benefits.

She is described as having excellent technical ability and a values-based approach that make her a trusted voice in the Cambridgeshire and Peterborough system – she played a lead role in creating the integrated care system's medium-term financial plan.

Ms Harrison is a keen supporter of learning and development and committed to inclusivity, with individuals constantly given a voice to shape the direction of the directorate.

Committed to her team's wellbeing, she coordinated directorate-wide listening sessions in response to an all-staff survey, giving every team member an opportunity

**“Her commitment to finance staff development and her pride in her team's achievements, as well as her commitment to the NHS, have been clear”**



Winner: Sophie Harrison (centre), with Channel 3's Eleanor Rollason (left) and HFMA president Claire Wilson

to talk about their experiences. She helped redesign divisional performance reports – which now use statistical process control charts – providing a reading guide and presentation to the executive team to ensure they understood the new format.


She has also led on the redevelopment of the trust's strategy for private healthcare, working with clinicians, operational leaders, external colleagues and other stakeholders to coordinate the best way forward.

Ms Harrison was one of 15 founding members of the Women in Leadership forum, which now has more than 100 active members, and she is a passionate advocate for addressing health inequalities.


The judges were impressed by Ms Harrison's


enthusiasm and the impact she has had, not only in her own organisation but across the system. Her commitment to finance staff development and her pride in her team's achievements, as well as her commitment to the NHS, have been clear – making her a worthy winner of the award.

Ms Harrison said she was proud to receive the award. 'NHS finance is a team effort and this award is very much credit to the excellent team at Royal Papworth, from our broad and diverse finance team to the brilliant engagement from our service teams,' she said, highlighting the importance of 'collective leadership'.

'If we can create positive, empowering and supportive environments for our teams, then we stand the best chance of collectively addressing the challenges of the health service today and tomorrow,' she added. 

## Highly commended

 **Johanna Bogle**, deputy director of finance at Great Western Hospitals NHS Foundation Trust, was described as leading by example in her nomination. She is visible and approachable, both in the main hospital site and in the offsite finance department. She celebrates wins, both for individuals and teams, and empowers the finance team to deliver on agreed objectives, with an expectation that improvements can be made continually. She turns financial numbers into a story, bringing together the impact of money, workforce and activity on the patient journey.

 **Michael Costello** leads a 40-strong team of business partners, accountants and fraud specialists at NHS Business Services Authority. He has played a role in several achievements over the past year, including the organisation's response to a modified audit opinion during the pandemic and ensuring delivery of three sets of accounts, audited and laid before Parliament. He led the team to agree a 5% efficiency target as part of the Department of Health and Social Care's efficiency and reform programme. And he took steps to enhance financial controls, assurance and accountability.

# Clear sighted

The ophthalmology team at **Nottingham University Hospitals NHS Trust** had been struggling to perform four cataract procedures in a single list. But with new equipment and a revised pathway, the team has doubled its throughput and been recognised for delivering best practice. The success has been driven by specialist anaesthetist Adrian Kwa – winner of this year’s HFMA Working with Finance: Clinician of the Year.

Having been highlighted as a poor performer by Getting It Right First Time (GIRFT), the trust studied systems in best practice sites. The common denominator was the use of a prep room to prepare the surgical tray in advance. But Nottingham’s theatres did not have prep rooms, so Dr Kwa proposed using a portable laminar flow machine to create a sterile environment for tray preparation.

The equipment had not been used in this way in the NHS, so engagement was needed between finance and Dr Kwa to understand and quantify the potential benefits. The resulting business case gave the executive team the confidence to approve the purchase.

Dr Kwa championed the relationship between clinicians and finance throughout the process, using patient-level cost data to prove the concept of the work financially. Picking lists and patients from this data, he was able to prove that a reduced turnaround time between sessions would free up productive time to perform more procedures per list.

The trust has now reached eight procedures per list and has seen income rise, initially by an estimated £528,000 per year, with plans to increase the number of procedures to 10 per list. Clinicians consistently perform eight medium-complexity cataracts per list but still finish early, and they are trialling this pathway for other types of eye surgery lists.

The team is determined to hit a 10-ataract list target – continuous improvement is now

part of how it works. Building confidence to perform more procedures per list was central to this improvement and Dr Kwa has supported this at every stage, adding just one procedure per list each time in a measured, safe way.

The judges described Dr Kwa’s work with the costing and finance management team as ‘outstanding’. ‘Together they used costing data to identify an area of improvement and doubled their surgical throughput of cataract surgery by improving theatre efficiency, while maintaining quality and inspiring staff, who are proud of their new pathway,’ they said.

The work has become an exemplar for other services and a national GIRFT case study.

The improvements have resulted in a significant culture change and great teamwork, inspiring other team members to innovate, while boosting staff satisfaction and retention.

With the improved efficiency, the trust has also been able to repatriate patients previously sent to the private sector. Trust colleagues describe Dr Kwa as inspiring, supporting not just the cataract team, but also other teams in the trust with similar problems.

Dr Kwa admitted that the solution had required lateral thinking to create the sterile environment. ‘Before, our workflow was in series, where the next step cannot happen until the last step has been completed. Using a laminar flow machine to create a pop-up prep room, we were able to run our workstream in parallel, making it much more efficient,’ he said. ‘We have reduced the turnaround time from up to 20 minutes to about six minutes, so we can do a lot more cases in a session. And it did not involve the theatre team working any faster.’

**“We have reduced the turnaround time from up to 20 minutes to about six minutes... And it did not involve the theatre team working any faster”**



Winner: Adrian Kwa, Nottingham University Hospitals NHS Trust

## Shortlisted

**Gavin Boyd**, consultant microbiologist at Calderdale and Huddersfield NHS Foundation Trust, has provided significant clinical leadership over the past four years, taking projects from business case to delivery. One project was a £475m pathology managed service contract, alongside a single laboratory information management system and building a new hub laboratory. At the same time, he brought three separate providers together to form a new network. Overall the pathology transformation programme has delivered savings of more than £6m a year.

**Angie Davies**, deputy director of nursing at United Lincolnshire Hospitals NHS Trust, has led a change programme for the trust that has resulted in a rapid and sustained reduction in nursing agency costs every month since October 2022. Prior to the programme, lead nurses saw agency usage as essential to filling shifts, and morale across the substantive workforce was low due to nurses being frequently moved to fill shifts. However, the changes introduced have led to greater ownership of the issue by lead nurses, the vacancy rate falling from 14% to 7% and improved morale.



# Moving to system level

The **Mid and South Essex System Costing Hub** aims to improve understanding of the cost base across the whole Mid and South Essex area, and is the winner of this year's HFMA Costing Award.

The hub team reports to the system costing hub lead, hosted by Mid and South Essex NHS Foundation Trust. And its ambition is to streamline pathways to improve patient experience and outcomes, while delivering improved value for money, informed by actual cost data at the patient level.

The hub has already pointed to some notable success stories.

For example, it has helped to establish the business case for a new fracture liaison service, which provides over-50s at risk of osteoporosis with a comprehensive assessment and care plan tailored to their needs. Clinical evidence has shown that early identification of osteoporosis and treatment via medication can reduce the risk of fractures by 30% to 40%.

The hub team used patient-level cost data to look at the most common diagnosis codes for non-elective admissions. Fractured neck of femur was the 20th most common reason for admission, with more than 1,800 incidences in 2021/22. But it had the second highest length of stay, totalling more than 19,000 bed days, and the highest cost at £18.9m.

The new service has the potential to prevent about 500 hip fractures a year. With an average cost of £10,000, this could save around £5m, based on a 30% prevention rate once operational, enabling the system to invest further in preventative healthcare.

The costing team has also provided support for system stewardship groups, which bring together clinicians from across the system to optimise pathways. It provided patient-level cost data to help stewards understand their activity and cost base, including system costs that don't hit their own direct budget.

In particular, the team helped undertake a socio-technical allocation of resources (STAR) analysis, informing the redistribution of resources between healthcare settings.

The judges said Mid and South Essex was one of two shortlisted entries with a focus on

**“There was a clear link to driving value-based healthcare at system level and an ability to demonstrate improved outcomes across patient pathways”**



Winner: Mid and South Essex System Costing Hub

system-wide collaboration, highlighting the value of cost data to benefit patients across the whole system.


They were particularly impressed with the hub

because of the scale of cross-system collaboration, its strategic approach and the level of clinical engagement achieved by building relationships and having the right information to facilitate analysis.


‘The outstanding feature of this entry was the clear link to driving value-based healthcare at system level and their ability to demonstrate improved outcomes across patient pathways,’ the judges said.

Jenny Powell (pictured far right), head of finance, costing and benchmarking at the trust, and the system costing hub lead, said that the system had assessed the quality of its patient-level cost data across acute, community and mental health sectors.


‘We are all in quite a good place,’ she said. ‘For us, clinical engagement has been the difficulty, so in our five-year integrated care system strategy, we are looking to increase that engagement. Part of that is through stewardship and part through business cases such as for the fracture liaison service.’

Aidan Quinn (pictured far left), deputy chief finance officer at Mid and South Essex, added that the costing hub was a real example of the whole system ‘working as one’. 

## Highly commended

 The judges praised the joint entry made by costing teams in the **Lancashire and South Cumbria integrated care system** for their data sharing approach. The teams have developed a single patient-level cost information source providing detailed insight into financial and non-financial metrics for organisations across the system. The approach, devised by individual costing teams, provides system-level benchmarking data more frequently and quickly than annual national data. The data is also more granular, allowing the system to drill deeper into cost drivers.

## Shortlisted

 **York and Scarborough Teaching Hospitals NHS Foundation Trust**'s costing team aims to give teams the information they need to manage services. For accident and emergency, it used nursing roster data to determine the costs and quantity of nursing, producing a supply cost breakdown by the hour. It combined this with demand data to determine utilisation rate and explored opportunities for efficiency savings.

# HFMA HONOURS

The HFMA presented two honorary fellowships at its awards ceremony, held during the 2023 annual conference. The honorary fellowship is awarded to an individual who has made a sustained and substantial contribution to the life, a committee or a branch of the HFMA.



**Ken Godber** has had a positive impact on NHS finance over the years, with a particular dedication to raising standards in the governance and financial management of NHS charities. This was particularly the case during the Covid-19 pandemic, when there was a significant increase in charitable donations – gifts and money – to NHS charities. The HFMA NHS Charity Finance Group, which Mr Godber chaired during this period, provided significant support to charities on how to account for, and deal with, this influx of funding. It also liaised with umbrella charities body NHS Charities Together. Away from the HFMA, until his retirement, Mr Godber was charity

director at Chesterfield Royal Hospital NHS Foundation Trust, having previously been the trust's assistant director of finance.

**Sheila Stenson** has had an impressive 20-year career in NHS finance and recently took on her first chief executive role at Kent and Medway NHS and Social Care Partnership Trust – having previously been the trust's chief finance and resources officer. In 2016, she won the HFMA Deputy Director of Finance Award while undertaking that role at Maidstone and Tunbridge Wells NHS Trust. And she was shortlisted for the HFMA Finance Director of the Year Award in 2021. She has been a major supporter of the HFMA, chairing the Kent, Surrey and Sussex Branch and has also made a significant contribution to the region – in particular helping to establish the South East Regional Academy. Ms Stenson was unable to pick up her award in person.



## ONE NHS FINANCE AWARDS

During the HFMA awards ceremony, NHS England chief financial officer Julian Kelly also presented certificates to organisations that had successfully achieved their One NHS Finance level 3 towards excellence accreditation within the last year. Certificates were presented to (pictured left to right, with Mr Kelly):



Mersey Internal Audit Agency/MIAA (Gayle Wells and Chris Harrop)



Central and North West London NHS Foundation Trust (Cynthia Fernandez and Tom Shearer)



Lancashire Teaching Hospitals NHS Foundation Trust (Jonathan Wood)



Leeds Teaching Hospitals NHS Trust (Elaine Cross and Simon Worthington)



Lewisham and Greenwich NHS Trust (David Cooper)



Royal Papworth Hospital NHS Foundation Trust (Sophie Harrison, Poonam Patel, Tim Glenn and Rosie Thornton)



Gill Killbery was also named the One NHS Finance Outstanding Contribution award winner. Ms Killbery is assistant director of system finance, training and development at Leicestershire, Leicester and Rutland Integrated Care Board. She is being recognised for her instrumental role in driving forward the value

maker regional network in the Midlands. She also sits on the national Health and Wellbeing Champion Steering Group and the national Towards Excellence Accreditation Steering Group. An active assessor for the accreditation process, she works with organisations looking to gain level 2 or 3.



Clockwise from above: Sophie Harrison, Deputy Finance Director of the Year; HFMA chief executive Mark Knight; Finance Director of the Year Hardev Virdee; two of Manchester's winning team; Costing Award winners; and top clinician Adrian Kwa



**Published by the Healthcare Financial Management Association (HFMA)**  
 HFMA House, 4 Broad Plain,  
 Bristol BS2 0JP  
 t: 0117 929 4789  
 f: 0117 929 4844  
 e: [info@hfma.org.uk](mailto:info@hfma.org.uk)  
 w: [www.hfma.org.uk](http://www.hfma.org.uk)

The views expressed are not necessarily those of the HFMA. While every care has been taken in preparing this publication, the publishers and authors cannot in any circumstances accept responsibility for error and omissions, and are not responsible for any loss occasioned to any person or organisation acting or refraining from action as a result of any material within it.

© Healthcare Financial Management Association 2023. All rights reserved.

The copyright of this material and related press material on the website is owned by the HFMA. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopy, recording or otherwise without the permission of the publishers. Enquiries about reproduction outside of these terms should be sent to the publishers at [info@hfma.org.uk](mailto:info@hfma.org.uk) or posted to the above address.



The background of the advertisement is a grayscale photograph of a man with a beard, wearing a dark suit, white shirt, and dark tie. He is standing in a meeting room, gesturing with his right hand towards a large chart on the wall. The chart shows a bar graph with three bars labeled 'April', 'May', and 'June', with values '42.00', '55.00', and '55.00' respectively. A laptop is open on a table in the foreground, and another person's head is visible on the left side of the frame. The overall scene is dimly lit, with a purple tint overlaid on the bottom half of the image.

# Enabling **smarter** organisations through digital solutions

Our customised software empowers complex organisations to better manage your portfolio of initiatives, agreements and value benefits

Book a free 1:1 consultation

[www.prochainmatrix.co.uk](http://www.prochainmatrix.co.uk)

sponsored by



# PFI playbook delivers

## Norfolk and Norwich University Hospitals NHS Foundation Trust

Trust has created a governance framework for its private finance initiative (PFI) contract that has improved contract monitoring and delivered cost savings. It has also led to the trust winning this year's HFMA Governance Award.

The trust has a contract, including facilities management, for its £245m, 950-bed PFI hospital, which reached financial close in 1998. These are large, complex contracts with annual payments of about £83m a year. Performance had long been considered below expected standards, requiring improvement, meaning poor value for money was being achieved. So the trust implemented a programme of change based around a new governance structure that would empower staff to help improve contract management.

It has involved the creation of a 'playbook' outlining each party's responsibilities for managing the PFI and the contractual processes that must be followed. This might include making contractual deductions where standards fall below required levels. It lists the key actions to be undertaken and the frequency of each action.

The playbook has been adopted as trust policy and is subject to periodic review. It has also been endorsed by the Department of Health and Social Care PFI Centre for Best Practice. As part of the reporting framework, quarterly reports are sent to the hospital management board, and on to the finance, investments and performance committee. This provides for effective scrutiny and challenge of the contract, ensuring actions are taken in line with those in the playbook.

The new approach has also seen the development of an app, alongside an improved service desk function, so staff can raise any issues about the condition of the building or quality of services being delivered.

According to the trust, £2.5m has been saved by renegotiating contracts, plus savings of £1m a year through active contract monitoring against service standards. Contract monitoring has also had an impact on service performance, demonstrated by the actual

**"We have gone from having one contract manager to having thousands who really care about the estate"**




Winner: Norfolk and Norwich University Hospitals NHS Foundation Trust with Mustafa Sheikh (far right) from award sponsor Prochainmatrix


performance scores now being achieved.

The judges were impressed that the improved monitoring, management and reporting of the PFI contracts had resulted in a better physical environment and experience for all hospital users, empowered frontline staff and led to financial savings. They applauded how the trust had simplified a complex subject and felt the approach to contract management should be applied more widely.

Trust finance director Roy Clarke said the


aim was to take an incredibly complex PFI contract and make it simple for 8,000 people in the organisation. 'Having put the contract into plain English, we translated it into a frontline application, so doctors, nurses and multidisciplinary teams could just take a photo and show the contract team what they see – then allow the app and the estates team to drive the solution,' he said. 'We have gone from having one contract manager to having thousands who really care about the estate.' 


## Highly commended

 A new financial governance framework at **Blackpool Teaching Hospitals NHS Foundation Trust** has assigned an accountable officer for every division, with each clear of their financial responsibilities and budget. Financial information now arrives on a set day each month. The judges recognised the difficulty in implementing such a framework this year and commended the trust on the cultural change it has made.

## Shortlisted

 **Tameside and Glossop Integrated Care NHS Foundation Trust's** revised governance framework is based on 'ownership and engagement from multiple directors and organisational leads' rather than the traditional finance-led approach. The changes have led to an improved audit opinion, reduced agency spend and better theatre use.

 The **One Devon integrated care system** has introduced new governance arrangements to support financial and performance recovery, establishing a single recovery governance function working to a shared agenda. As part of this, it has created a system recovery plan, streamlined reporting and developed a unified approach to identifying and reporting risks across the programme.

 **Staffordshire and Stoke-on-Trent integrated care system** has developed an integrated approach to risk management and board assurance. All partners now play a much greater role in assessing risk and developing mitigations – critical for managing ambulance handover delays last winter. Risk management arrangements now use a combination of best practices, innovative processes and shared IT enablers.

# Deloitte.

## Deloitte is the trusted choice.

From developing analytics which have redesigned care models, to safely implementing digital records, delivering challenging savings programmes and developing future leaders, we're the go to partner for government and public services.

Why?

**Because our ability to connect delivers impact.**

Scan the QR code with your phone camera to find out more about Deloitte in the Public Sector:



**Leeds Teaching Hospitals NHS Trust** is the winner of this year's HFMA Environmental Sustainability Award, recognising work it has done to streamline its procurement and distribution operations to support its goal of net zero carbon emissions by 2040.

The trust, which operates across seven hospitals in the city, recognises the impact of distribution on carbon emissions and has centralised its receipt and distribution operations, shifting from dispersed sites to a centralised warehouse. This minimised the distance travelled by goods after receipt and reduced couriers on site by more than 11,000 vehicles per year – more than halving the number each month, a reduction of more than 41 tonnes of carbon emissions.

It also means the trust can capitalise on its fleet of electric vehicles, specifically sourced for this venture, to provide 'last mile' delivery.

Recycling bins have been placed throughout the hospitals, so more staff can participate. And the trust has invested in a baling machine for cardboard and polyethylene, which has led to a 40% increase in cardboard recycling each year. The baling has also streamlined the collection and disposal processes and reduced the frequency of collections.

Vehicles delivering stock return to the warehouse with the recycling onboard so that electric vehicles never run empty.

The trust said it had overcome initial challenges and a dedicated team was now invested in the trust's environmental mission. Tailored training sessions have also empowered staff to suggest new ways of working to help reach net zero.

The distribution team said its approach embraced sustainability in harmony with NHS values and goals by prioritising training, nurturing a cultural shift and ensuring operational efficiency.

The judges said it was an inspirational example of how changes in complex supply chain delivery can have a positive impact on environmental sustainability, operational effectiveness and the fiscal position. They recognised the scale, ambition and impact of the work, driven by those from operational roles, and acknowledged that the changes were part of a continued journey.

They added that the work provided an excellent template for other NHS organisations to learn from, with the team already working with other trusts to share its approach and



Winner: Leeds Teaching Hospital NHS Trust with sponsor Deloitte's Debbie Young

# An emission mission


**“An inspirational example of how changes in complex supply chain delivery can have a positive impact on environmental sustainability”**

lessons learned along the way.

Mark Downing (pictured), associate director of supply chain, said that bringing everything into one area meant that the trust had full integrity around the supply chain – from when goods arrived at the trust to when they were delivered to the end user. 'It was challenging to start with, in terms of IT and

contacting each courier company – and with many deliveries being time critical, requiring to be in theatre the following day,' he said. 'So we had to make sure it was managed correctly.'

He added that it had been a real team effort, led by warehouse and logistics manager Jo Stockdale, with many of the logistics team coming from ward or theatre backgrounds, rather than logistics.

'For them to come into logistics and deliver what they have delivered – they have done me proud in executing it.' 

## Highly commended

**Royal Berkshire NHS Foundation Trust** has an ambitious target to reach net zero by 2030 and staff engagement is key to the success. Since the launch of the green plan in February 2022, the trust has implemented projects to help staff be more green, although the best ideas have come from the staff themselves. A carbon champions scheme encourages staff to spread the word and promote opportunities and the trust has developed a green rewards scheme, where staff use an app to log points for everyday sustainable actions. Other projects include a programme to stop the use of carbon-intensive desflurane as an anaesthetic gas and a scheme to repurpose old IT.

## Shortlisted

**Manchester University NHS Foundation Trust's** hospital at home (H@H) scheme is helping the trust to manage demand. But with inpatient days being the most resource demanding healthcare activities, they also come at a high carbon cost. So the H@H scheme also reduces the carbon emissions tied to patient admissions. In addition, the scheme cuts carbon related to travel to hospital sites. The trust estimates 75 tonnes of carbon dioxide have already been saved from services, with the next phase leading to estimated avoided emissions of nearly 5,000 tCO<sub>2</sub> per year.

# Training for all

Financial sustainability is a collective responsibility for all staff. That is why **North Middlesex University Hospital NHS Trust**, winner of this year's HFMA Havelock Award for finance skills training, set out to improve the finance skills and raise financial awareness of operational and clinical staff.

The trust knew that decisions made by its diverse workforce, if managed effectively, could have a big impact on financial sustainability and lead to improved patient outcomes.

It used the HFMA's financial sustainability assessment tool to assess the state of financial training and engagement within the trust. The results identified that training sessions were ad hoc, poorly attended and not easily accessible to non-specialists – suggesting an opportunity to better equip staff with the necessary financial knowledge and skills to make informed decisions.

The finance department revamped its financial training programme to improve accessibility and effectiveness. Training modules were integrated into the trust's intranet and training system, Phoenix, to create a schedule of accessible training – appearing alongside essential clinical, mandatory and career development training.

The modules aim to offer comprehensive education, ensuring all staff members, regardless of their financial background, can acquire the necessary skills and knowledge.

In collaboration with the communications team, a plain English 'core script' was developed, stressing the link between financial stewardship and innovation, staffing and high-quality patient care. The script aims to demystify financial concepts and show that everyone has a role in financial stewardship.

This message was amplified through platforms such as 'team brief takeover' sessions about finance, led by the chief executive. Open to all staff, these provided a wide audience for the message that financial sustainability was important. This was reinforced by articles in the staff and stakeholder magazine highlighting how individuals and teams can take small steps that collectively lead to significant changes in financial sustainability.

The judges praised the trust's 'thoughtful and co-produced programme' and its 'systematic and evidenced approach'



Winner: North Middlesex University Hospital NHS Trust

The training programme involved bite-size/bespoke learning opportunities – short, solution-focused sessions that allowed staff members to acquire financial skills and knowledge relevant to their roles.

The training makeover has involved a combination of structural changes, communication initiatives and an aligned trust narrative. By making financial training accessible and emphasising its importance to all staff, the trust believes it is fostering a culture of financial stewardship that supports its goals of financial sustainability and high-quality patient care. The judges praised the

'thoughtful and co-produced programme' and its 'systematic and evidenced approach'.

Bimal Patel (pictured far right), the trust's chief finance officer and deputy chief executive, said the upgrade of the financial training programmes and financial stewardship with regards to efficiency and productivity had been a real team effort across the finance department. The programmes and governance had already produced a noticeable improvement in budget holders' and clinicians' understanding of how finance worked across the trust, and feedback from participants had been very positive. ●

## Highly commended

● **Leeds Teaching Hospitals NHS Trust** has refreshed its approach to finance skills development with its LEEDS (leading an engaged and empowered development strategy) initiative. Incorporating a number of components, LEEDS tasks volunteers committed to staff development with developing strategies for their priority areas.

## Shortlisted

● **London Skills Development Network's** promoting good practice foundation (PGPF) has been set up to engage staff in finance skills development. To date it has enhanced the development of more than 2,500 staff in 60 finance departments. It provides an accreditation framework that aligns with those of ACCA, CIMA, CIPFA and AAT.

● **Mersey and West Lancashire Teaching Hospitals NHS Trust's** 'developing our teams' programme brings together skills development and training on diversity and inclusion and health and wellbeing. The skills development pillar focuses on improving financial awareness and training, partly to reinforce the role of robust monitoring after aspects of financial governance were relaxed during the pandemic.

● The **North East** and **Yorkshire Skills Development Networks** have developed an educational outreach project to recruit the next generation of accountants through resources aimed at secondary school students and university open days. These include hour-long team challenges to manage budgets or buy equipment.



# The e-price is right

The use of an e-auction platform by the **University Hospitals of Morecambe Bay NHS Foundation Trust** enabled the Lancashire and Cumbria region to deliver price reductions of around £400,000 – representing a 22% reduction on the £1.8m of spend. The trust – winner of this year’s HFMA Delivering Value with Digital Technology Award – achieved this against a backdrop of 10% inflationary pressures.

Non-pay spend across the region is always under scrutiny, but inflation had increased prices during 2022/23, particularly within the areas of office stationery and furniture. This led to the trust taking a collaborative approach to counter this inflation, working across two counties and two integrated care systems. In total, five trusts consolidated their spend in these two categories so they could approach the market at scale and leverage their buying power.

Consolidated datasets from accounts payable, purchase orders and supply chain reports were analysed to understand where money was spent and what products were being selected. An initial piece of work looked to standardise and rationalise the products being purchased and this in itself delivered a £71,000 cost reduction and simplified product offering for end users.

A specification document was then created, enabling qualitative factors to be scored for participating suppliers covering areas such as social value, sustainability, customer support, reporting, internal logistics and invoicing. This enabled the e-auction technology to be used.

The technology was able to maximise the volume and commitment resulting in tumbling prices over several hours as suppliers competed for the business.

The overall price bids and qualitative responses were scored to ensure quality of product was assured and that sustainability factors had been included.

In total, three suppliers got involved in the e-auction for office supplies, which lasted more than seven hours with 935 line level bids/price reductions. The overall savings were £148,000 (14%). On office furniture, five suppliers bid in a four-hour session, with 786 line level bids.

**“Feedback from all parties has been positive and the expected outcomes more than achieved, meaning this approach will be rolled out to other non-pay items”**




Winner: University Hospitals of Morecambe Bay NHS Foundation Trust

The overall saving amounted to £178,000 (38%).

The judges praised the way the small team had introduced new technology to disrupt a well-established, but laborious, procurement system. ‘The live e-auction allowed everyone, purchasers and suppliers alike, to see the cost savings increase in real time,’

they said. ‘Feedback from all parties has been positive and the expected outcomes have been more than achieved, meaning this approach will be rolled out to other non-pay items.’


The trust said one of the first challenges was consolidating the data and rationalising the products from different data sets with different formatting across the trusts.

Technology helped, supported by manual intervention, to recognise the same products and create a standardised description and code for the baseline. 

## Highly commended

** Oxford University Hospitals NHS Foundation Trust** transformed its financial reporting, redefining the way it reported financial data. Following the introduction of an updated general ledger, a business case was approved to introduce Power BI, enabling the finance team to develop a new approach to reporting, using an interactive and near-real-time system that is used by 600 budget holders and 80 finance staff. As part of the improved reporting, statistical process charts can now be automated and this has transformed monthly finance reports. Available at the click of a button, the charts have replaced labour-intensive manual reporting and saved days of work.

## Shortlisted

** East Lancashire Hospitals NHS Trust** has been building its own software since 2019 using existing technology such as VBA, T-SQL, Excel and Power BI. By taking an inhouse approach, the trust avoids some of the increasing costs associated with third-party suppliers. Recently it has produced an app called Mirror Mirror to provide a live link from ledger system to all reports, avoiding traditional copy-and-paste approaches. It has also developed a live staff management system. Eighteen products have been developed within an integrated rostering intelligence service (IRIS). These projects use Petals and Mirror Mirror technology and automation code to integrate and automate jobs, freeing up nursing staff time to care for patients.

# Accelerating Innovation for a Healthier World

As a global human data science company IQVIA is at the forefront of unlocking the potential of health data to drive key advancements for future health improvements and delivering transformative benefits to improved population outcomes.

Harness digitisation of healthcare to accelerate transformation



Improve health outcomes for patients and populations

Ensure population health and economic sustainability of healthcare systems

## Global Public Health

Ensure equity in health across the globe, both from a medicines and a systems perspective

- **11 Government sponsored strategic health initiatives** & consultation engaged with by IQVIA UKI in 2023
- **600k participants** in the national COVID-19 Infection Survey

## Clinical Research

Develop new medicines and prove they are safe, effective and valuable to patients

- **5M+ laboratory tests** performed per year from our Livingston Laboratory
- **10,000+ patients** in UK clinical studies in the last year
- **350 clinical trials** delivered by IQVIA at any point of time (20% of UK commercial trials)

## Healthcare Systems

Support healthcare systems to ensure patients receive the best care, outcomes and research possible

- **200+ NHS organisations** that use our PROMs/PREMs surveys
- **95% NHS organisations** use one or more of our services including costing, coding, benchmarking and data warehousing
- **750k NHS staff surveyed** regarding their working conditions


## Value, Access & Commercial

Demonstrate the value of medicines, launch effectively and ensure uptake to reach the right healthcare professional and patient at the right time

- **99% Rx data of acute UK hospitals:** 82% of retail pharmacies; 96% of wholesaler medicines supply
- **4M+ patient engagements** successfully delivered through home services, nurse clinics and remote call centres
- **300k patient records** used in observational research for real-world evidence generation annually

IQVIA can deliver these solutions individually or can bring them together into a wider value-adding service.

 ***IQVIA has been selected for the NHS's Privacy Enhancing Technology (NHS-PET) contract, applying our industry leading privacy analytics solution to this platform to ensure that NHS organisations meet the highest technical standards of security for managing patient data.***

 ***FORTUNE 500's "World's Most Admired Companies," Ranked #1 in Healthcare, Pharmacy and Other Service for the Second Consecutive Year.***

# Bridging the gap

**Royal Papworth Hospital NHS Foundation Trust** has established a specialised equality, diversity and inclusion (EDI) network in the finance directorate, winning it this year's HFMA Diversity and Inclusion Award.

The initiative was born out of a recognition that there was a gap between the widespread acknowledgment of EDI's importance and actual engagement in the directorate. Trust-wide networks already existed, but internal surveys revealed a lack of participation in EDI discussions by those who didn't perceive themselves as directly affected by those issues.

This led to the creation of a dedicated finance directorate EDI group, with the local EDI network aiming to have members participating in broader EDI initiatives as well.

This bi-directional approach has created a more inclusive dialogue across all organisational levels.

There were challenges during implementation, including some initial hesitancy among staff to engage in challenging conversations, but these were addressed through careful planning, integrated training and robust performance indicators.

The network set itself five clear objectives for its first 18 months. It wanted to achieve 100% participation in at least one EDI training session and to synchronise its EDI programme with One NHS Finance initiatives. In addition, it set a target of ensuring an EDI representative was part of every interview panel, with candidates asked specific EDI-related questions. It also committed to growing its membership and to improving communication, using local finance communication channels to disseminate broader EDI messages and feed back to trust-wide networks.

The outcomes are impressive – an 85% attendance rate in EDI training sessions, a more diverse set of new appointments due to EDI representation on interview panels, and wider engagement, as the increase in the EDI group's membership shows.

**“The network in finance is about recognising that there is a benefit in what everybody brings to the table and lived experience is really important”**



Winner: Royal Papworth Hospitals NHSFT, with sponsor IQVIA's Sharon Moore (right)

In addition, the directorate has successfully fulfilled level 3 of the One NHS Finance accreditation's EDI criteria.


The judges were impressed with the way the EDI network had put an emphasis on allyship, encouraging everyone to take the time to participate and listen, whether or not they had protected characteristics.

This has led to a much more accepting and open culture in which people are more likely to raise issues early rather than waiting for them to come to a head.


Gerrie Powell-Jones (pictured centre),

clinical coding manager at Royal Papworth trust, said the key benefits of the programme were in bringing everyone together.


‘It has been a tough couple of years, with everyone emerging from Covid and finding new ways to work as a team,’ she said. ‘The network in finance is about recognising that there is a benefit in what everybody brings to the table and lived experience is really important.’

‘Being able to bring your whole self to work and feeling part of the team is critical to making people feel welcome and included.’ 

## Highly commended

 **The Christie NHS Foundation Trust** relaunched its internal equality, diversity and inclusion networks in 2023. The aim was to bring about cultural change within the finance and business development department and influence change across the trust and the wider Greater Manchester and North West networks. It focused on three areas: engagement, including EDI coordinator and champion roles; an EDI action week, celebrating EDI across the team; and leading EDI, with team members getting involved in a range of external groups.

## Shortlisted

 **The NHS England (East of England)** finance team was one of the first to set up an inclusion and diversity ambassador network, which has successfully supported other finance teams in the region. The team also set up a dedicated group to look into all aspects of EDI and to improve working practices and recruitment processes. For example, having identified the electronic staff record and staff surveys under-reported certain EDI characteristics, particularly disability and LGBTQ+ information, it updated the wording in recruitment adverts, emphasising the organisation's inclusive credentials and welcoming applications from all backgrounds.

# In financial balance

**Manchester University NHS Foundation Trust** has prioritised tackling health inequalities over the past year through a multidisciplinary approach. The finance team, a key part of the new system, has been named the winner of this year's Addressing Health Inequalities through NHS Finance Action Award.

The trust's approach starts at the top, with a trust-wide group drawing membership from all 10 hospitals' leadership teams, including finance directors. The finance team has also immersed itself in the subject, with members taking the HFMA *Introduction to health inequalities for finance* course and two representatives successfully applying for the HFMA healthcare finance fellows programme.

The team has supported a number of initiatives that aim to shift resources towards preventing and tackling inequalities, target existing resources at those most at risk, and source funding to invest in the wider determinants of health.

For example, the finance team worked with commissioners to evaluate a pilot that was set up to support the top 5% of the population by risk who are vulnerable, have complex health and social care needs, and struggle to navigate and access the standard healthcare system. The pilot, which was concentrated on the north of the city, was found to be cost-effective and has subsequently secured recurrent funding.

The finance team has also supported monthly neighbourhood health partnership meetings, which have a focus on health inequality. In particular, it has been supporting the adoption of a 'theory of change' model to evaluate the population health initiatives in each neighbourhood.

For one neighbourhood team, with significantly lower bowel cancer screening rates than the city average, analysis revealed that the main cohort not taking up the screening offer in its patch were those of Asian ethnicity, particularly those without spoken

English. The project worked. The project worked with mosques to share culturally suitable messages, co-produced community events, ensured communications were in Urdu and Punjabi as well as English, and also developed an offer suitable for those with a learning disability.

The judges highlighted steps taken by the finance team to secure charitable funds to offer patients and their families financial advice through Citizens Advice.

This recognised the high level of deprivation in the local population and the severe impact illness can have on a family's finances.

The team hopes to help more than 1,000 families at the Manchester children's hospital. The judges praised the organisation-wide focus on health inequalities and the close work with local partners.

Laura Foster (pictured right), director of finance at Manchester Local Care Organisation, which is part of the foundation trust, said there had been recognition that

**“It was a pilot to begin with, so we used charitable funds to test the model... Once we have proved it works, we will look at how we can fund it on an ongoing basis”**



Winner: Manchester University NHS Foundation Trust

there were different outcomes for different parts of the city's population. And after Covid had pulled attention towards tackling the virus and the vaccination programme, the focus was now 'very much back on the prevention and health inequalities agenda'.

Last year, the organisation had allowed its 12 neighbourhood teams to focus on their most significant challenges, but this year it was being done within set areas. 'They are all looking at the same three issues – bowel cancer screening, diabetes and hypertension – but they are using data in each area to decide the specific approach,' explained Ms Foster.

Sarah Riley (centre), finance director at the Royal Manchester Children's Hospital, was involved with the Citizens Advice project. 'It was a pilot to begin with and so we used charitable funds to test the model,' she said. 'Once we have proved it works, we will look at how we can fund it on an ongoing basis.' ●

## Highly commended

● **Barts Health NHS Trust's** costing team has developed a series of patient-level service line reports to boost analysis of cost and activity information and financial performance. A new dashboard brings together data on public health, demographics and outcomes, enabling users to examine costs and activity by ethnicity, age and gender and explore metrics such as length of stay, theatre use and cost per procedure. Deprivation data has also been included. The information has helped services design healthcare around communities and address issues of equality, equity and inclusion.

## Shortlisted

● **Cheshire and Merseyside Integrated Care Board's** finance team has supported the development of a place-based prescribing quality incentive regime in one of its places and developed a financial strategy to inform more balanced population spend. At a more macro level, a place-based finance team has also developed a process for assessing the relative health inequalities of under-18s, those of working age and those aged 65+. This is informed by patient-level cost and service line reporting analyses, as well as available comparatives for social care spend.

# Past winners

## Finance Team/Accounts Team

- 2022 Staffordshire and Stoke-on-Trent ICS
- 2021 Liverpool University Hospitals NHSFT
- 2020 Warrington and Halton Teaching Hospitals NHSFT
- 2019 Hampshire and Isle of Wight CCGs
- 2018 Leeds Teaching Hospitals NHST
- 2017 Alder Hey Children's NHSFT
- 2016 Hull CCG
- 2015 Nottingham University Hospitals NHST
- 2014 Wrightington, Wigan and Leigh NHSFT
- 2013 Hertfordshire Partnership University NHS FT
- 2012 Alder Hey Children's NHSFT
- 2011 5 Boroughs Partnership NHSFT
- 2010 NHS Bournemouth and Poole
- 2009 Mersey Care NHST
- 2008 Hull and East Yorkshire Hospitals NHST

## Clinician

- 2022 Ruth Williamson, University Hospitals Dorset NHSFT
- 2021 Matthew Wood, Portsmouth Hospitals University NHST
- 2020 Kulandaivel Sakthivel, United Lincolnshire Hospitals NHST
- 2019 Maggie Davies, Western Sussex Hospitals NHS FT
- 2018 David Berridge, Leeds Teaching Hospitals NHST
- 2017 Paul Buss, Aneurin Bevan UHB
- 2016 Tara Kearney, Salford Royal NHSFT
- 2015 Stephen Liversedge, Bolton CCG
- 2014 Rob Duncombe, The Christie NHSFT
- 2013 David Fearnley, Mersey Care NHST
- 2012 Malik Ramadhan, Barts Health NHST
- 2011 Jason Leitch, Scottish Government
- 2010 Philip Thomas, Brighton & Sussex University Hospitals Trust

## Costing

- 2022 Nottingham University Hospitals NHST
- 2021 Kent and Medway NHS and Social Care Partnership Trust
- 2020 Royal Cornwall Hospitals NHST
- 2019 Gloucestershire Health and Care NHSFT
- 2018 Wrightington, Wigan and Leigh NHSFT
- 2017 Leeds Teaching Hospitals NHST
- 2016 North Staffordshire Combined Healthcare NHST
- 2015 Alder Hey Children's NHSFT
- 2014 Derby Hospitals NHSFT
- 2013 Nottingham University Hospitals NHST
- 2012 The Christie NHSFT
- 2011 Cardiff and Vale UHB

## Deputy Finance Director

- 2022 Kay Wiss, Stockport NHSFT
- 2021 Guy Dentith, East Kent Hospitals University NHSFT *pictured*
- 2020 Jonathan Gamble, Leeds Teaching Hospital NHST
- 2019 Eva Horgan, Liverpool Women's NHSFT
- 2018 Duncan Orme, Nottingham University Hospitals NHST
- 2017 Claire Liddy, Alder Hey Children's NHSFT
- 2016 Sheila Stenson, Maidstone and Tunbridge Wells NHST



- 2015 Chris Lewis, Cardiff and Vale UHB
- 2014 Tim Jaggard, UCLH NHSFT
- 2013 Paul Ronald, Hertfordshire Partnership University NHSFT
- 2012 Richard Wheeler, Oxford University Hospitals NHST
- 2011 Joanne Fitzpatrick, The Christie NHSFT
- 2010 Elaine Konieczny, Sherwood Forest Hospitals NHST

## Finance Director

- 2022 Jenny Ehrhardt, Manchester University NHSFT *pictured*
- 2021 Nicci Briggs, Leicester, Leicestershire and Rutland CCGs
- 2020 Catherine Phillips, North Bristol NHST
- 2019 Karen Geoghegan, Brighton and Sussex Hospitals NHST/Western Sussex Hospitals NHSFT
- 2018 Kathy Roe, Tameside and Glossop CCG/Tameside MBC
- 2017 Adrian Roberts, Manchester University NHSFT
- 2016 Annette Walker, Bolton CCG
- 2015 Simon Worthington, Bolton NHSFT
- 2014 Alan Brace, Aneurin Bevan UHB
- 2013 Colin Martin, Tees, Esk and Wear Valleys NHSFT and Bill Shields, Imperial College Healthcare NHST
- 2012 Caroline Clarke, Royal Free London NHSFT
- 2011 David Melbourne, Birmingham Children's Hospital NHSFT
- 2010 Steve Webster, North Bristol NHST

## Innovation/Efficiency

- 2020 Alder Hey Children's NHSFT
- 2019 Cheshire and Merseyside HCP, with MIAA
- 2018 Devon Partnership NHST
- 2017 Lancashire Care NHSFT
- 2016 Bolton CCG and Bolton NHSFT
- 2015 Dorset CCG
- 2014 Alder Hey Children's NHSFT
- 2013 Portsmouth CCG
- 2012 Countess of Chester Hospital NHSFT/ Wirral University Teaching Hospital NHSFT
- 2011 NHS Oldham
- 2010 Basildon and Thurrock University Hospitals NHSFT

## FFF/ONF Award

- 2022 Derek Stewart, Mid Yorkshire Teaching NHST
- 2021 Beth Pidduck, Lancashire Teaching Hospitals NHSFT
- 2020 Natasha Monroe, NHS England and NHS Improvement

- 2019 Ken Godber, East Midlands lead
- 2018 Mark Songhurst, Leeds Teaching Hospitals NHST
- 2017 John McLoughlin, NHS England
- 2016 Ben Roberts, Bolton NHSFT

## Governance

- 2022 Lincolnshire ICB
- 2021 Liverpool University Hospitals NHSFT
- 2020 East Suffolk and North Essex NHSFT
- 2019 Epsom and St Helier University Hospitals NHST, Sutton CCG and Surrey Downs CCG
- 2018 Northern Care Alliance NHS Group and Mersey Internal Audit Agency
- 2017 Chorley and South Ribble CCG and Greater Preston CCG
- 2016 Lancashire Teaching Hospitals NHSFT
- 2015 North East Lincolnshire CCG, North Lincolnshire CCG, Northern Lincolnshire and Goole NHSFT, Navigo Health and Social Care CIC and Care Plus Group
- 2014 South Warwickshire NHSFT
- 2013 Imperial College Healthcare NHST
- 2012 Leicestershire Partnership NHST/EMIAS
- 2011 University Hospital of South Manchester NHSFT
- 2010 Plymouth Hospitals NHST and Audit South West

## Havelock Training

- 2022 Blackpool Teaching Hospitals NHSFT
- 2021 Liverpool University Hospitals NHSFT
- 2020 Alder Hey Children's NHSFT
- 2019 Countess of Chester Hospital NHSFT
- 2018 Wrightington, Wigan and Leigh NHSFT
- 2017 North Staffordshire Combined Healthcare NHST
- 2016 London Ambulance Service NHST 2015 Liverpool CCG
- 2014 The Walton Centre NHSFT
- 2013 Nottingham University Hospitals NHST
- 2012 Birmingham and Solihull Mental Health NHSFT
- 2011 East Kent Hospitals University NHSFT
- 2010 NHS Central Lancashire

## Digital Technology

- 2022 Norfolk and Norwich University Hospitals NHSFT
- 2021 Dorset Integrated Care System
- 2020\* East Lancashire Hospitals NHST

## Diversity and Inclusion

- 2022 MerseyCare NHSFT
- 2021 Airedale NHSFT

## Environmental Sustainability

- 2022 East of England Productivity and Efficiency Group and PrescQIPP CIC

## Overcoming Adversity

- 2020 NHS Business Services Authority

## Addressing Inequality

- 2022 Welsh Health SSC



HFMA connect

Live

HFMA

hub



# Bringing healthcare finance leaders together

## What is HFMA Connect?

A supportive community, run in collaboration with the HFMA Hub. The group is for directors of finance, chief finance officers and deputies, to help them navigate the current challenges facing the NHS.

## Be a part of our first event in 2024

**30 January 2024, 110 Rochester Row, London**

Start the New Year with our first HFMA Connect forum. This event is designed to unite NHS leaders, allow meaningful engagement, and deliver crucial updates on the issues that resonate with you. Don't miss out on this opportunity to collaborate, innovate and **connect**.

**Scan to find out more**

