

# HFMA AWARDS 2014



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## Brace clinches top prize

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PHOTOGRAPHY: THEODORE WOOD



*Clockwise from above: all the winners; Clinician of the Year (page 7); Finance Director of the Year (page 3); Outstanding Contribution (page 10); the awards; Governance (page 16); and Accounts Team (page 8)*



# Welcome



The HFMA Awards celebrate the achievements of NHS finance across the UK and this year was no exception, providing a showcase for best practice and innovation in financial management, reporting, training, efficiency and governance. Eight industry awards were made at a ceremony during the HFMA annual conference in December.

Judges frequently commented on the high calibre of the shortlisted entries and the difficulty in choosing winners. More than 700 colleagues celebrated the achievements of the winners, those who were highly commended and shortlisted entrants – all have developed ideas that could benefit other parts of the NHS. As well as this, the association honoured some of its most committed and active members, who have contributed to its success over a number of years. Read on for the best in NHS finance.

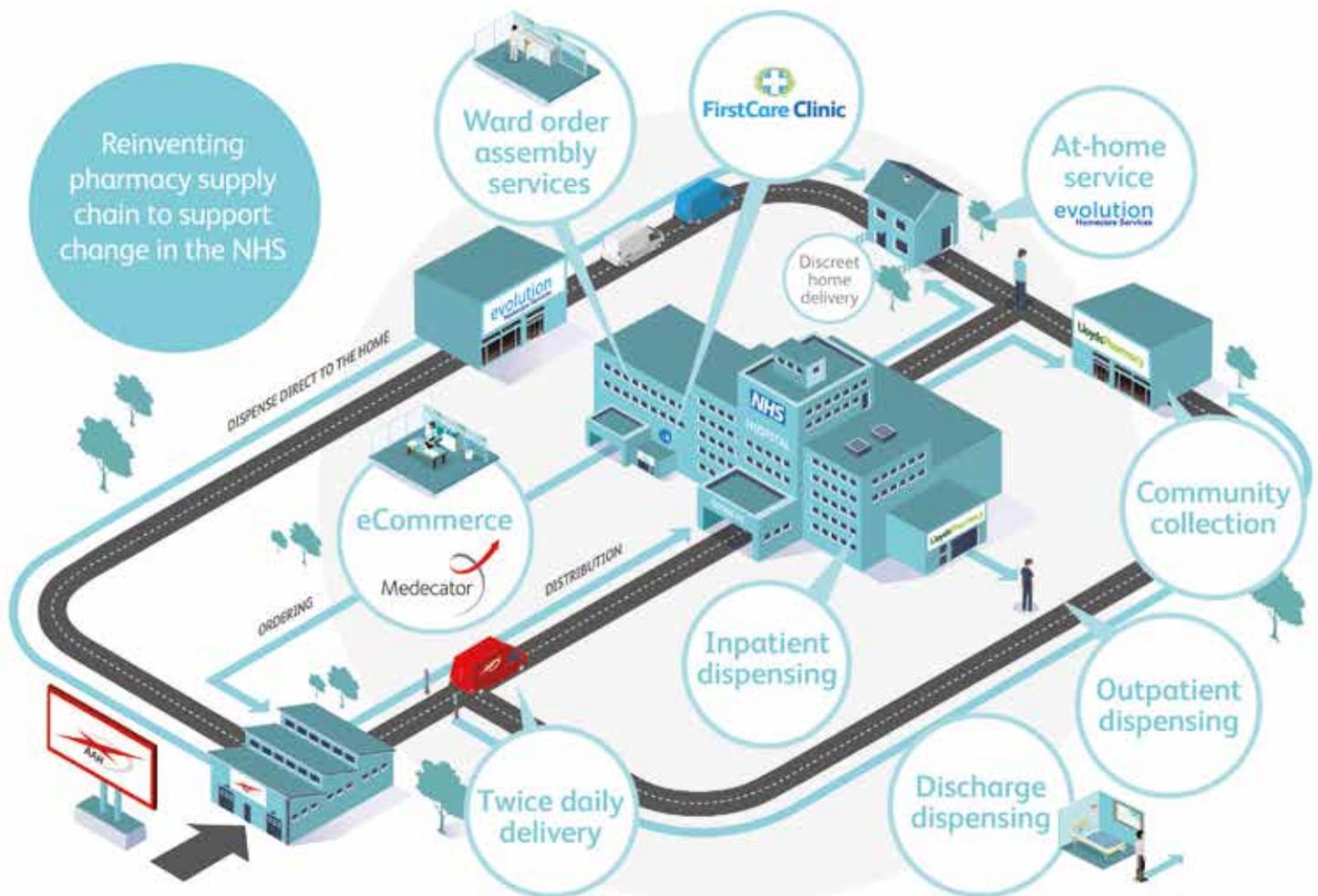
*Clockwise from far left: Costing (page 5); Martin Shaw receives his honorary fellowship from Andy Hardy (page 10); Richard Sharp also receives an honorary fellowship; and Mark Knight oversees proceedings*



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# Taking the lead

**Winner: Alan Brace, Aneurin Bevan University Health Board**



**“Alan was a convincing winner. He has demonstrated strong financial control and applied industry-wide best practice in his own health board, while playing a prominent role in Wales”**

Finance Director of the Year Alan Brace was the deserving winner, judges said. Not only did he contribute to a strong performance in 2013/14 in the face of challenging finances, but he also led a clinical-financial engagement project as well as playing a leading role in NHS finance in Wales.

The Aneurin Bevan University Health Board director of finance and procurement and interim deputy chief executive is responsible for an annual budget of about £1bn. Since he joined the board as finance director in 2009, it has achieved its statutory financial targets in each financial year.

In 2013/14, the board was faced with delivering a £44m savings programme. He took a leading role in the delivery of this programme, not only by providing assurance to the board, but also by providing practical

support through weekly or fortnightly sessions with budget holders focusing on financial turnaround and savings delivery.

As a result, the health board was one of only two boards that achieved break-even in 2013/14 without the aid of brokerage from the Welsh government.

He has been the main advocate for a network of financial centres of excellence to support a business partnering model. The aim is to ensure that clinical-financial engagement is effective throughout the organisation, while demonstrating value for money as a finance department.

The health board said that the success of the initiative is evident from the feedback from clinical teams and other budget holders. It added that Mr Brace had

championed openness within the organisation, particularly in the reporting of financial management information and presenting financial issues in easy to understand ways.

This had the effect of raising understanding and improving engagement across the organisation.

He has been determined to provide financial information in a timely and relevant way. Financial reporting and forecasting – throughout the organisation – are completed by the fifth working day of every month and this is followed by a ‘flash’ report of the most relevant figures to board members.

Outside the health board, Mr Brace has had an influence on the wider NHS, serving as interim Welsh government NHS Wales

director of finance in 2012. In this role, he helped to steer the service to break-even at the end of the 2012/13 financial year.

He is a keen advocate of increasing value through improving the relationship between costs and outcomes. Having attended a Harvard Business School course on value measurement in healthcare at the end of 2013, the knowledge gained has benefited not only his own health board, but also boards across the rest of NHS Wales. For example, he has advised the Welsh government health and social services minister on how the value-based approach can support the principles of prudent healthcare. He was asked to contribute to a Welsh government paper on the prudent healthcare initiative.

He has also worked with the NHS Wales Shared Services Partnership on how it can contribute to value across NHS Wales.

Mr Brace is keen on finance development and research – as interim NHS Wales finance director, he set up the Finance Academy, with input from NHS Wales finance function leaders and ACCA, CIPFA and the HFMA.

The academy is developing a structured approach to finance staff development. It is working on a range of initiatives:

- Research on what modern finance functions in NHS Wales should look like
- Mapping out development needs linked to career progression



○ Developing talent pipelines for senior finance posts

○ Promoting better use of resources by sponsoring an NHS Wales award.

Mr Brace has forged links with Cardiff Business School to undertake evidenced-based research into the competencies and skills of NHS Wales finance professionals.

A former HFMA Wales Branch chair, he has supported staff development at Aneurin Bevan, with a significant number of staff studying

for a formal finance qualification and senior staff attending conferences or visiting other health bodies outside Wales to see what can be learned from other health systems.

Mr Brace said: 'This award is a recognition of the work of my team and the work of the Aneurin Bevan University Health Board, which is very supportive of what we are trying to achieve. It's also an acknowledgement of the support of my colleagues – the other finance directors in Wales – who have allowed me to take a lead on finance skills development issues. I am also hugely proud that it is a recognition on a UK level for the NHS in Wales and the good work that's going on there.'

The centres of excellence aim to increase understanding of finance in the wider organisation, he said.

'Working with clinicians can make a huge difference. It was a leap of faith for some of the finance team, but they have risen to the challenge and are making a practical difference to the healthcare provided by our organisation.'

The judges said: 'Alan was a convincing winner. He has demonstrated strong financial control and applied industry-wide best practice in his own health board, while playing a prominent role in healthcare finance in Wales. Alan has achieved strong delivery of developmental work on value-based management with an emphasis on long-term sustainability.'

## Highly commended

### Kathy Roe, Tameside and Glossop Clinical Commissioning Group

Ms Roe has provided leadership as the local health economy moves to a new model of care against a backdrop of significant financial challenges. She is project sponsor of the CCG and local authority 'Care together' programme – the integration of a £400m commissioning budget and a proposal to develop the first integrated care organisation involving a foundation trust. 'Kathy has been highly commended for the key role she has played in her CCG at a difficult time,' the judges said. 'She's combined a steadying hand with strategic vision; no challenge is insurmountable for her. She has demonstrated successful leadership in very challenging circumstances. She has been a project sponsor for major integrated care work and has shown strong commitment to professional development.'

### Also shortlisted

#### Paul Havey, Lancashire Teaching Hospitals NHS Foundation Trust

With more than 20 years' experience as a finance director, Mr Havey is a dynamic leader who has great skill in developing clinicians into management roles, according to the trust. He is active in procurement nationally, including being a founder member of the National Procurement Collaborative, and actively supports finance staff development. The judges said: 'Paul has rounded experience from commissioner and provider organisations and has a talent for empowering others. He has been strong on procurement, including having a national profile. He has shown a strong commitment to professional development.'



#### Mike Tate, Wigan Borough Clinical Commissioning Group

Mr Tate shows the right level of pragmatism to ensure finance works for the benefit of local patients and residents, according to the CCG. This is delivered against a background of financial challenge – in the CCG and its local health economy – over the coming years. He is able to build strong relationships with colleagues inside and outside the CCG and is passionate about staff development. Said the judges: 'Mike adopts a firm yet flexible approach. He has demonstrated a talent for making financial information accessible and for building strong relationships in a challenging environment. Mike has delivered financial performance and shown innovation – for example, through a predictive risk tool. Mike has shown commitment to professional development, including future-focused finance.'



# Breaking the code

The Costing Award judges were encouraged by the progress that is being made by organisations, not only the quality of the costing data, but also the real and meaningful application of the information. But they were most impressed by the Derby Hospitals NHS Foundation Trust submission.

The Costing Award winner has developed, with commercial partners, a theatre stock usage system, initially in general theatres, day case and radiology. This uses barcodes and allows the trust to produce costing information for each patient.

With items scanned as they are used, combined with time in theatre, the trust can get detailed information on the use of consumables, prostheses and staff costs. Instruments and devices used can be tracked – if a problem was detected with an instrument, the trust could quickly identify the operations in which it was used and the patients potentially affected. And, as the system uses OPCS codes, the procedure performed can be linked to surgeon and anaesthetist time. This means theatre costs can be linked to patient complexity.

Clinicians and other frontline staff have been engaged in the design and operation of the system and receive monthly briefings on its progress.

The stock control element of the system has improved the trust's procurement performance – orders are grouped into as few deliveries as possible, less storage space is needed and wastage has fallen. Over five months, the trust believes the system has saved £75,000 of cost.

The judging panel said the Derby team had shown a 'fundamental desire' to inform decision-making through the use of intelligent costing. 'The application of that costing information for decision-making was supported by innovative use of technology. It was clear to the panel that there was a commitment and buy-in through the trust and that clinical engagement was real and tangible. The trust had a clear vision for further development and the panel unanimously congratulate them as the 2014 winners of the HFMA Costing Award.'

General surgery clinical director Keith Jones said the system was important for the trust's efficiency, care quality and sustainability. 'We are beginning to think like a business, in that we look at our expenditure and our income.



Winner: Derby Hospitals NHS FT

"It was clear to the panel that there was a commitment and buy-in through the trust and that clinical engagement was real and tangible"

What's more, we also use it to look at clinical variation. It allows us to examine efficiency and productivity by looking at the same procedures performed by different surgeons. We feel there is a national priority for this work and we can use it to consolidate

procurement nationwide.' He added: 'When we negotiate with our clinical commissioning groups, what we discuss is based on real figures.'

Deputy finance director (strategy and projects) Kevin Downs added that the team had plans to roll out the system to orthopaedics, cath labs and gynaecology.

## Highly commended

### West London Mental Health NHS Trust

The panel was pleased to see a strong and deserving case from a non-acute organisation, saying it demonstrated a clear vision of how to improve costing data and then apply it. Costing moved to the forefront of business decision-making with the aim of improving patient care. 'The trust had recognised the starting point for costing information and the utilisation of that information and had worked tirelessly with a clear vision to promote and champion costing within the trust,' said the judges. 'They had clear plans to implement and develop PLICS [patient-level information and costing system] in certain areas of the trust and the panel were impressed with their drive and energy.'

### Also shortlisted Aneurin Bevan University Health Board

Aneurin Bevan has taken a value-based healthcare approach with a focus on orthopaedics. 'It had engaged clinicians and health professionals to a point that pathway redesigns had been promoted on the back of the work completed,' the judges said. 'The board had a clear focus on identifying variations in clinical practice across the pathways and this had brought real improvements in patient care.'

### Plymouth Hospitals NHS Trust

The trust costing and surveillance teams worked together to uncover the cost of surgical site infections, with the help of

granular patient-level costing information. The judges said: 'The trust had a vision for costing and tangible evidence of clinical engagement. The work on infection, particularly post-operative wound infection, had demonstrated the real benefits of clear robust data and information.'

### Walton Centre NHS Foundation Trust

The Walton Centre updated its costing model to comply with the HFMA *Clinical costing standards* and showed good clinical engagement. The judges said: 'The trust had established a PLICS group that was chaired and led by a clinician – and the level of debate articulated within that forum was always focused on patient outcomes informed by robust costing information.'



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Although he has only been director of pharmacy at The Christie NHS Foundation Trust for two years, Rob Duncombe has made a huge impact through new business models, pathway redesign and QIPP efficiency savings. This led to him being named HFMA Working with Finance – Clinician of the Year.

He is one of the clinical leads for the trust's transformation board, which oversees delivery of its cost improvement programme and chairs its procurement workstream. He also chairs the chemotherapy tariff and information group, which has guided the introduction of healthcare resource groups for chemotherapy, helping ensure all activity is accurately recorded, coded and charged.

Two of his initiatives have led to better patient services and cost improvements.

The first – the cyclical prescribing QIPP scheme – redesigned the patient pathway for those on recurrent, costly chemotherapy plans. This introduces a pre-arranged phone call with a pharmacist at months two and three.

Normally, the patient would be dispensed a three-month script for drugs worth more than £20,000. But the phone appointment allows the pharmacist to check on the patient's wellbeing and then instruct the dispensing of a single month's script. This has reduced wastage as the patient receives only the drugs they need.

The first pilot has shown savings of more than £50,000, with the potential for hundreds of thousands as it is rolled out to other patients, including those without cancer.

The second scheme is the outsourcing of pharmacy dispensing. While a number of hospitals have gone down this route, The Christie says it is different because it has a higher proportion of day case/outpatients and the trust has the largest portfolio of clinical trials. As a result of the move, no hospital pharmacy positions were lost and patients can collect drugs closer to home or have them delivered. The saving of about £1m has contributed to the trust's cost-cutting programme and generates savings for commissioners on high-cost medicines.

Mr Duncombe said it was 'fabulous' to be the first pharmacist to win the award. 'This is great for pharmacists. It shows, particularly in terms of drugs funding and funding for cancer treatments, the only way to make the unaffordable affordable is close working between clinicians, finance and pharmacists.'

Clinicians and non-clinicians all had a 'huge role' to play in helping to manage NHS

# Pharma champion



Winner: Rob Duncombe (left), The Christie NHS FT

**"He has a fantastic record of engaging with clinicians and finance, with an overriding passion for improving patient experience while reducing waste"**

finances. This was important with new drugs in the pipeline, he added. Mr Duncombe plans to bring the financial and patient benefits of such initiatives to the Greater Manchester health economy via centralised pharmacy.

'He has a fantastic record of engaging with

clinicians and finance alike, with an overriding passion for improving patient experience while reducing costly waste,' the judges said.

'We are impressed with the innovative cyclical prescribing QIPP scheme and Rob's desire to interact with many outside his organisation to share best practices.'

## Also shortlisted

### Mark Pugh, Lancashire Teaching Hospitals NHS Foundation Trust

The judges said he was highly engaged with the finance team, particularly as undergraduate dean for the trust. He has been involved in a review of the educational outputs from undergraduate training funds and, following the introduction of the medical professional education tariff, led a review of funding streams and associated costs. They said: 'Great work in developing the education scoring system for each post and facilitating its use in such a robust manner. A real achievement in ensuring effective use of available resource to deliver robust training and development.'

### Alan Gwynn, Gloucestershire Clinical Commissioning Group

The judging panel was impressed by Dr Gwynn's strength in analysing information and commitment to engaging with finance and influencing peers. He has been a key player in the adoption of a new method of practice analysis of need and to explain why this varies between practices. 'The panel liked the way Alan has worked

alongside CCG business intelligence to help them assist GP practices with meaningful information,' the judges said. 'Even better, he then leveraged his regional role, GP chair for South Cotswold, to consult with GP practices on the report's usefulness as well as roll it out to all practices.'

### Tasso Gazis, Nottingham University Hospitals NHS Trust

A consultant in diabetes, he has been a strong advocate of patient-level costing (PLC), both to clinical colleagues and commissioners. He chairs the trust data quality panel, which aims to improve PLC data quality. He has also worked on the broader finance agenda, including a Dragons' Den-style initiative to improve value and clinical quality. 'We were impressed with Tasso's proactive stance on tracking costs through a patient pathway and to constantly improve on the data quality that supports this analysis. Positively promoting PLICS information to get engagement from consultants and then subsequent improvements to patient care alongside savings is a real achievement.'

# Innovative reporting

With the NHS finance function demonstrating the quality of its financial reporting in recent years – delivering accurate reports on time – this year’s accounts team judges appeared to look for innovation in the communication and presentation of annual accounts.

‘Innovative’ is one word quickly associated with Accounts Team of the Year winner Wrightington, Wigan and Leigh NHS Foundation Trust. Not only did it tailor presentations to internal committees, its board and governors, it also came up with novel ways to ensure the public could see its annual financial report.

The team adopted a mixed approach to presentations, blending access to full documents and disclosures with infographics and headline messages. A video, available online, was created by the finance department, while the annual report and accounts are available in two formats, pdf and an interactive magazine-style document. It offers support for those who need help with reading and provides the document in other languages on request.

The judges also noted the trust had demonstrated continuous improvement both in-year and over the years. ‘Wrightington, Wigan and Leigh NHS Foundation Trust, in addition to producing excellent quality financial information, has shown innovation in engaging with stakeholders at all levels using a variety of different media, including the trust’s website, Twitter and Facebook. An innovative video available on YouTube, used at the trust’s AGM, provoked many favourable comments from attendees, including the trust chairman, who described it as “the highlight of the meeting”,’ the judges said.

The finance team overcame several issues, including the arrival of a new financial controller, deputy financial controller and capital accountant. The team pulled together, helping to get the new staff members up to speed in the run-up to the accounts. The pressure this created was alleviated in part by identifying processes that could be brought forward – notes to the accounts were rewritten and prior year comparatives input in March. The finance team held monthly ‘communication cells’ every month-end to raise issues. These have proved vital in maintaining the team ethos, strengthening communication and in delivering the year-end tasks on time.

Improvements were made in processes: disclosures were reviewed and clarified,



Winner: Wrightington, Wigan and Leigh NHS FT

simplified documents were introduced after a review of the previous year-end timetable, and prior year technical issues on leases, capital and financial instrument reporting were addressed with its external auditor.

Rob Forster, director of finance and informatics, said the team’s eye-catching video was backed by solid accountancy work. ‘There has been a lot of hard work over the year to improve our accounts process and to reach out to the public,’ he said. ‘At the AGM, when we presented our financial accounts, there was

real passion in the room. Members of the organisation and public thanked us for making the finances so much more amenable to them.’

It was no longer enough to present accurate, timely accounts, he said. ‘We realised we needed to present our financial information, not just for accountants, but also for members of the public.’

“In addition to producing excellent quality financial information, the trust has shown innovation in engaging with stakeholders at all levels”

## Highly commended

### Portsmouth Clinical Commissioning Group

A small team provides financial management services for three CCGs, viewing the final accounts not as a one-off event but a continuous process. The team developed the ‘Portsmouth pound’, a presentation outlining income and expenditure in graphical form. The judges said that, as a new organisation Portsmouth, like all CCGs, has taken on a big agenda. ‘The achievements of a small team providing financial advice, support and reporting services to three different CCGs, while engaging strategically at the national level is outstanding,’ they said. ‘The development of the Portsmouth pound represents an innovative way to engage the general public in NHS finances.’

### Also shortlisted

#### NHS England (final accounts team)

The team successfully delivered the first year of accounts under the commissioning structure and common finance platform, the integrated single financial environment (ISFE). New ways of working were developed to present final accounts at CCG and consolidated NHS England levels. The judges noted ‘the huge effort in achieving deadlines in difficult circumstances, starting the year with a platform but no major processes established, managing down assets and liabilities of organisations moving towards closure, breaking ground with the introduction of the ISFE and completion of accounts on time’.

#### East Leicestershire and Rutland Clinical Commissioning Group

Steady work and innovative ways to involve the public were key to the CCG’s delivery of the 2013/14 accounts. For example, at the AGM, a finance stall had scales with weights representing investment in different services. The public was challenged to achieve financial balance, represented by a figure marked on the scale. ‘They have demonstrated they are competent and thorough,’ the judges said. ‘And they have shown innovation in the way the public can be engaged in NHS finance and the decisions commissioners have to make.’



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# Roll of honour

As well as the eight industry awards made at a ceremony during the annual conference, the HFMA also made a number of personal awards. These are awarded to individuals who have made a substantial and sustained contribution to the life and work of the association.

There are two types of personal awards – the Outstanding Contribution Award and honorary fellowships. They recognise individuals who have served the HFMA over a career or have provided continued support to its work for a substantial period of time.



## Honorary fellowships

**Martin Shaw** was nominated for a fellowship by the FT Finance Faculty. He is one of the leading finance directors in the NHS and one of its longest serving. He was a founding member of the FT Faculty and played a pivotal role in its development in his eight years as chair. He has decided to stand down, leaving a rich legacy.

The HFMA Charitable Funds Group nominated the second fellowship. This was awarded to

**Richard Sharp** for his central role in the development of the group. As well as his close involvement in the organisation and running of the HFMA charitable funds conference for three years, he has played an active role in developing various pieces of guidance on charitable funds. His commitment to the HFMA is not limited to the group – he also serves on the HFMA VAT committee, the Policy Forum and has been involved with the HFMA Communications Group.



## Outstanding Contribution Award

HFMA chief executive Mark Knight explained that the Outstanding Contribution Award is not given every year, but this year went to 'a special individual who has over the course of the last couple of years made a truly outstanding contribution to our work' – HFMA Northern Ireland branch secretary **Kim Ferguson**.

Ms Ferguson has been branch secretary for many years and has given up much of her personal time to ensure the branch holds at least four substantial events every year. Her efforts help keep the branch active and vibrant, with conference delegates consistently giving top ratings to speakers, topics and venues. Already a recipient of the HFMA Key Contributor Award, she is described by the branch executive as 'the dependable glue that keeps the branch running so effectively'.

**Kim Ferguson is described by the branch executive as "the dependable glue that keeps the branch running so effectively"**



**Neil Guckian** was awarded

the third honorary fellowship of the evening.

He was nominated by the Northern Ireland Branch, for his years of service, during which he has been branch deputy chair and chair, and the Northern Ireland representative on the national board of trustees. He has continually promoted the association in trusts, the Commissioning Board and the Department of Health Social Services and Public Safety. His commitment and enthusiasm have contributed to the

expansion of the HFMA's role in the local health service – supporting finance staff and as a source of training valued by chief executives, non-executives and senior managers.

**Andrew Treherne** took the final fellowship of the night. The Charitable Funds Special Interest Group nominated him – he has been an active member of the group since its inception in 2004. An acknowledged expert on charitable funds, he recently retired from his organisation but will continue to be part of the group's activities. The group believes Mr Treherne's knowledge and expertise would be almost impossible to replace. He has contributed to HFMA responses to government consultations, as well as best practice documents and the development and update of the HFMA charitable funds guide.





Winner: Tim Jaggard (left), UCLH NHS FT

“Tim impressed the panel with his broad knowledge and experience and his own personal development journey”

Hospital NHS Foundation Trust, to bring proton beam therapy to the UK. This involved being aware of political considerations at a time of austerity.

‘It’s a challenge to deliver business as usual and significant projects, and Tim was keen to reflect the key factor to his success was the strength of his team. We found his considered approach and depth of response made him stand out from the others,’ the judges said.

‘Tim has a broad range of responsibilities and has delivered achievements in developmental areas, while maintaining high standards of financial governance. Tim impressed the panel with his broad knowledge and experience and his own personal development journey.

‘While Tim was clearly trusted to lead a number of key developments for the trust, he also recognised the importance of finding time for development and innovation – providing leadership to the finance team in this key area.’

# A trusted deputy

Deputy Finance Director of the Year Tim Jaggard has demonstrated the right balance between technical skills, support for his director colleagues, the vision to look outwards and work across boundaries, and the ability to develop and lead his team. This was the judges’ verdict on the University College London Hospitals NHS Foundation Trust (UCLH) deputy finance director.

Highly regarded by senior colleagues, Mr Jaggard held down two deputy roles at the trust over the past 12 months, following the departure of a more experienced deputy. In his old role, heading up financial planning and reporting, he guided the trust to delivering financial targets, including its savings plan.

In the other role he led the finance team support for three major strategic change projects – a service change project to create a world-class cardiac centre at Barts and a world-class cancer centre at UCLH, and a pathology joint venture. These projects were delivered largely by in-house teams, reducing the need for management consultants. The third strategic scheme was a joint project, with the Department of Health and The Christie

## Also shortlisted

### Clare Stafford, West Hertfordshire Hospitals NHS Trust

She impressed the panel by providing leadership for her team and by her introduction of weekly integrated financial/activity reporting. Despite significant organisational change, she pushed ahead with team development. ‘Clare demonstrated the ability to turn around the finance contribution to an organisation in so many ways. Her empathy for others and her awareness of what was required of her team was very evident. She was strong on challenge and support.’ The judges said she appeared to have achieved a holy grail, by ensuring her team was part of decisions being made.

### Jon Evans, Imperial College Healthcare NHS Trust

The judges praised Jon Evans’ talent and potential. ‘He is very articulate and has huge insight into what makes people tick and how you can work with this to best effect. He showed a good knowledge of the business, and the clinical Impacts of

the decisions he has been party to. He has good outward focus and a sense of pride in his team,’ they said. The range of complex projects in which he is involved shows his firm grasp of the political, financial and operational issues to be addressed for a project to succeed, they said.

### Tracey Simpson, Tameside and Glossop Clinical Commissioning Group

The judges said she is passionate about her work, but also a stabilising influence in her health economy. ‘We don’t doubt she is an excellent deputy and her work on integration has been a focal point that will hold the wider partners in her health economy in good stead,’ they said. She had transformed the CCG finance function, and a period acting up as chief finance officer will benefit her development. ‘Through some challenging times for the CCG, Tracey responded with a committed, considered and professional response, developing both the finance team and wider collaborations within the health and social care economy.’

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Alder Hey Children's NHS Foundation Trust was handed this year's Efficiency Award for its innovative, part-private finance funded children's health park development.

The project includes three strands. First, the original £237m project to re-provide the children's hospital, due to open in 2015, is funded through a mix of equity, sub-debt, institutional funding and almost £55m from the European Investment Bank. However, pre-handover, the trust will make an £82m bullet payment, increasing the efficiency of the project by bringing the unitary payment down by £2m a year. This has been accepted by the Treasury and adopted as a national model for future capital schemes. The unitary charge is 7.3% of turnover, compared with an average of 10.3%, and the payment is linked to the consumer price index rather than the retail price index, which the trust believes will provide additional benefits.

The second strand is a research and education facility to act as a hub for UK paediatric research. Again, the trust has used innovative funding, including money from the European Union regional development fund, university, charitable funds and grant funding from the local authority. The third strand is a pioneering contract with BT to help the trust embrace the use of technology in healthcare. The 10-year, £50m contract aims to commercialise technology for paediatric

# Investing well



Winner: Alder Hey Children's NHS FT

**"The design and application continue to evolve within a team that is convinced it is several steps ahead, and is determined to stay there"**

care to be rolled out worldwide.

As well as the potential for income generation, the schemes will produce other financial benefits, including energy efficiency savings, fewer facilities management staff and savings in office space. The trust finance team played a leading

role in the development of the schemes, supporting the commercial arrangements and demonstrating the scheme's affordability. The close working with the trust site redevelopment team has led to the establishment of new ways of working for new projects at Alder Hey.

Finance managers became project managers for workstreams within the project, while the research and education strand was led by finance and project managed by a business accountant.

Finance and business development director Jonathan Stephens says the input of patients and families is key. 'The important thing about the new hospital is that the children helped develop the design. That's what we put out to the market and the market responded. The scheme is innovative, from design to funding. There was heroic work from the finance team and the creative financial innovations were an opportunity to make the hospital happen.'

Mr Stephens thanked his team, but said the award recognised everyone who had worked on the project. 'This is great for the trust and everyone who's been involved in developing the scheme, and something I hope will be recognised when the building opens in September 2015.'

The judges said: 'The hospital in the park features a funding solution of huge imagination. Allied to some highly innovative and inventive design features, this project will create a hospital that appears in every respect to be based firmly in the future. The design and application continue to evolve within a team that is convinced that it is several steps ahead, and is determined to stay there.'

## Also shortlisted

### Abertawe Bro Morgannwg University Health Board (ABM)

ABM introduced nocturnal dialysis following talks with dialysis patients. It replaced the need to attend the unit three times a week with regular overnight dialysis that can be done in their own home. As well as benefits for patients, there are potential savings of £26,000 per patient per year. The judges said: 'You could argue nocturnal dialysis may not be considered the most innovative application, as this form of treatment was introduced into the UK in 2002. However, the enthusiasm and passion with which this genuinely multidisciplinary team talks of improving patient lives must surely shine a light on excellent clinical practice.'

### Nottingham University Hospitals NHS Trust

The trust introduced internal trading in theatres to improve utilisation, lower unit costs and reduce cancelled lists. The internal trading model introduced collaboration and financial transparency – an internal theatre bill is generated each month, charging specialties for the use of

theatres. Utilisation improved, producing a net contribution to the trust efficiency programme (£2.2m, full-year equivalent). 'This is an interesting and imaginative alternative use of service line reporting to provide a mechanism for improving behaviours and efficiency in support service directorates. This tale is one of managers and clinicians working together, using passion and persuasion to overcome resistance,' the judges said.

### Wigan Borough Clinical Commissioning Group

The CCG developed an automated process to replace a labour-intensive recoding of transactions in the integrated single financial environment. The tool has been made available across the NHS. The judges said this was 'an example of individual and organisational innovation that has been shared for the benefit of the whole of the NHS'. They added: 'Never before has a good idea been shared so quickly and thoroughly. Wigan provides an example of how quickly change can be delivered if the NHS as a whole really does work together.'

# The accountant will see you now

The Walton Centre NHS Foundation Trust was awarded the 2014 Havelock Award for its work on increasing the knowledge and understanding of NHS finance.

The award recognises a significant contribution to finance skills development, best practice in the training of finance staff or the raising of financial awareness among the non-finance workforce. The award was established in 1999 and named after former Department of Health deputy finance director Jon Havelock, who died suddenly in 1998.

The Walton Centre set up finance 'drop-in' clinics in December 2013 – one for its neurosurgery division, one for the neurology and corporate divisions. Each is monthly and facilitated by two members of the management accounts team. The clinic takes the form of an 'open forum', where any questions related to NHS finance can be discussed or training provided. With members of the finance staff logged into the trust system, they have all information to hand and the ability to print out documents or statements as required.

The judges said: 'The clinics have proved very popular with budget holders. The idea is readily transferable to other NHS organisations and beneficial to finance and non-finance staff.'

The finance department moved to a separate building in 2011. While the rationale was sound – it created much-needed capacity for trust services in the main hospital building – the loss of regular communications with budget holders and clinicians led to the breakdown of good relationships, damaging the department's image. So it implemented the 'Walton finance way', which focuses on excellent customer service and innovative ways of engaging staff in understanding finance.

'There was a clear link from organisation values/objectives to the team and individuals, with a focus on integrating finance,' the judges' panel said.

Deputy director of finance Mike Burns said the clinics were vital to spreading finance knowledge around the trust. 'People need to be confident about financial issues and this enables them to talk to experts in a safe, friendly environment. The trust as a whole recognises we are trying to bring finance into every part of the organisation and trying to



**"There was a clear link from organisation values/objectives to the team and individuals, with a focus on integrating finance"**

*Winner: The Walton Centre NHS FT*

ensure everybody understands finance.' As well as the clinics, two divisional accountants have two days a week protected time to work with their divisions to address problems and opportunities, and give support on business cases and the cost improvement plan. While the team sees this as important first-hand support on finance, it believes, more importantly, that they are getting to know the business, often spending days out in the wards or theatres.

An efficiency working group brings together procurement, financial accounts and

management accounts to learn about each others' roles, supplemented by a secondment programme. The experience gained is valuable and allows them to support colleagues in the other departments. Divisional managers now meet with the finance team in integrated finance meetings. The integrated agenda embraces income, expenditure, patient-level information and costing, capital and charitable funds, allowing staff at all levels to see the bigger picture

Corporate induction now includes a 15-minute finance and procurement session, and the finance team is working with the training and development department to produce masterclasses for non-finance staff.

## Also shortlisted

### Royal Brompton and Harefield NHS Foundation Trust

The trust was shortlisted for its finance department's 'Masterclass' programme, which brings together the department for one day a quarter. The department's two sites are 20 miles apart. Each meeting allows for training and development, with at least one session delivered by a clinician or operational manager. 'The real benefits of the masterclass come from the developmental sessions incorporated into the day,' the judges said. 'The programme provides an excellent platform to take forward future-focused finance and shows an innovative way of bringing finance and clinical colleagues together. There is an emphasis on valuing staff, addressing two-site issues and engaging with services.'

### FSD London/University College London Hospitals NHS FT

The judging panel said that until recently talent management had been a passive term in finance departments, with no active, defined system of talent management in place. However, Finance Skills Development London has designed, produced and successfully piloted a credible talent management tool that is simple and easy to use. The judges were impressed. 'The toolkit could be transferable to NHS organisations in other parts of the country,' they said. 'This area has not been tackled as comprehensively in most other places. This clear and evidence-based tool is capable of wide adoption to improve development of finance staff talent.'

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# Quality driven

The judges of this year's Governance Award were impressed with the high calibre of the shortlisted entries. They congratulated all for the exemplary standards of governance making a positive impact on patient care. They were also encouraged to see examples of this in clinical commissioning groups at this early stage of development. But one candidate stood out: South Warwickshire NHS Foundation Trust.

Judges highlighted the foundation trust's implementation of dramatic improvements in data quality. This was achieved through a total change in governance and attitudes to data quality 'from board to ward'.

A previously set up data quality committee had limited impact. Some staff collecting or generating the data felt there was no ownership of the data and that data quality was an administrative issue for the finance and information teams.

In early 2013, new director of finance Nicky Lloyd took executive leadership for data quality and began changing the culture. These included rebranding data quality as a key enabler in improving the quality of patient care. For example, the finance, information, performance and procurement team led a series of short lunchtime presentations to raise the profile of the importance of data quality.

The trust recognised that clinical staff would have a cultural journey to live data capture when the new patient administration system (PAS), Lorenzo, is implemented in 2015.

A monthly data quality award is made to the area of the trust showing best practice. Award winners act as mentors for those struggling to improve their data quality. Data quality is also part of individual job performance and it is being built into job descriptions, annual objectives and appraisals.

Finance and information staff have been empowered to adopt a zero tolerance approach to poor data quality. They will work with teams to identify and resolve their data quality issues, and share best practice across the trust.

As a result of the work, the PAS can be relied on to be up to date – discharges are almost always recorded on the same day, helping demonstrate the delivery of the four-hour

A&E target. 'The staff engagement and clinical involvement was exemplary,' the judges said. 'The result of having reliable up-to-date data in the patient administration system has driven dramatic improvements in discharge and A&E waiting times. The improvement in governance and associated change in culture has resulted in enhanced patient care.'

Director of finance Nicky Lloyd said: 'It has not been a flash in the pan – it has been growing

for the last two years. We've rebranded data quality as a key enabler – to check patient safety we need to know where our patients are.'

Board-level sponsorship of the initiative was crucial, with the chief executive involved in handing out awards.

'Data champions are being recognised and it shines a light on a lot of folks who have not been recognised before,' Ms Lloyd added. 'And the other great thing is that to do this you don't have to spend a lot of money.'

**"The result of having reliable up-to-date data in the patient administration system has driven dramatic improvements in discharge and A&E waiting times"**



Winner: South Warwickshire NHS FT

## Highly commended

### University Hospitals Coventry and Warwickshire NHS Trust

The trust implemented a new cost improvement programme (CIP) process to monitor and report on savings schemes. It had almost 400 schemes in 2013/14 and more than 500 in 2014/15. The process uses a web-based system that has enabled cultural change and whole system ownership of the CIP. 'A range of tools and approaches has turned around the whole organisation's view of the CIPs, which has moved the organisation from a history of missing targets to significant delivery in-year and an early start on the following year,' the judges said.

### Also shortlisted

#### Chorley and South Ribble and Greater Preston clinical commissioning groups

The judging panel said this was 'an innovative joint governance structure' for the two CCGs, which has been commended by external and internal review bodies. The CCGs have joint executive and audit committees, together with a unified clinical senate. 'The result of the governance structure set-up has been overall improved governance, cost savings and excellent commissioning decisions made for the users of the services in the communities being served,' the judges said.

#### St Helens and Knowsley Teaching Hospitals NHS Trust

According to the judging panel, the North West trust has 'an exemplary new system for managing the cost improvement programme, using the functionality available in the existing risk management reporting system'. They added: 'It is a great example of how to make an already effective CIP more streamlined and efficient.' The trust uses its clinical risk assessment process to ensure that in each potential CIP scheme there will be no compromise on patient safety, quality and experience.

# Past winners

## Accounts Team of the Year

- 2013 Hertfordshire Partnership University NHS FT
- 2012 Alder Hey Children's NHS FT
- 2011 5 Boroughs Partnership NHS FT
- 2010 NHS Bournemouth and Poole
- 2009 Mersey Care NHS Trust **photo 1**
- 2008 Hull and East Yorkshire Hospitals NHS Trust
- 2007 North West Ambulance Service NHS Trust

## Clinician of the Year/ \*Clinical Engagement

- 2013 David Fearnley, Mersey Care NHS Trust
- 2012 Malik Ramadhan, Barts Health NHS Trust
- 2011 Jason Leitch, Scottish Government
- 2010 Philip Thomas, Brighton & Sussex University Hospitals Trust
- 2009 Ellen Wilkinson, Cornwall Partnership NHS Trust
- 2008\* South Manchester PBC and NHS Manchester **photo 2**
- 2007\* The Christie Hospital NHS FT

## Costing

- 2013 Nottingham University Hospitals NHS Trust
- 2012 The Christie NHS FT
- 2011 Cardiff and Vale UHB **photo 3**

## Deputy Finance Director of the Year

- 2013 Paul Ronald, Hertfordshire Partnership University NHS FT
- 2012 Richard Wheeler, Oxford University Hospitals NHST **photo 4**
- 2011 Joanne Fitzpatrick, The Christie NHS FT
- 2010 Elaine Konieczny, Sherwood Forest Hospitals NHS Trust

## Finance Director of the Year

- 2013 Colin Martin, Tees, Esk and Wear Valleys NHS FT and Bill Shields, Imperial College Healthcare NHS Trust **photo 5**
- 2012 Caroline Clarke, Royal Free London NHS FT
- 2011 David Melbourne, Birmingham Children's Hospital NHS FT
- 2010 Steve Webster, North Bristol NHS Trust

- 2009 Paul Hinnigan, NHS Blackburn with Darwen PCT
- 2008 Sue Jacques, County Durham and Darlington NHS FT
- 2007 Jane Tomkinson, Countess of Chester NHS FT

## Efficiency

- 2013 Portsmouth CCG
- 2012 Countess of Chester Hospital NHS FT/Wirral University Teaching Hospital NHS FT **photo 6**
- 2011 NHS Oldham
- 2010 Basildon & Thurrock University Hospitals NHS FT
- 2009 Newham University Hospital NHS Trust
- 2008 2gether NHS FT

## Governance

- 2013 Imperial College Healthcare NHS Trust
- 2012 Leicestershire Partnership NHS Trust/EMIAS (internal audit)
- 2011 University Hospital of South Manchester NHS FT
- 2010 Plymouth Hospitals NHS Trust and Audit South West
- 2009 The Ipswich Hospital NHS Trust
- 2008 Plymouth Hospitals NHS Trust
- 2007 Redbridge PCT
- 2006 Oldham PCT

## Havelock Training

- 2013 Nottingham University Hospitals NHS Trust
- 2012 Birmingham and Solihull Mental Health NHS FT
- 2011 East Kent Hospitals University NHS FT
- 2010 NHS Central Lancashire
- 2009 Heart of England NHS FT **photo 7**
- 2008 NHS London
- 2007 Sherwood Forest Hospitals NHS FT

## Best New Organisation

- 2013 Bolton CCG **photo 8**

A full list of previous winners is at [www.hfma.org.uk/awards](http://www.hfma.org.uk/awards)





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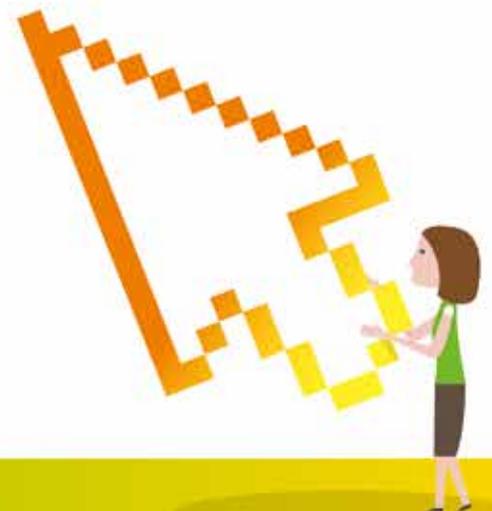
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