

# Norfolk & Waveney ICS Health & Wellbeing Workstream

Jodi Martin - Norfolk & Suffolk NHS Foundation Trust

Alan Dawson – Norfolk Community Health and Care NHS Trust

Lauren Smith - East of England Ambulance Service NHS Trust



# Overview

- How it all began (Jodi)
- Why I signed up as a Health & Wellbeing Champion (Alan)
- The N&W ICS Health & Wellbeing Workstream (Lauren)



# How it all began

It started with a....



# Support from the top

**Email sent 26<sup>th</sup> June 2020 to all CFOs:**

Dear all,

We are looking to set up a N&W FFF forum with representatives from each of the organisations in the STP.

Can you let me know who you would like to be the lead for your organisation and I will arrange for Tiffany Leafe (the CCG's lead) to contact them to set up the initial meeting.

This will be an opportunity for us to really drive the FFF initiative forwards in Norfolk & Waveney and hopefully be the start of a joined up finance community for the STP.

Should you have any questions please do not hesitate to contact me.

Kind regards,

(Director of Commissioning Finance, NHS N&W CCG)

# N&W Future Focused Finance Forum

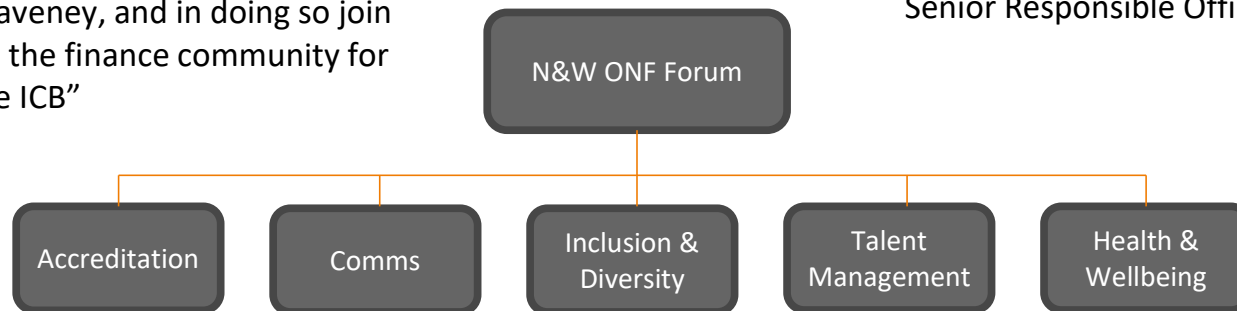
- Membership consists of at least one representative from each organisation in the ICS
- As we came up with different ideas (linked to the FFF/ONF programmes) we realised we needed more resource
- Workstreams were created



# Bringing One NHS Finance into N&W

The Norfolk and Waveney Value Maker forum aims “to drive the ONF initiative forwards in Norfolk and Waveney, and in doing so join up the finance community for the ICB”

Each workstream is led by a Deputy CFO, who is also the Senior Responsible Officer



There is at least one representative from each organisation in each Workstream

# Towards Excellence Accreditation Workstream



ACCREDITATION: RECOGNISING ORGANISATIONAL EXCELLENCE, [CLICK HERE TO GET INVOLVED.](#)

The Towards Excellence Accreditation process is a great way to check that your organisation has all the right processes and procedures in place to make sure your finance department is a great place to work.

## Aim:

For all organisations in N&W ICS to achieve the Future Focused Finance Towards Excellence Level 1 Accreditation by December 2022. We will do this by working together, sharing ideas, resources and best practice



# Communications Workstream

## **Aim:**

To create a Newsletter to be circulated to all finance departments in N&W ICS every four months. Through the use of a planned approach and a variety of media, the N&W ICS Communications Workstream will co-ordinate and provide information on the work being undertaken across the ICS to develop and support the finance function to be the best it can.

Our objectives are to:

- be the vehicle for sharing and celebrating our successes and best practice across the ICS
- provide an insight to how we work and what we do across the ICS, taking the learning from this to support us all to continuously improve and to be the best we can
- provide regular updates on the progress being made on the FFF workstreams and the impact that this is having
- publicise training and development events, ensuring everyone is made aware of opportunities
- support the development and engagement in ICS, regional and national networking opportunities, fostering the One NHS Finance ethos





# The Norfolk and Waveney Journal

Finance People Count



## WELCOME

Welcome to the Norfolk and Waveney Journal, providing an update on all that is happening in the world of Future Focused Finance in Norfolk and Waveney including upcoming events and team achievements.

In this edition learn more about The Queen Elizabeth and Norfolk and Norwich hospitals and celebrate our successes at the national Value Maker awards.

As ever, any feedback or suggestions for items to be included in future editions are always welcome. Please make these known to your FFF Communications workstream rep.

ISSUE 4  
AUTUMN 2022

## WHAT'S INSIDE?

This edition includes:

- Workstream Overview
- Organisational Spotlight
- Celebrating Success
- What's On

# Organisational Spotlight

The Queen Elizabeth Hospital NHS Foundation Trust



We were authorised as a Foundation Trust in 2011 and have approximately 530 beds, 33 wards and serve a population of around 331,000 people across West and North Norfolk, in addition to parts of Breckland, Cambridgeshire and South Lincolnshire.

We employ more than 4,000 staff and volunteers who are committed to working with partners to deliver safe, high-quality care.

We have seven main operating theatres including two fully integrated endoscopic theatres, the newly acquired Sandringham Unit, a dedicated West Norfolk Breast Unit, and the midwife-led Waterlily Unit, which provides expectant mothers with greater choice.

In the past financial year (2021/22), 80,057 patients attended our Emergency Department (9,676 more than in 2020/21). We treated 47,244 elective and non-elective inpatients.

We carried out 28,518 day case procedures and 71,049 new outpatient appointments took place. We also held 180,661 follow-up appointments, and 2,065 babies were born at our hospital.

Our finance team is led by Chris Benham, he Director of Finance, and we have the following teams:

- Financial Management
- Financial Services
- Financial Improvement
- Payroll and Pensions
- Income, Commissioning and Contracts
- Procurement

Our payroll team won the 'Overcoming Adversity' Award at the Feb 2021 Eastern Region HFMA awards, and the whole finance team won the 'Team of the Year' award for the East of England region in February 2022.



# Finance Innovation Forum

A platform of discovery for existing and emerging innovations



Norfolk and Suffolk NHS Foundation Trust become the first Trust in the ICS to contribute towards the Innovation Programme with their electronic approval of business cases innovation.

The Trust looked to improve the manual business case process so that there was an easy way to track how many business cases there were and where they were in the approvals system. The outputs required from the innovation included:

- a formal electronic process for tracking and approving business cases
- a user-friendly dashboard to clearly identify where the business case is at in the process
- a formal process map and timeframe signed up to by the executive team
- a robust business case template with helpful guidance at each section
- an 'example business case' to refer to when completing the template
- enhanced business case training documentation.

The outcomes achieved from this include:

- faster approval of business cases
- greater awareness and oversight as an organisation of what services are requesting and what we are investing in
- quicker mobilisation of funding to frontline services
- improved quality of business cases submitted
- greater engagement between frontline services and corporate departments at the outset of the proposal leading to better strategic planning and faster mobilisation.

**Cohort 5 of the Programme opens in December.**





# Career Shapers

Harry Keen, Accounts Receivable and Charity Accounts Assistant at EEAST joined Career Shapers, A OneNHS Finance Programme that offers development opportunities for finance staff working in Band 2 - 4 roles who are looking towards career progression in the near future. Below he writes about his experience to date.

I applied for this year's Cohort for the Career Shapers which was quick and easy on the OneNHS Finance website under Career Shapers. I had to provide a few personal and work details and also write a personal statement about my story so far, my career aspirations and any barriers I wish to overcome. If anyone is looking to register for next year, I would recommend being mindful that this will be taken into consideration when shortlisted, so you want this to make you stand out. Be proud of who you are, what you've achieved and what you want to achieve.



On May 12th 2022 I attended the face-to-face introduction in London which was an all-day session. It was very insightful, giving an overview of the programme, building networks and planning for progression, whilst also listening to guest speakers tell their career stories and how they progressed through their career through NHS Finance. This provided me with many ways to help progress through my development while also keeping an open mind to my career path (its not always linear).

I was able to interact and speak with likeminded individuals with the same compassions across the UK in numerous other NHS Trusts. This opened my eyes to Networking and the potential this can bring. It also proved the value of the OneNHS Finance function and Value Maker workstreams, while helping others we are also accessing the tools to develop towards career progression.

I have four remaining virtual masterclasses which will cover:

- Hybrid Working
- Personal Resilience
- Introduction to Sponsorship
- The next step

I think these are very beneficial and worth applying for, I am excited for what is to gain out of the remaining virtual classes.

## Join the HFMA for FREE!

There is strength in our numbers  
**Join our circle**

If you are a Band 2 - 6 member of the team, you are now able to get free of charge full membership to HFMA (Healthcare Financial Management Association) which gives you access to the 'paid' section of the website including lots of additional resources, training opportunities and bulletins etc.

To register, visit [www.hfma.org.uk/our-networks/hfma-membership/join-today](http://www.hfma.org.uk/our-networks/hfma-membership/join-today) and select the Band 2 - 6 registration.

## CELEBRATING SUCCESS

Congratulations to all those who have had recent exam and qualification successes.

It's great to see such a range of qualifications being successfully studied for. Here are a few that we've been told about:

Sam at EEAST passed CIMA's E2 module (managing performance) and Amber, also at EEAST, passed the ACCA Accounting Technician Apprenticeship (Level 4 Trailblazer) Technical Role Simulation exam.

Congratulations to both!

Jordana Betts and Ryan Jermy of the N&N recently completed the Assistant Accountant apprenticeship, well done!

At the James Paget, Laurence Samuels has passed his CIPFA diploma level exams – congratulations Laurence!

Well done to Nick Smith, N&N, for passing his CIMA F3 Financial Strategy Paper

Over at EEAST, finance colleagues have also received recognition through nominations for internal awards: Emma, Senior Finance Analyst, was nominated for STAR of EEAST for Teamwork and Harry, Accounts Receivable & Charity Accounts Assistant, was also nominated as a 'Hidden Gem' – one the EEAST awards.

And Norfolk Community Health and Care have two members of their team, James Hardy and Thea Hackney, shortlisted for the student of the year at the HFMA Eastern Branch Awards. They have constantly delivered both at work and at college and this recognition is truly deserved. We wish them luck with their nominations!

## **Ellie shines with Student of the Year nomination**



**Ellie Perks, Corporate and Reporting Senior Finance Officer from Norfolk and Waveney CCG was shortlisted for her impressive exam success and unfailing determination in her professional studies, whilst undertaking a more senior role with increased responsibilities successfully.**

**Well done Ellie!**

# Celebrating Success



Congratulations to the Norfolk and Norwich who have also been shortlisted for a national HFMA award for their Virtual Ward under the Delivering Value with Digital Technology Award. The winner will be announced at the annual conference on 8 December.

## Eastern branch awards



The 2022/23 HFMA Eastern Branch Awards have been launched. The award ceremony has been expanded this year to include six categories covering the following areas:

- Eastern Student of the Year
- Eastern Outstanding Contribution
- Eastern Finance Team of the Year
- Eastern Champion of Diversity
- Eastern Team Player of the Year, and
- Eastern Innovation.

Further details of the awards, including judging criteria can be found on the HFMA website - follow links to the Eastern Branch.

Applications to [one.finance@nhs.net](mailto:one.finance@nhs.net) by 23 December 2022.



# What's On

## Events and Webinars Update

HFMA - for more information visit [www.hfma.org/events](http://www.hfma.org/events)



Eastern

### HFMA, SDN & ONF Eastern branch annual conference 2023

Save the date  
20 February 2023  
Wyboston Lakes and online

Following the success of our Eastern Annual Conference in 2022 jointly with SDN (Skills Development Network) and ONF (One NHS Finance) we are excited to bring you a fun packed Eastern Conference in 2023 over 3 days. The conference will be a hybrid of in person and online with day 1 being our designated virtual workshop

Eastern branch - Event



### Costing revolution summit 2022

Getting the right people in the room  
19 November 2022  
Online

This event supports the Institute's Costing Revolution work stream looking at improving collaboration with the wider finance and non-finance function. There will be a focus on the use of costing information and working with others to improve the quality and use of patient level data. This event will support practitioners to improve costing processes and data, move towards the production of reliable and accurate patient level data and work with others to use data to support decision making and improve patient care.

Healthcare Costing for Value Institute - Event



Eastern

### HFMA Eastern Branch: Accounting Standards Update 2022

Free to NHS staff  
30 November 2022  
Online #2 Teams

All your questions on the latest accounting standards update plus a refresh on accounting for leases will be answered in an online workshop. This year's presenters are Steven Worsing, Department of Health and Social Care, and Debbie Patterson, Senior Technical Manager, HFMA Policy & Research. The workshop will be chaired by Andy Ray.

Eastern branch - Event



Eastern

### HFMA Eastern Branch: Lunch & learn - Time and Workload Management

Free to NHS staff  
14 December 2022  
Online 12.30 - 1.30

This session is designed to provide tools, techniques and methods that can be used straight away in the workplace to get immediate results and improve productivity.

Eastern branch - Event



Eastern

### HFMA Eastern Branch: Lunch & Learn - Where might a career in NHS Finance take you?

Free to NHS staff  
18 January 2023  
Online 12.30 - 1.30

Join us to hear from Mark Millar, Deputy Chairman, ESNEFT, about his long and distinguished NHS career.

Eastern branch - Event

### HFMA Membership - don't forget...

The HFMA is the professional body for finance staff working in healthcare. From 1st January 2022 HFMA membership for NHS Agenda for Change bands 2 to 6 are now eligible for free membership of the HFMA. Members will have access to exclusive resources, technical guidance and insightful thought leadership to support their career development.

<https://www.hfma.org.uk/our-networks/hfma-membership>



# Current Issues

## Health and Wellbeing

With the cost of energy bills, fuel, food, interest rates all increasing, financial stress is at an all-time high.

A problem shared is a problem halved! If you can't talk to your friends or families about financial issues then see what your organisation has available. Some of the N&W organisations have mental health champions and financial wellbeing champions that are available to listen and signpost you to help available. See this link shared by One NHS Finance for some practical tips and advice.

[Coping with Financial Stress - HelpGuide.org](#)

Exercise and fresh air are a great way to unwind, and studies show that they improve our mental health, most of us have heard of Couch to 5k but for the less energetic the Active 10 app is free and a great way to motivate you to get up and moving.



Mindfulness and sleep apps are a useful tool to help with stress and NHS England have shared some in the link below, this page also has some other health and wellbeing tools:

[www.england.nhs.uk/supporting-our-nhs-people/support-now/wellbeing-apps](http://www.england.nhs.uk/supporting-our-nhs-people/support-now/wellbeing-apps)

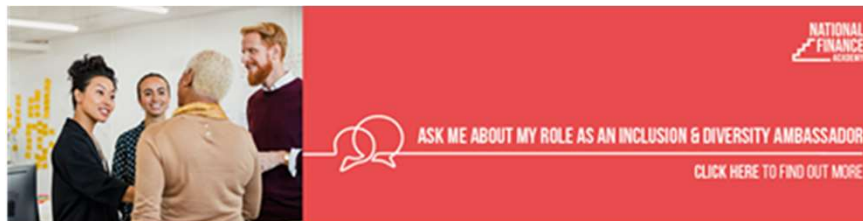


The Blue Light Card/App is easy to apply for and costs £5 every 2 years but the savings available are significant. You can search for offers by themes such as health and wellbeing, eating out, clothing and can copy and paste codes easily into the websites.

# Inclusion & Diversity Workstream

## **Aim:**

To have as diverse a workforce as possible within the Finance Community across all levels in the Norfolk & Waveney ICS. Utilising the One NHS Finance framework and toolkits to drive this agenda forward and link in with the Equality, Diversity & Inclusion groups within the respective organisations.



# Workstream Update



## Diversity and Inclusion

The Diversity and Inclusion workstream started in Spring on 2022 and has been co-chaired by Lore Lippmann (QEH) and Ben Walker (NNUH). Ben has now moved to a new role and whilst we will miss his knowledge, enthusiasm and contributions, we are now in need of a co-chair for this important workstream. If you are interested, please get in touch with Lore Lippmann, Deputy Director of Finance (lore.lippmann@qehkl.nhs.uk). No previous experience of matters D&I is necessary, only a curious mindset and a willingness to engage on this wide subject matter.

So far, the workstream has focussed on supporting social mobility by widening participation in the Access Accountancy work experience programme. Access Accountancy is a charity hosted by the Institute of Chartered Accountants in England and Wales (ICAEW) and its stated mission is: 'Working towards everyone having an equal chance of accessing, and progressing within, the accountancy profession'.

Diversity and Inclusion of course comprise much wider subject areas, including age, gender, ethnicity, class, neurodiversity, diversity of thought and those living with disabilities. The workstream is looking to focus on seeking and implementing ideas which support diversity and inclusion in our finance teams. To that end we will be reading and discussing 'Diversify' by June Sarpong as our next project. All are welcome and we are also hoping to arrange an in person meeting soon!



# Talent Management Workstream

## **Aim:**

To create a Talent Management Programme/ Strategy across all finance departments in N&W ICS. It will cover all aspects from attraction and recruitment, development, deployment and retention.





# Workstream Update

## Talent Management Programme

The Talent Management Programme launched on the 22 November with members from the Norfolk and Waveney ICS finance teams in attendance. The event focused on the values and ambitions of the programme and started to scope what excellent Talent Management looked like from attraction and recruitment into the NHS, through development, deployment and retention. It's a huge programme which is likely to run for some time but we are really motivated and ambitious, supported by Organisation Development colleagues too which is fantastic. The group presented lots of wonderful ideas and innovative approaches to how we might achieve our ambitions underpinned by a principle of being consistent across our ICS.

During the afternoon we heard from Jo Catlin (Head of Organisation Development and Leadership) on the NHS People Plan and how this weaves through Finance in everything we do, along with how our appraisals may change to help us identify talent and stages of career development and focus. We then heard from Jane Payling (East of England Finance Academy Director) about the current ONE NHS Finance programme and her ambitions. It was great to hear from Jane that we are so well progressed against other systems on so many aspects and programmes supporting our finance community.

The next step is for us to harness this energy and build our Talent Management Programme, prioritise our ambitions and deliverables, and then start to launch our ideas and achievements with you all. We all appreciated meeting up in person for this launch event and valued the connections we were able to make across our ICS system with different finance teams which is something we are all committed to doing again. In short, an excellent afternoon with a huge programme ahead supported by some amazingly passionate and motivated finance colleagues!



# Health & Wellbeing Workstream

## **Aim:**

To create opportunities for staff to access support, raise awareness of health & wellbeing issues and bring more people into the conversation. It will do this by making a positive difference within teams, lead on supporting cultural change and make it easier for people to talk about wellbeing and mental health in the workplace.



# Workstream Update



## Health & Wellbeing

All our organisations now have dedicated H&W Champions who have signed up to the FFF H&W Charter and are attending specific H&W Training. Our champions are able to share information between each other and the central FFF H&W team, and support our staff in all aspects of H&W. We are not experts, but a listening ear who can hopefully help individuals to make subtle changes or access particular support if required.

We are very keen on mixing social events with activities and have taken part in 'fun' rounders at Eaton Park in Norwich, and Badminton at the UEA (see the Gallery for photographic evidence of us having fun). Other smaller events that have taken place more locally are volunteering at a Garden and litter picking lunchtime walk. More events are planned: EPIC Norfolk are hosting workplace Indoor Bowls in Norwich early December, and a multi sports event in January. Please ask your H&W Champion for details.

If you have an idea of an event we could take part in please let us know. Volunteering for a good cause can bring so many advantages and we would like to share these opportunities with as many of you as possible.

If there is anything H&W you would like to discuss, personal or local event related please get in touch with your local Champion:

ICB- frances.love@nhs.net (NHS Arden & Greater East Midlands CSU)  
East Coast Community Healthcare - Tina.Atkinson@ecchcic.nhs.uk  
EEAST - Lauren.Smith@eastamb.nhs.uk & Kate.Lott@eastamb.nhs.uk  
JPUH - Penny.bain@jpaget.nhs.uk  
NCHC - Alan.Dawson@nchc.nhs.uk  
NNUH - Nick.Smith@nnuh.nhs.uk  
NSFT - Jodi.Martin@nsft.nhs.uk & Natalie.Todd@nsft.nhs.uk  
QEHKL - Claire.Whalley@qehkl.nhs.uk

**Please don't forget that as NHS workers we all have access to a dedicated NHS Staff Emotional Support Service hotline 0300 131 7000, 7 days a week, 7am to 11pm if you feel that you need some support. Their webpage is <https://firstyou.org/> which also had a fantastic range of resources to access <https://firstyou.org/resources/>**

# Working Together – N&W ICS Finance



**Level 1 Accredited**



**Level 1 Accredited**



**Level 1 Accredited**



**Level 2 Accredited**



**Level 1 Accredited  
(Level 2 application  
April 2023)**



**Level 2 Accredited**



**Level 1 Accredited**



**Level 1 Accredited**



# Alan Dawson

Strategic Finance Manager and Health & Wellbeing Champion,  
Norfolk Community Health & Care NHS Trust



I'M A **HEALTH & WELLBEING CHAMPION**



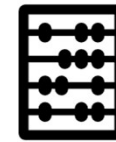


Norfolk & Waveney Health & Wellbeing Workstream

# HEALTH & WELLBEING CHAMPION CHARTER



## Setting the Agenda



# HEALTH & WELLBEING CHAMPION CHARTER



**A Health & Wellbeing Champion is someone who pledges to:**

- Make a positive difference in their team;
- Lead on supporting cultural change;
- Make it easier to talk about wellbeing and mental health;
- Signpost access to support;
- Work with senior members of staff to raise awareness of H&W issues, bringing more people into the conversation.

# HEALTH & WELLBEING CHAMPION CHARTER



**FUTURE  
FOCUSED  
FINANCE**







# Events and Activities

Round 3

1.



**LET'S GET QUIZICAL**



2.



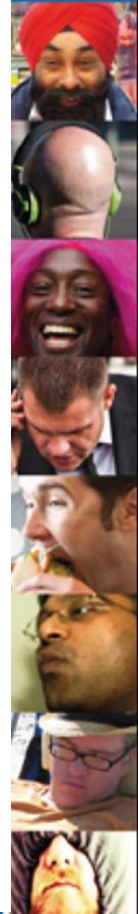




## Do things differently

Rethink what you do to make your life more active.

- Find your local green gym (free gym equipment in a park or other open space)
- Replace a car or train journey with a walking or cycling journey
- Ideally, make it a regular trip - eg to work
- Even on a longer journey you can't replace, build in some walking: park further away, get off a stop or two early (saves a little money too)
- Try walk and talk meetings
- Don't go to the nearest coffee shop, find the best
- Try a standing desk
- Try standing at meetings - as an added advantage, meetings at which everyone stands are generally shorter and more business-like
- Get a bike (take advantage of any cycle to work scheme)
- Get a training buddy - a mate to mutually motivate each other as you walk, jog or whatever
- Use phone alarms to encourage yourself to move
- Learn a morning stretch routine (disability in later life is often caused by lack of flexibility)





# Sharing resources

## Helplines and signposting

### MoneyHelper

Staff can call this support line, for free and impartial money guidance. Available Monday to Friday, 8am–6pm on 0800 448 0826  
[www.moneyhelper.org.uk](http://www.moneyhelper.org.uk)



### Turn2Us

Turn2Us helps people in financial need gain access to welfare benefits, charitable grants and other financial help. Call 0808 802 2000 Monday to Friday, 9am–5pm.  
[www.turn2us.org.uk](http://www.turn2us.org.uk)



### Citizens Advice

Free independent and confidential debt and money issues advice – online, over the phone, and in person. Call 0800 144 8848 9am–5pm, Monday to Friday  
[www.citizensadvice.org.uk/debt-and-money/](http://www.citizensadvice.org.uk/debt-and-money/)



### National Debtline

Call 0808 808 4000 for free debt advice – Monday to Friday 9am–8pm and Saturday 9.30am–1pm  
[www.nationaldebtline.org](http://www.nationaldebtline.org)



### Money Saving Expert

Website featuring hints and tips on saving money, from advice on Credit Cards and bank charges to deals on shopping and flights.  
[www.moneysavingexpert.com](http://www.moneysavingexpert.com)



### StepChange Debt Charity

Free debt advice and help to get back on track. Call 0800 138 1111 Monday to Friday 8am–8pm and Saturday 8am–4pm  
[www.stepchange.org](http://www.stepchange.org)



## Budgeting and tools

Putting together a list of your outgoings and income is an essential first step to getting a clearer picture of your finances. There are plenty of budgeting tools and templates to be found online:

### Prioritising bills

Get advice and help with Money Helper's Bill Prioritiser tool.  
[www.moneyhelper.org.uk/](http://www.moneyhelper.org.uk/)



### Are you entitled to help?

Use this benefit calculator to find out if you are entitled to any financial support.



### Make your income go further

Help stretch your income further and reduce your outgoings.  
[www.moneyhelper.org.uk/en/](http://www.moneyhelper.org.uk/en/)



# “Thank yous”

The image shows a 'Praise' notification interface. On the left, a card for 'Kate Lott Coach' is partially visible, with the text 'From Lauren Smith' and a feedback prompt 'Is this helpful? Yes No'. The main focus is a notification for 'Amy Snowling' received at 14:03. The notification features a colorful confetti icon and the text 'Congratulations' and 'Such good news on passing your exam!'. It is signed 'From Lauren Smith' and includes a link to 'Review your praise history'. The notification is shown in a preview window with a 'Today' header and a 'Praise' header. The name 'Amy Snowling' is visible at the bottom of the preview window.

**Praise**

**Kate Lott  
Coach**


From Lauren Smith

Is this helpful? [Yes](#) [No](#)

Today

14:03

**Praise**



**Amy Snowling  
Congratulations**

Such good news on passing your exam!


From Lauren Smith

[Review your praise history](#)

Amy Snowling

# Guest Speakers

## Lyn Tallentire, Deputy DoF, Midlands & Lancs CSU



**NHS**  
Midlands and Lancashire  
Commissioning Support Unit

**WHO AM I?**

- Deputy Finance Director
- FFF Wellbeing Champion FFF level 3 accredited organisation
- Health and Wellbeing champion organisation wide

**WHY AM I HEALTH AND WELLBEING CHAMPION?**

- Passionately believe in importance of physical and emotional wellbeing for all
- Make a difference
- Help others feel positive, we
- Share knowledge across the

## Kate Tierney, Active Norfolk



For  
You

For  
Organisations

Activity and  
Health

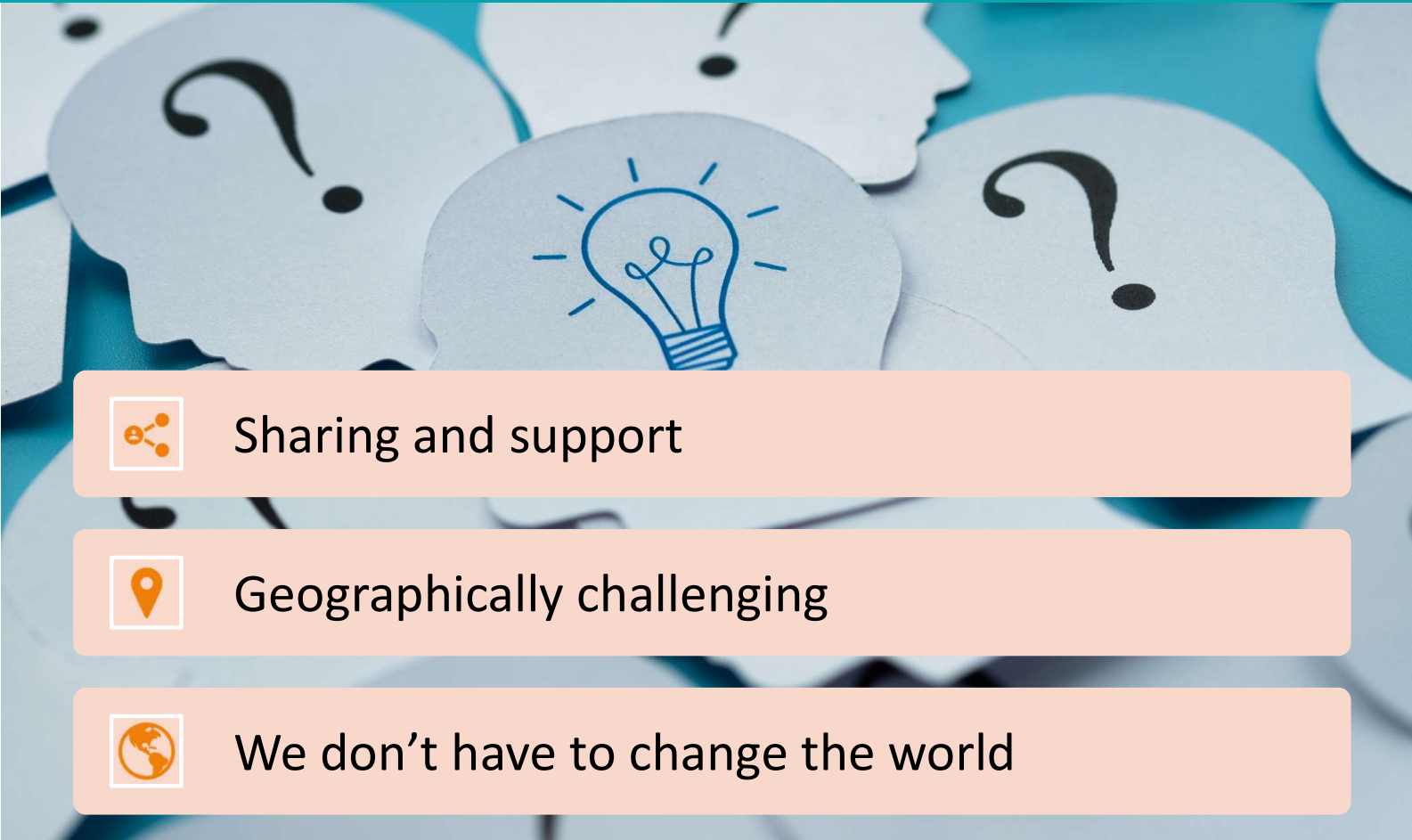
News

Insight

Who we  
are



# What have we learnt?



Sharing and support



Geographically challenging



We don't have to change the world



**What  
next?**

ICS Volunteering day

ICS individual challenge:  
5 Ways of Wellbeing

Keep going & keep the  
conversation open