

ONE NHS FINANCE

Simon Worthington, director of finance, Leeds Teaching Hospitals NHS Trust

Debbie Fisher, director and organisational coach, Clever Together



┌ We need you to share your views on what you believe a better future looks like, and how together as a system we should do this. This is a fantastic opportunity for you to contribute towards making improvements to the function, and to share open and honest feedback in which myself, and the Finance Leadership Council (FLC) will review and take forward to action on. ┐

Julian Kelly, Chief Financial Officer, NHS England and NHS Improvement

In total **2,000** people logged into the conversation. Over 650 people logged into the conversation multiple times.



Together they shared:
285 ideas,
1,234 comments, and,
13,060 votes

A total of **14,579** contributions to the conversation.

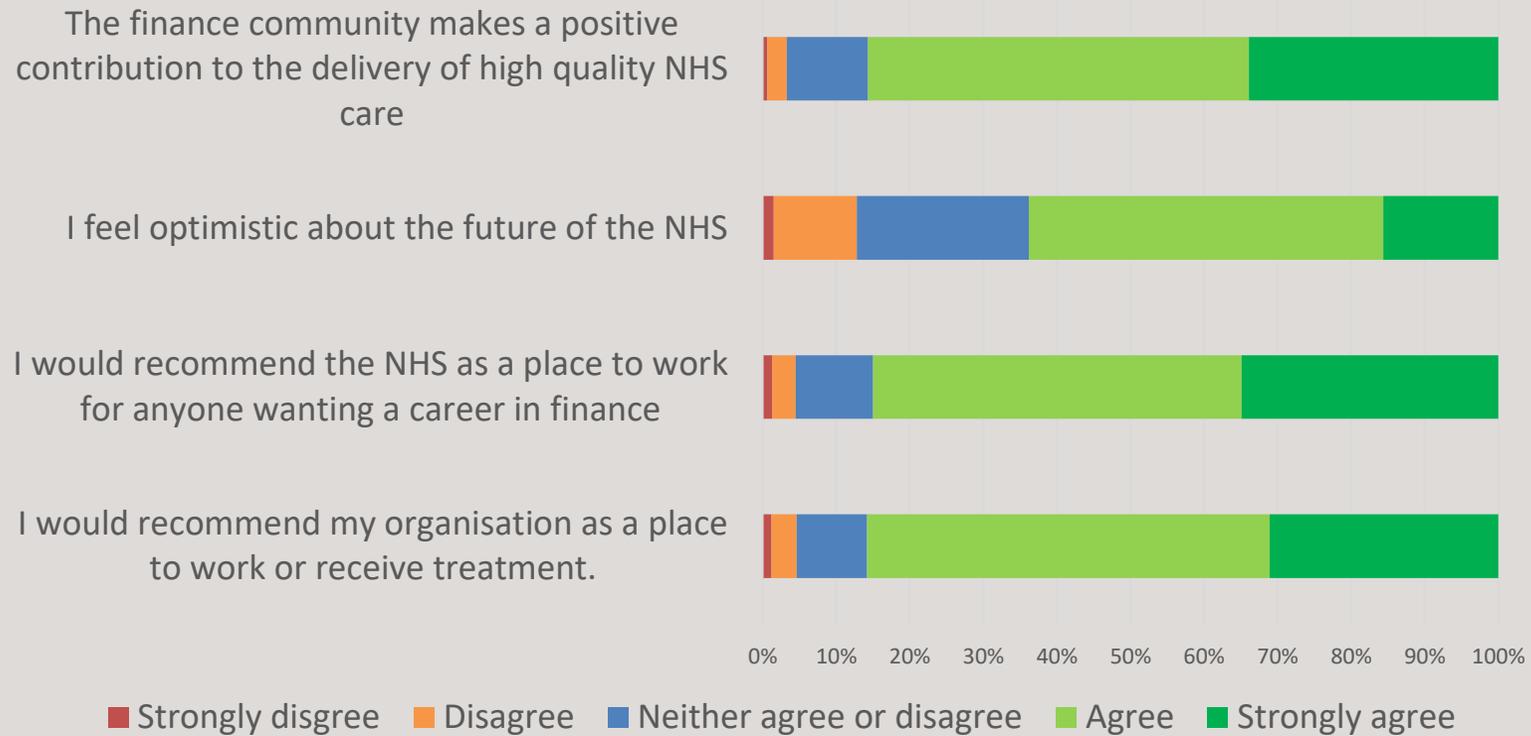
Question theme	Ideas	Comments	Votes
Making a difference for patients If we were to maximise our potential, what impact could the finance community have on patient outcomes and people's experiences of using the NHS?	42	316	3,738
Attracting, retaining and developing people in the NHS Finance Community What do we need to start doing, stop doing or do differently to ensure we attract, retain and develop finance professionals in the NHS?	78	356	3,956
Improving the way we work What do we need to start doing, stop doing or do differently for us to improve the way we work within organisations, at a system level and nationally?	108	326	3,068
Building a compassionate and inclusive culture How can we create a sense of belonging and promote a more inclusive culture?	23	94	744
Impact of Covid-19 What impact has the Covid pandemic had on your work, positive or negative, what can be done to support you, and what lessons can we learn?	34	142	1554
Total	285	1,234	13,060

WHAT THE FINANCE COMMUNITY TOLD US



PARTICIPANTS' PERCEPTIONS OF THE FINANCE COMMUNITY AND THE NHS

PARTICIPANTS LARGELY FELT POSITIVE ABOUT THE CONTRIBUTION OF THE FINANCE COMMUNITY AND THEIR ROLE WITHIN THE NHS.



PARTICIPANTS' PERCEPTIONS OF THEIR WORK AND COLLEAGUES

THE MAJORITY OF PARTICIPANTS FEEL SUPPORTED BY THEIR COLLEAGUES AND MANAGER, ARE HAPPY WITH THE AMOUNT OF RESPONSIBILITY THEY ARE GIVEN, AND HAVE OPPORTUNITIES TO USE THEIR SKILLS. NUMBERS ARE SLIGHTLY LOWER FOR PARTICIPANTS GETTING RECOGNITION AND FEELING VALUED BY THEIR ORGANISATION.



Three themes emerged from the analysis of the data, where data fell in to a specific area:

1. Our people
2. Our Pride and Perceptions
3. Our systems and processes

In addition to these three themes there was an emergent vision for the future that consisted of 5 meta-themes which crossed through the whole data set and ran across the whole conversation. We have extracted the key visionary themes that highlight what the community would like to achieve in the future;

1. Consistency
2. Collaboration
3. Innovation
4. Fairness
5. Patient at the heart

THE META-THEMES — OUR PEOPLE, OUR PRIDE AND PERCEPTIONS, AND OUR PROCESSES AND SYSTEMS

Our analysis revealed that the conversations across all challenge questions focussed on three key themes.

- The most prominent of these themes explored ***‘our people’*** (53% of the conversation), which focussed on ensuring that our people are nurtured and valued, with inclusive cultures, great support, and opportunities to realise their potential.
- The second-most prominent meta-theme focussed on ***‘our processes and systems’*** (30 % of the conversation). People made a call for greater consistency and standardisation across processes and systems. Ultimately, people said that they want processes and systems to support them to do their jobs to the best of their abilities and offer the best possible value for money.
- The third meta-theme explored ***‘our pride and perceptions’*** (17% of the conversation). People spoke of a great desire to step out of the metaphorical ‘back office’, and utilise their skills and talents in ways that would benefit their organisations and the communities they serve, to create greater awareness and recognition of the important role that the finance community plays in delivering the vision of the NHS.

53% of the conversation focused on the pillar of 'our people'.

Number of contributions – 11,646 contributions related to the NHS Finance Community

Participants said that they felt NHS Finance was generally a good place to work and they want a more proactive approach to promoting NHS Finance as a place to work. They expressed a sense of identity and belonging to the Finance as a profession not just to the organisations they work within. Some areas of frustration emerged through a lack of consistency and ambitions that outpace the current reality of how finance work. Many support the need for greater flexibility in where and how people work combined with a need for greater consistency in the policies that support the workforce. There is a sense of ambition in the participants, who do not have the opportunities to enhance their skills and careers as they want too.

The high level themes within this pillar are:

- Opportunities and career progression
- Equality Diversity and Inclusion
- Home and Flexible working
- Resource and workforce management
- Well-led and well-managed to create cultures where we can thrive
- Values and behaviours

STRATEGIC THEME 2 — ‘OUR PRIDE AND PERCEPTIONS’



17% of the conversation was related to the theme of “our reputation”

This theme explored how people working in NHS finance roles wanted to see NHS finance recognised by others both internally to the NHS and externally. There were many useful suggestions about actions that could be taken to promote and celebrate careers in NHS Finance and how the finance community could work together with others to improve understanding and knowledge.

The high level themes within this pillar are:

- Pride and promotion
- Attracting great new talent
- Sharing best practice and networking
- Supporting non-finance people to understand NHS finance

30% of the conversation focused on the theme of 'systems and processes'.

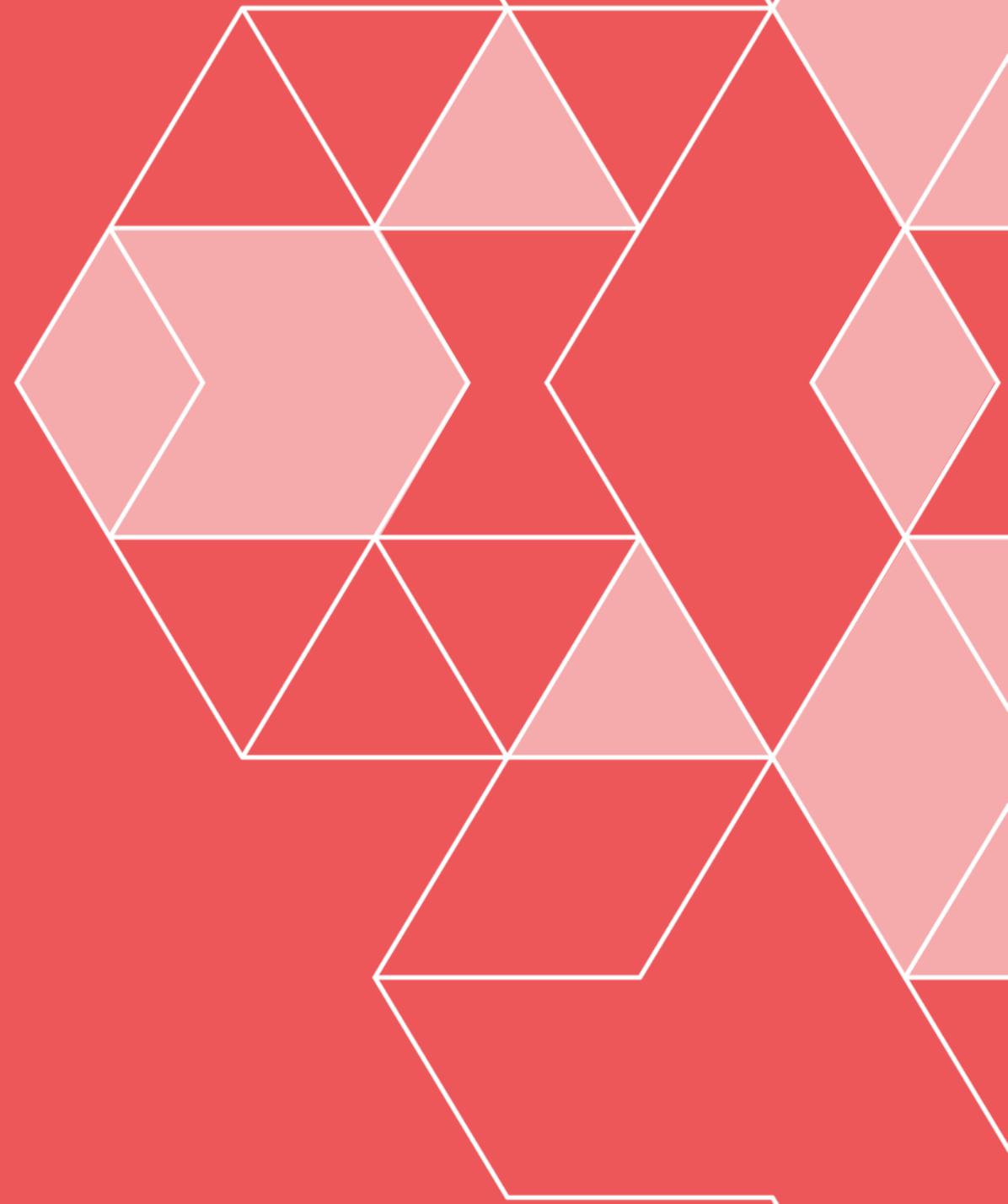
Participants specifically commented on technical requirements and the need for a system that enables joined-up, standardised ways of working with streamlined processes and reporting.

The high level themes within this pillar are:

- Standardisation and consistency
- Data
- National processes and systems
- Strategy and planning
- Structure and funding
- Value for money

In my 15 year NHS career to date I have worked for two acute Trusts that are within 20 miles of one another, yet the culture, accounting practices and procedures and the way that they work are massively different. This is crazy! No other industry would operate in this way.

WHAT NEXT?



NHS Finance would be a much better place if we all appreciated and thanked each other more for the work we do! This is the simplest form of celebrating success and something everyone can do.

(116 likes, 0 dislikes)

We need to empower everyone in our teams to make small changes and celebrate the smaller improvements that can add up to something bigger

(43 likes, 0 dislike)

Senior leaders from all backgrounds, not just those with a protected characteristic, need to champion diversity. CFOs need to feel embarrassed if their teams do not reflect wider society and need to take an active part in ensuring that under represented groups both apply to work in NHS finance and also are championed within organisations to get to senior leadership positions.

Nationally, it is seen that around Band 7/8a level both the % of women and BAME colleagues falls to below the average working at the more junior grades - we need change pushed from senior leaders with influence. Make finance the most inclusive and representative part of the NHS - and make sure all the talent we have across the country is not wasted!

(29 likes, 2 dislikes)

We don't use the strong network that we have enough to share not ideas but actual practical improvements that have worked. We must all be trying to tackle many of the same problems so how do we highlight those that have had successes or create opportunities for small task and finish groups. Too much advice is sought at high levels from select organisations we need to have more cross cutting groups.

(111 likes, 0 dislikes)

Would a 'forum' type website be useful? Somewhere where people can post questions, answers, comments etc related to the world of NHS Finance, and maybe make contact with people who are in similar roles to them in other organisations across the country?

(14 likes, 1 dislikes)

Validation of the themes and emerging vision with the finance community

Further development of three key themes

Our People - Development of a national talent management and learning and development offering

Our Pride and Perceptions - enhancing FFF programme offering

Our Systems and Processes - Further engagement to develop our systems and processes

QUESTIONS?

