

HFMA AWARDS 2016



December 2016 | Healthcare Finance supplement

www.hfma.org.uk

Annette Walker named top director



Page 1-2 Finance
Director of the Year

Page 3 Accounts
Team of the Year

Page 5
Deputy FD Award

Page 6
Costing Award

Page 10
Personal Awards

Page 11
FFF Award

Page 12
Innovation Award

Page 14
Clinician of the Year

Page 15
Governance Award

Page 16
Havelock Award

Healthcare Payor Identification, Collection and Revenue Cycle Management

Identify, Enrich, Communicate, Bill, Collect, Report, & Monitor



HCR Services provides the NHS with revenue identification platforms, booking, billing and invoicing utilities and a way of ensuring compliance to all government mandates around the identification and recovery of payor liabilities.

Our G-Cloud approved platforms, patient contact centres and back-end processing underpins audit, CIP and legislative mandates around the recovery of third-party costs. Combining state-of-the art technology, invoice processing, debt diagnostics & recovery ensures the NHS can stay focus on patient care and not the recovery of debt.

With a core focus on deficit reduction and maximising funds accrued, HCR's complementary blend of products work seamlessly together or as standalone initiatives to create ongoing value to current revenue management practices, historic debt recovery and in-year financial health.

 (020) 8080 9020

 @hcrservices

 Search: hcrservices



“Receiving this award makes me really proud for the Bolton system. To be recognised nationally is incredible”

Winner: Annette Walker (second left), with (l-r) 2016 HFMA president Shahana Khan, HCR's Charlotte Argyle and NHS Improvement's Bob Alexander

Bolton wins again

Right now, Bolton seems to be the epicentre of all the best in NHS finance. Not only have the local provider and commissioner won the HFMA 2016 Innovation Award for their aligned incentives contract (see page 12), but Bolton Clinical Commissioning Group chief finance officer Annette Walker has also been named Finance Director of the Year. The town has now claimed the top individual award for the second year running as Bolton NHS Foundation Trust finance director Simon Worthington was Finance Director of the Year in 2015.

While Mrs Walker was commended for her work on a number of initiatives, the aligned incentives contract is the one that immediately catches the eye. Both sides accept the previous working relationship was adversarial, but the

finance leaders could see a new approach was needed – one that brought the organisations together to focus on the best possible outcomes for patients.

The seeds for the new approach were planted at the 2015 HFMA national awards, when Mr Worthington was named Finance Director of the Year and Stephen Liversedge, Bolton CCG's clinical director of primary care and health improvement, took the Working with finance – Clinician of the Year Award.

Mrs Walker takes up the story: 'I think one said to the other, "If we can achieve this amount of success given where we are currently, imagine what we could do if we worked together"'

The Bolton award winners sat at different tables that night, but at the 2016 national

awards they sat at the same table – a measure of how far they have come, Mrs Walker said.

Collaboration is not confined to executives, with finance teams working more closely and being transparent about their organisations' finances. But it's not just a case of the two sides having a better relationship. The 2016/17 operational planning guidance offered them an opportunity to recast local contracting. They recognised that traditional contracts were not going to deliver the transformational change needed. Bolton has shifted its approach – now thinking of itself as a single financial entity. Commissioner and provider agree that a financial problem in one is a problem for both.

Broadly speaking the contract gives the provider a minimum income guarantee with incentives to reduce costs. While the new

Also shortlisted

Claire Skidmore, chief finance and operating officer, Wolverhampton Clinical Commissioning Group



Claire Skidmore has steered Wolverhampton CCG's transformation and it is now one of only 10 CCGs to be given an outstanding rating for finance and its overall assessment. The judges highlighted her strong leadership, particularly in the CCG's QIPP scheme, where she insisted on a focus on quality and innovation as well as productivity and finance. A wide range of other achievements include investment in informatics and innovation in care models – for example, the CCG is working with the local trust on a new model of primary care, with five GP practices vertically integrated with the trust. She leads work on estates and IT across CCGs and with a local trust. The judges also praised her approach to commissioning support unit integration.

Paul Brickwood, chief finance officer, Knowsley, St Helens and Halton clinical commissioning groups

The judges praised Paul Brickwood's contribution to the NHS in a career spanning 30 years, including 25 at director level. He is due to retire from his position



as CFO at the three clinical commissioning groups in April 2017. The finance teams across the CCGs said he was an exceptional CFO, ensuring each organisation is not disadvantaged as a result of his role across three CCGs. Fellow finance directors said he acted in the interests of patients and with humility. The judges highlighted his commitment to staff development and his knowledge, support for staff and wide network across the service. As well as leading the CCGs, he has made a national contribution through the Department of Health Technical Advisory Group.

Carl Usher, director of finance and commerce, Midlands and Lancashire Commissioning Support Unit

Carl Usher has made a significant contribution to the expansion of the CSU by providing insight and strong leadership. He has ensured the CSU has consistently achieved a 5% margin, while achieving high performance standards. The CSU is one of nine to successfully bid for lead provider status. The judges said it was the first CSU to be allowed to move to 12-month service auditor reporting. 'Carl is central to the growth of the CSU in a difficult market and has managed a series of mergers successfully. He has a strong commercial ethos alongside good public sector values and investment in staff development, leading to strong motivation scores.'



approach is radical, it is not too complex and allows for risk management by placing activity in four categories.

Mrs Walker said it has meant moving away from a system where time and energy were spent managing contracts, rather than delivering what local people needed. 'It's now about relationships, professionalism and doing the right thing.

'Receiving this award makes me really proud for the Bolton system. To be recognised nationally is incredible. I was just so honoured to be nominated in recognition of what we have achieved, but I didn't think I would win.'

Mrs Walker has also worked on several other initiatives. She had led work on a reformed board reporting structure and governance in the wake of the new system-wide working. The new structure aligns committees across both organisations.

This has engendered a new joint working relationship that is producing benefits through better data sharing and decision-making. She has also led the Bolton locality planning process for 2016/17 to 2020/21.

The new system-wide working has led to joint sessions between the CCG and trust. Mrs Walker has also attended meetings with clinical divisions in the hospital, answering questions and demonstrating the commitment to the new way of working.

Under Mrs Walker's leadership, the CCG

also became only the second in the North West to achieve level 3 in the NHS Finance Skills Development 'Towards excellence' accreditation programme.

Nominating Mrs Walker, the CCG praised her management style, acknowledging her trust in her team, which in turn makes them feel empowered.

The judges highlighted Mrs Walker's local and national work – the latter included her involvement in the HFMA Technical Issues Group.

They also applauded her willingness to share best practice by becoming involved in the turnaround at Maidstone and

Tunbridge Wells NHS Trust, alongside Mr Worthington, who was appointed financial improvement director at the trust in August.

She has been an active supporter of Future-Focused Finance from its launch – signing the finance director declaration and encouraging her team to become involved in FFF.

'This well supported application highlighted in particular the significant innovation in collaboration and contracting achieved across Bolton,' the judges said. 'Annette has been engaged with a number of initiatives at both a local and national level and supported the process for Bolton CCG to be one of the earliest CCGs in the North West to achieve level 3 FSD accreditation.' ○





In-house solution

When Yorkshire and Humber Commissioning Support Unit unsuccessfully bid to be included on the lead provider framework, Hull Clinical Commissioning Group – the newly crowned Accounts Team of the Year – decided to view it as an opportunity. It took the financial management team back in house and, as part of the integration, mapped its tasks, reports, systems and stakeholders. With these set out, it was able to see what could be improved.

Monthly reporting to budget holders was one such area. A file with relevant summaries and associated transactions for each budget holder was issued on working day 12. But the team decided to change this – an existing file used to inform board reports was adapted and held on a shared drive so budget holders could filter the information down to data relevant to them. A single email now informs them each month when the report is available, and is issued on working day 10.

The presentation of the annual accounts to the public was also changed. While there is little flexibility in the presentation of the accounts, the annual report offers more opportunities to explain the CCG finances to the public. In 2015/16, an infographic set out how the CCG spent its £389m budget.

To communicate with local people, however, the chief finance officer's presentation at the AGM covered the statutory requirements and sought to make the information accessible to those with little or no financial knowledge. An analogy of a car, passengers and a journey showed the CCG financial position and challenges. A *Question Time*-style session was held at the AGM and the presentations were streamed on Facebook.

The CCG said an added benefit of bringing financial management in house in a small team is that the same people produce both the management and financial accounts.

The judges said: 'A small finance team showing passion and care for its work has made positive efforts to engage with the wider population of the CCG and its stakeholders. This team has produced high-quality outputs and achieved a high level of engagement.'

Hull CCG chief finance officer Emma Sayner (pictured above, far left) said: 'It's really about trying to break it down so anybody can

"A small finance team has made positive efforts to engage with the wider population of the CCG and its stakeholders"



Winner: Hull Clinical Commissioning Group

understand what we're trying to communicate to our staff and the local population we serve. We try to make it as user friendly as possible and try to describe the information in layman's terms.' She added that the award was a huge credit to her whole finance team. 'I have a small finance team,' she said. 'I am really, really

proud of them – we may be small, but we are perfectly formed.'

Asked whether she has any advice for other finance teams preparing accounts and annual reports for the public, she said: 'Try to think of it from everybody's perspective and not just in technical principles. Try to think of how your mums and dads would read it.' ◊

Also shortlisted

Wrightington, Wigan and Leigh NHS

FT The trust continues to engage with stakeholders to ensure they receive information in the right way. It has also developed applications to provide finance and activity data at a granular level to allow managers to handle income and expenditure more effectively. Once again, the trust has produced an accounts video, which was presented internally and is available on YouTube. 'The trust continues to show good evidence of engagement with stakeholders with innovative approaches,' the judges said.

Leeds Teaching Hospitals NHS Trust

The judges said the trust had made good progress. Its accounts team's approach was to understand its audience and, while mindful of statutory obligations, to tailor presentations of financial information accordingly. With non-executive directors, for example, they built on an event last

year by holding an interactive workshop following draft accounts submission, providing NEDs with the accounts and a briefing note and taking them through the accounts in detail.

Salford Royal NHS Foundation Trust

The trust developed a single-source reporting structure following work with external consultants and internal stakeholders. The structure allowed clinical and operational managers to interpret data on a consistent basis, helping to improve its financial position. Centralisation and standardisation of reports across divisions has led to more automation in reports and an associated reduction in production time. The judges said: 'The trust articulated the journey to date and the future direction well. They demonstrated a passion for good financial management, good detail and multiple levels of engagement across stakeholder groups.'



HFMA executive coaching

Enhancing your personal impact and performance

hfma

Insightful, objective and trusted support

When you are the current or aspiring NHS finance leader, who do you talk to when short term performance pressures get in the way of leading system change?

With HFMA one-to-one coaching you don't have to face these challenges alone.

It's the only independent coaching service for senior NHS finance professionals, developed to offer impartial, confidential support for the demands you're facing today.

To strengthen your resilience, think and do things differently, build relationships that deliver results and develop your personal impact, HFMA executive coaching can significantly improve your performance.

**For more information
contact HFMA:**

✉ claire.merrick@hfma.org.uk
☎ 0117 938 8359





Sheila Stenson, the 2016 Deputy Finance Director of the Year, has provided leadership and technical knowhow while working in one of the most challenging areas for NHS finance.

The Maidstone and Tunbridge Wells NHS Trust deputy has spent her entire career in the NHS and has not shied away from working in challenged organisations. Her experience in delivering transformation and cost-cutting measures, while building good relationships with colleagues internally and in commissioners, has proved invaluable.

During 2016 she has worked at the Maidstone trust, which she joined in February, and Medway NHS Foundation Trust. In the latter she led a two-day Monitor challenge session of the trust's annual planning round – praised by the regulator as one of the best they had audited.

Ms Stenson stepped in, alongside a finance director, to complete the financial return for the Kent and Medway sustainability and transformation plan after illness to the previous lead officer. A robust plan was finished in less than six weeks.

She also developed a reporting pack for NHS Improvement in four weeks, after Maidstone and Tunbridge Wells was put in special measures and introduced a new style of finance report to the board. She oversees the progression of savings plans at the trust and has participated in top leaders programmes.

Nominating her, the Maidstone trust said: 'Her knowledge of clinical services and acute

"She showed a very good understanding of how finance can support decision-making in a complex organisation"

A worthy winner



Winner: Sheila Stenson (centre) with Newton's Nick Barlow

trusts is exceptional and, as a result of the challenging situations she has worked in and the range of roles she has undertaken over the past 13 years, she is able to draw on personal experience to engage others at work.'

Ms Stenson is an active member of the Kent, Surrey and Sussex HFMA branch and has supported the training of new and established finance team members.

She said she was bowled over to be nominated by her team. 'I have a great team that have been absolutely brilliant since I joined Maidstone. They have been so supportive and have really moved things forward in the last six months.'

Her nomination highlighted Ms Stenson's understanding of clinical issues. 'I have always felt it is really important to have clinical knowledge. Anyone working in finance has to understand, operationally, what's happening for us to be able to deliver in the current financial climate. It is right to build strong relationships with the ops teams.'

The judges said: 'She demonstrated in her interview the passion commitment and integrity she brings to her role, combined with a very impressive track record of delivery often in challenging circumstances.'

'She showed a very good understanding of how finance can support the strategy and decision making within a complex organisation and how to motivate and influence people both in finance in her organisation and in the wider health system. A very impressive candidate and worthy winner.' ○

Also shortlisted

Sharon Murphy, Leicestershire Partnership NHS Trust Ms Murphy's strong patient focus is instilled in the finance department, said the judges. This ensures the department understands how services work and their contribution to supporting clinical services. 'She showed excellent understanding of team management and development. And she offered a great example of collaboration with clinical colleagues to demonstrate the value of understanding finance and the opportunity for clinical colleagues to influence and inform tariff development.'

Diane Morrison, Salford Royal NHS Foundation Trust Diane Morrison demonstrated drive, enthusiasm and professionalism in supporting the delivery of internal and external business strategies of the trust, according to the judges. 'She

demonstrated an excellent understanding of strategic issues and a tenacity in delivering results for the finance team and the organisation. She has made a significant contribution to the health and social care system in brokering new ways of working and sharing financial risk with peers to deliver the integrated care model.'

Aideen Tucker, Devon Partnership NHS Trust The judges highlighted the understated approach behind Ms Tucker's achievements. 'She demonstrated an inclusive approach to problem-solving, with a focus on delivery and turning things that had not gone so well into opportunities for learning. She demonstrated effective leadership by her focus on development for the team and in bringing people together to problem-solve and achieve innovative solutions in tight timescales.'



The 2016 Costing Award winner, North Staffordshire Combined Healthcare NHS Trust, believes its work shows the value of making costing a priority, even in small providers.

While the mental health provider is small (£78m turnover), it has big ambitions, showing what it can achieve in a short time with limited investment. It wanted to become an exemplar site for mental health costing – recognising this was crucial in engaging clinicians, improving decision-making and identifying opportunities for cost savings. It focused on three areas:

- Improving data quality
- Improving system quality
- Improving engagement.

On data quality, it introduced a peer review of its data quality inputs and produced timeline reports showing activity and costing data at event date, cluster code and patient level. The reports include activity and cost per patient day by team; patient pathway by cluster; average cost and activity by patient in each cluster; and cluster transition by patient.

To improve its systems, it applied to NHS Improvement to be an early patient-level information and costing system (PLICS) implementer, reviewing national standards due to be shared with all trusts. Through the work, the trust has started to change its costing model around the way it structures and allocates costs from resource to activity and on to service user. It has also developed a report replicating the reference cost submission template, speeding up the submission process and allowing more time for review. Overall, it has reduced the process by five days.

Engagement has been improved through clinical champions who promote the system to their peer groups and help sign off the trust's national submissions – reference costs and PLICS returns.

The judges were impressed with the quality of all the shortlisted entries. But they

Cost champs



Winner: North Staffordshire Combined Healthcare NHS Trust with CACI's Steve Hulmes (far right)

“A significant amount of progress has been made in a very challenging area”

highlighted the level of organisation, clinical involvement and potential transferability of the costing work at the North Staffordshire trust.

It has tackled a number of issues, including helping managers and clinicians understand the financial contribution their services made to the trust. With most of its income coming through block contracts, it is difficult to split the income at service line level. However, it has created a budget model using a complete ledger budget and applied the outturn activity from 2014/15 to create a price by service area. This is then applied to current activity to calculate income for the service.

‘This is a demonstration of good organisational and clinical involvement, which can be used by other organisations,’ the judges said. ‘A significant amount of progress has been made in a very challenging area. There is

a clear understanding of where there are data deficiencies and of the need for continuous work to improve clinical engagement. It will be very interesting to understand how the provision of financial and activity data at service level supports change in clinical pathways.’

Nick Wildin, costing manager at the trust (above, second left), was pleased that the work it had done on taking out spend and on clinical engagement had been recognised. ‘That makes it more meaningful for the trust. We have taken a model and built it over the last year and a half. And, though we are a small mental health trust, we wanted to show we can do what the bigger trusts are doing, even though we are using a different methodology in cluster data and local pricing.’

Also shortlisted

Yorkshire Ambulance Service NHS Trust

The trust's move to patient-level costing was outstanding, the judges said. ‘This is ground-breaking work and vital for the development of understanding the whole cost of a patient pathway. The team is to be congratulated on its achievements, particularly to inform service change and options across the STP.’ The trust had completed a significant amount of work to understand the cost drivers in the service and combined these with activity data to produce dashboards reflecting the pressures in the service.

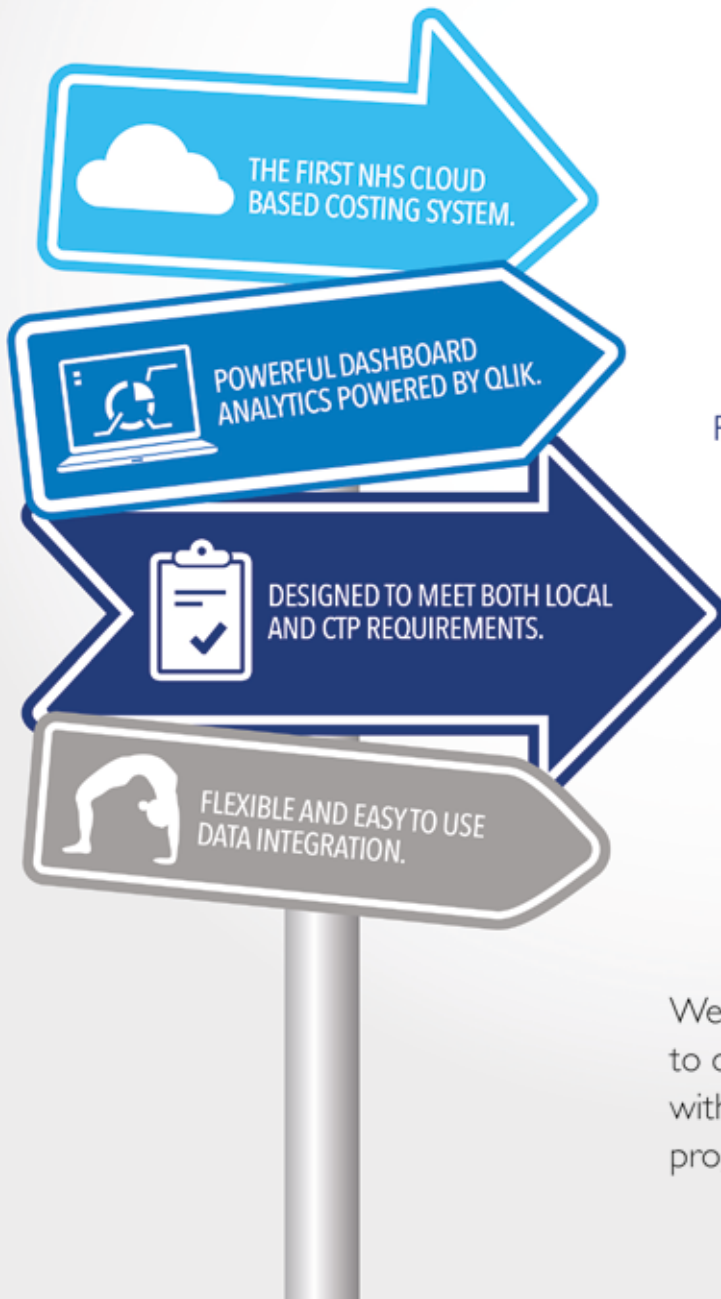
North Tees and Hartlepool NHS Foundation Trust

Costing model enhancements included detailed theatre sessional costing and PLICS for its community services. The judges said that it had shown good clinical and organisational involvement, leading to operational changes to improve services and patient outcomes. ‘Integrating data from the provision of community and hospital-based services helps describe the financial impact of whole cycles of care. The focus on optimising clinical care is then much clearer.’

Cwm Taf University Health Board

It used variations in length of stay and healthcare resource group costs to begin to measure ongoing condition costs. The aim is to use real-time data to assess community and primary care initiatives and reduce pressure on secondary care. ‘This shows the potential to link primary and secondary care datasets to understand the clinical and financial consequences of chronic disease management,’ the judges said. ‘The team has sought to identify changes in clinical behaviours, which may improve the experience of care.’

ARE YOU READY FOR COSTING TRANSFORMATION?



Synergy



Flexible. Intuitive. Transparent.

We have made new and exciting developments to our Synergy costing solution. Developed in line with NHS Improvement's costing transformation programme, the next generation of Synergy is here.

GET IN TOUCH TO SEE HOW WE CAN HELP YOU.

Published by the Healthcare Financial Management Association (HFMA)

1 Temple Way, Bristol BS2 0BU

t: 0117 929 4789

f: 0117 929 4844

e: info@hfma.org.uk

w: 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 2016. 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 or posted to the above address.

AWARDS PHOTOGRAPHY: THEODORE WOOD



Mark Knight
(right) and the
awards line-up

Below: Havelock
(left) and
Costing winners
celebrate



ALEX CROSBY



ALEX CROSBY



Left: group shot of the award winners

Right: Bolton CCG celebrations

Below: Shahana Khan

Bottom, left to right: Tara Kearney collects her award; FFF winner Ben Roberts enjoys the moment; David Young in the spotlight



Honorary fellowships

The HFMA made a number of personal awards during the annual national awards ceremony. This year it awarded six honorary fellowships, which recognise individuals who have served the HFMA over their career or have provided continued support to its work for a substantial period. The six new honorary fellows are:



○ **Mal Turner** was nominated by the HFMA Wales Branch. He has been a tremendous servant to the HFMA for a considerable period of time and the branch said his enthusiasm and dedication at both branch and national level is clear for anyone to see. He has held numerous posts within the branch, but when he became its chair in 2012 he embraced the leadership challenge and the branch went from strength to strength. His legacy is setting up a Finance Academy in NHS Wales. This is funded by Welsh NHS organisations and provides much-needed, recurrently funded finance staff development to all organisations in NHS Wales.



○ **David Young** was nominated by the HFMA Northern Branch for his work, alongside others, to achieve closer links between the then strategic health authority and the local Finance Skills Development programme. He provided first-class administration and publicity for the branch and ensured that FSD and HFMA complemented one another in the services they delivered to the local finance community.



○ **Alison Gale** has always been a passionate advocate for staff development and has encouraged and influenced the development of the local branch – Kent, Surrey and Sussex – and its activities. She is one of the region's longest standing HFMA members and was nominated for an honorary fellowship by KSS after she stepped down from branch work earlier this year. She played a leading role in developing the branch annual conference and the branch said that without her dedication it would not be in the position it is in today.



○ **Paul Hughes** was nominated jointly by the National Payment System Group and the Prescribed Specialised Services Commissioning Group. They said his attention to detail and understanding of the tariff system is exceptional. The groups have been able to use his knowledge to inform their work to improve the national payment system. He is passionate that tariffs paid for services should work effectively and that the methodology used for their calculation should be robust. He has been involved with the HFMA's groups and committees for many years and continues to be a proactive participant in all meetings.



Two newly appointed honorary fellows were unable to attend the ceremony. HFMA chief executive Mark Knight led a round of applause for **Mike Robson**, who was nominated by the Northern Branch, and **Cathy Kennedy**, who was nominated by the Commissioning Faculty. He added that the association hopes to present their awards in the near future. ○


**FUTURE
FOCUSED
FINANCE**


Winner: Ben Roberts (right) with FFF's David Ellcock and Shahana Khan

“Ben is one of the driving forces behind the FACE initiative and has worked tirelessly to showcase FFF in his work”

Leading by example

Future-Focused Finance relies on volunteers, and over its first three years some of them have risen to prominence, driving forward initiatives to engage with clinical colleagues and use social media as a tool to bind the NHS finance profession together. The 2016 FFF Award winner Ben Roberts is one of these leaders.

This award is now in its second year and recognises commitment to the work of the Future-Focused Finance programme and acknowledges an individual who, as a volunteer, has made a significant personal contribution to the strategic aims of FFF.

Mr Roberts, Bolton NHS Foundation Trust's head of finance transformation, is an FFF value maker and one of the driving forces behind the FFF Finance and Clinical Educator (FACE) scheme – a key element of the FFF *Close partnering* work stream. It aims to improve financial awareness and partnership working between managers and clinicians by sharing knowledge, training and engagement.

FFF wants to establish a FACE of finance in every organisation – there are around 200 nationally. Mr Roberts and Pam Kaur, a fellow value maker and commercial finance manager at University Hospitals Coventry and Warwickshire NHS Trust, led the FACE programme.

The judges were unanimous in their decision to give the award to Mr Roberts. They said: ‘We were impressed by the sheer volume of work that Ben has done for FFF during 2016. He is one of the driving forces behind the FACE initiative and has worked tirelessly to showcase FFF in his work promoting Bolton NHS FT's

“Day one closedown” programme to colleagues around the country.’

They also praised his blogs on the FFF website and his energy and innovative ideas. FFF programme director David Ellcock said: ‘Ben has been a brilliant advocate for the programme, delivering many first-rate presentations. He has published lots of interesting and varied blogs on the FFF website. For me, he truly was the frontline face of FFF in 2016.’

Mr Roberts said the high point of the year was developing the finance and clinical educator (FACE) programme and presenting – along with Ms Kaur – to the Finance Leadership Council. ‘We received some positive comments from Paul Baumann and

Bob Alexander. We appreciated them and it gave us the energy to keep going.’

He said it was ‘amazing’ to win the award, adding: ‘I thought that being shortlisted was enough, especially when I looked at the others on the shortlist and all the work that they have done.’

He paid tribute to his finance director Simon Worthington and deputy finance director Andrea Bennett, as well as to FFF *Close partnering* lead Sanjay Agrawal and David Ellcock.

‘They gave me so much support and at work Simon and Andrea gave me the freedom to get these things done. There is also a great team of people at Bolton who cover for me and I really appreciate their support.’ ◉

Also shortlisted

Beth Pidduck, Midlands and Lancashire Commissioning Support Unit Although still a teenager, Beth Pidduck impressed the judges with her confidence and work for the FFF initiative. She became a value maker in July 2016 and has thrown herself fully into supporting the initiative locally and nationally. The judges agreed that she seeks to get as much as she can from FFF and is fully prepared to give back an equal amount in return.

Mark Songhurst, Leeds Teaching Hospitals NHS Trust Mark Songhurst has also been fully engaged in the value maker programme. He has developed

his enthusiasm for circus skills into an interactive session that explains the importance and benefits of engagement in an initiative. The judges agreed that Mr Songhurst has supported the FFF central team quietly and efficiently and was always prepared to go the extra mile to support it.

Applauding both shortlisted candidates, the judges said: ‘We would like to give special mentions to two other individuals who have put a huge amount of effort into FFF this year – Mark Songhurst and Beth Pidduck. Their contribution to FFF meant that it was not a straightforward decision to give the award to Ben.’

As financial pressure has grown, the contracting round seems to have become increasingly difficult. In many parts of the country the payment by results or tariff system had caused disputes between commissioners and providers, with working relationships breaking down. Bolton was no different – the two sides focused too much on money and there were daily battles over baselines, activity, penalties and contract clauses rather than patient care and quality.

With the 2015/16 contract not agreed until September 2015, following mediation, legal letters and many meetings, Bolton Clinical Commissioning Group and Bolton NHS Foundation Trust, winners of the 2016 Innovation Award, decided it was time to call a truce on PBR.

The commissioner and trust finance directors – Annette Walker and Simon Worthington – decided a radical move away from PBR was needed. Their solution was the Bolton Aligned Incentives Scheme, which has key principles:

- A deficit in either organisation is a failure for both
- They must work collaboratively
- Incentives should be aligned
- They should be open and transparent with no fear
- The contract should enable and support the locality vision
- Risks should be faced, shared and managed.

Activity was categorised into four contract ‘buckets’ and the organisations agreed a minimum income guarantee and a risk pool that can be accessed for transformation or to cover financial risks.

This provided an incentive to manage risk between the organisations, while the provider was spurred on to reduce activity and cost where possible – associated savings could be retained.

Bolton Foundation Trust deputy chief executive and director of finance Simon Worthington (pictured, centre back) said he was thrilled that the work with the CCG on the contract had been recognised at a national level. ‘Eighteen months ago we weren’t in a good place, but now we are leading the country in collaboration, which is a massive benefit to the health economy in Bolton.’

He paid tribute to CCG chief finance officer Annette Walker, who was named Finance Director of the Year. There were risks for both the CCG and the trust, but Mrs Walker had committed to the aligned services contract,

Shared risk



Winners: Bolton CCG and Bolton NHS FT with Clares' Steve Clare (far left)

“The project has the scope to provide a blueprint for an improved commissioner-provider relationship”

ensuring both commissioner and provider did the right thing for the local population,’ he said.

Benefits have included a £5m system-wide saving, lower high-cost drugs spending, new models of care for ophthalmology and musculoskeletal services, and greater financial certainty for both organisations.

The judges were struck by how the Bolton approach had delivered real savings and service

improvements – and it had been driven by finance staff. ‘Savings of £5m recurrent would not have been possible without this project. Bolton as an FT has moved from deficit to surplus and the CCG remains in surplus.

‘The project has the scope to provide a blueprint for an improved commissioner-provider relationship, which will be key to make a success of the STP [sustainability and transformation plan] approach.’

Highly commended

Salford Royal NHS FT Its development of an integrated care organisation (ICO) received acclaim. The ICO brings together adult social care, community and adult mental and physical healthcare, with partners Salford CCG, Salford City Council and Greater Manchester West Mental Health NHS FT, and Salford Royal as prime provider. The finance team resolved several challenges, including identifying and mitigating risk and developing a long-term financial model. The judges said the model aligned commissioner and governance arrangements and a provider

Also shortlisted

Midlands and Lancashire CSU An IT system has simplified management of continuing healthcare packages across GP practices with varying levels of referral. The dashboard tool allows commissioners and clinicians to interact, identify and understand data, enabling better commissioning decisions. The judges said the project delivered ‘strong’ efficiencies, with about 10% savings per care package. ‘They have moved from 16,000 invoices per month to 1,000 and are rolling it out to other CCGs on the basis of delivering 5%-10% savings.’

Lancashire Teaching Hospitals NHS FT

The trust implemented a GS1-certified inventory management system in theatres to cut costs, reduce waste, secure financial and operational efficiencies and improve patient safety. As a result of greater stock visibility, the trust made a £3m balance sheet adjustment, improved safety and was able to reassign space for clinical use. The judges listed the benefits. ‘Surgeons are looking at cost per patient and standardisation; there are fewer operations cancelled due to missing kit; and nursing time has been freed up,’ they said.



OUR HEALTHCARE STRATEGY WILL SAVE YOU £££s

At Clares, we pride ourselves on the quality of service we provide. We already supply over 80 NHS Trusts throughout the UK, helping them save thousands of pounds compared to their previous supplier.

Our award winning framework is guaranteed to save you money. Whichever elements you decide to take up, you can rest assured that you will be making great savings as well as receiving the kind of service you deserve.

- ✓ Managed Print Solutions
- ✓ Office Products
- ✓ Printed Stationery
- ✓ Document Shredding
- ✓ Hybrid Mail
- ✓ IT Systems



Make Savings



Stop Inflation



Deliver Efficiencies



Clares' Office Administration framework (OJEU 2014/S 060-101437) was the winner of the **Small Business/Third Sector Initiative of the Year** award at the 2016 GO Awards



Go to www.clares.co.uk/healthcare-services to learn more!

 **0845 68 68 000**
 **sales@clares.co.uk**

ClaresTM
HEALTHCARE DIVISION



Winner: Tara Kearney

Highly commended

Clare Mason The judges praised Ms Mason, a consultant general surgeon, also from Salford Royal, for a new pathway for patients whose cases are less acute. The pathway has led to reduced lengths of stay and improved patient safety and experience. It involved setting up a surgical triage unit and hot clinic, which assesses patients referred by GPs and A&E. She led the redesign, balancing her desire to improve patient experience with the financial agenda, and taking pressure off A&E.

Also shortlisted

Deborah Sanders The judges said Ms Sanders, director of nursing at the Royal Free London NHS FT, had provided strong and effective leadership to enable the trust to make significant progress towards more effective use of nursing staff. The sharing of this approach across the sustainability and transformation plan footprint has the potential to generate significant benefits, they added.

Anwar Zaman Anwar Zaman's support for, and use of, patient-level information and costing data sets him apart from many of his NHS colleagues, the judges said. The Nottingham University Hospitals NHS Trust consultant ophthalmologist's leadership is helping the trust as it continues to develop and demonstrate the power of PLICS information.

Picture of health

Judges named Tara Kearney the HFMA Working with finance – Clinician of the Year due to her central role in Salford's health and social care transformation. A consultant physician endocrinologist and chair of Salford Royal NHS Foundation Trust health and social care division, she helped establish an integrated care organisation (ICO), which brought together adult social care, community, secondary and mental healthcare in July 2016. The ICO faces challenges including delivering an anticipated £27.5m recurrent saving – its contribution to closing the financial gap in the local health economy by 2020/21.

The award acknowledges the importance of clinical engagement in financial management and in particular recognises a clinician who has taken financial responsibility for their services, led efficiency or improvement programmes or provided an example for other clinicians by engaging with the financial management agenda.

Salford Royal, which is the ICO lead provider, nominated Dr Kearney for her work in establishing the organisation and also for

her success in gaining the trust of her clinical and social care colleagues. This has allowed the transformation project to go ahead with stakeholder commitment.

Initially, Dr Kearney and her team have developed high-impact and quick-impact projects, focused on managing demand for hospital services.

Work is under way with frontline health and social care staff for a more ambitious service improvement and redesign programme. This will have quality at its heart, with savings as an associated but important benefit.

The award attracted a record number of nominees this year and, while the judges applauded the efforts of all the nominees, Dr Kearney was their unanimous choice.

They said: 'The award goes to an individual who has risen to the major challenge confronting the NHS in delivering an integrated care organisation. Using her

considerable leadership skills, collaborative style and experience to develop a truly integrated whole-system approach – which is already delivering real benefits to patients and optimising the use of resources – is a major achievement. The scale, breadth and depth of this initiative sets it apart.'

Dr Kearney said it meant a lot to receive recognition from finance colleagues.

'As a doctor I always wanted to provide a holistic approach to patient care and for a lot of my early years in medicine I thought this meant concentrating on dealing with the illness and restoring people to health. However, now I think it's about things like housing and social care as well as physical and mental health.

'I have been able to do this with the fantastic support of financial colleagues. I can dream up an idea and take it to the finance guys. They will tell me whether it's a financially viable option.' ◉

"Using her considerable leadership skills to develop a truly integrated whole-system approach is a major achievement"



Positive governance

Having delivered savings of between 3% and 5% over the previous five years with external consultancy support, in 2015/16 Lancashire Teaching Hospitals NHS Foundation Trust instead strengthened its internal systems. The result: 5% efficiency savings and the 2016 HFMA national Governance Award.

In 2015/16, the trust had submitted a £45m deficit plan and was declared in financial distress. In response, it more than doubled the cost improvement plan (CIP) target for its devolved divisions to £24.5m (5%).

To help it deliver this ambitious CIP, it set up a transformation and business delivery unit. Under a new head of transformation, the unit strengthened internal governance, giving assurance to the board and improving the reporting of productivity and efficiency dashboards.

The new governance arrangements include fortnightly divisional and performance review meetings, chaired by the finance and operations directors. These examine each division's progress and offer executive support to unblock or escalate any pressing issues.

Cross-cutting themes are identified and reported at monthly financial recovery board meetings, attended by all executive and some non-executive board members. They can ask underperforming divisions to explain their lack of progress or over-performing divisions to share best practice.

The financial recovery board reports to the finance and investment committee, which reports directly to the board on progress towards the £24.5m target. There is tight control on planned efficiency schemes.

Electronic efficiency scheme proposals (ESPs) were introduced for approval before a scheme could go ahead. The ESPs include a full risk assessment, quality impact analysis, equity analysis and implementation plan and require the approval of the trust's productivity and efficiency steering board. To be approved, at least 80% of this board's members must vote in favour, though the chief executive and medical, nursing and finance directors have a veto. Where a full-year effect of more than £100,000 and/or a risk is identified, the ESP is sent to the clinical commissioning group head

"The full engagement of staff has built very strong ownership of these new ways of working"

of quality for approval – in accordance with the NHS contract.

Helen Cobb (pictured, second right), the trust head of transformation, said the ESPs were a pivotal part of the work. 'They set out the issues at the beginning so all the budget-holders understand the changes. The clinical team signs it off to ensure clinical governance is wrapped around it, alongside the financial

governance. Everyone is integrated into the process so they understand what needs to be done and how they are going to contribute.'

The judges said the foundation trust has created an immensely positive system to improve the quality of services. 'Strong governance processes have given the trust the full knowledge of the benefits that the changes can bring, and the full engagement of staff has built very strong ownership of these new ways of working,' they added. ◉



Also shortlisted

Mid Essex CCG The CCG set up a financial recovery, innovation and transformation committee as part of the governance supporting implementation of a challenging QIPP programme. With a financial recovery plan in place due to an accumulated £25m deficit, the committee enabled clinicians to identify and implement the planned recovery. The judges said: 'The committee has given Mid Essex CCG sound governance to face the pressures on services. They have achieved good clinician involvement and are working well to secure the sustainability of their services.'

Bolton CCG and Bolton NHS FT The commissioner and provider introduced an aligned incentives contract to deliver health economy objectives, rather than those of each organisation. Finance and contracting are no longer stereotyped as barriers to

progress but seen as enablers. 'This is an excellent example of the benefits of joint working,' the judges said. 'Having created good governance processes that enable the two organisations to work openly together, they have demonstrated the benefits this can bring to services and resources.'

Salford Royal NHS FT Over the past two years, the trust's overseas visitor team has developed systems to identify overseas patients, supervise their treatment journey and liaise with a dedicated patient lead in the finance department. Patients are flagged in the patient administration system, giving an auditable trail and assurance. The judges applauded 'a good system that helps identify overseas patients, making support for these patients stronger and raising the probability of the trust receiving appropriate income.'

Highly commended

East Kent Hospitals University NHS

FT The trust developed a multifaceted programme to raise financial awareness among non-finance staff and improve financial performance. The judges said the programme showed a commitment to raising financial skills, improving engagement and reducing the financial pressures. 'The initiative promotes and provides a range of development activities and training tools aimed at different learning styles – a refreshing change from standard training programmes,' they added.

Also shortlisted

Bolton NHS Foundation Trust The trust's *The art of making people bothered* initiative aimed to support and develop staff, the judges said. And they were particularly impressed with the way this learning is

shared with finance teams from other organisations.

London Skills Development Network

The judges said the network's talent management toolkit 'appears to have been used effectively to identify talent from senior finance staff across organisations in London'. The toolkit uses the 9-box grid, measuring performance and potential against a number of criteria, such as demonstrated behaviours and ambition.

Stockport NHS Foundation Trust The trust's *Love your ledger* training programme involves all the finance team and can be transferred easily to other organisations, the judges said. It aims to ensure all finance staff understand their role and how their inputs feed into key accounting reports.

team has also used local and national support, particularly from Future-Focused Finance, and it includes two FFF value makers.

As a result of the work, the finance team has reduced staff turnover and improved retention by recruiting from its former trainees. Costs have been cut by at least £100,000 a year, in part by lower agency spending. There are proposals to replicate the scheme in procurement, informatics and IM&T.

The judging panel said the programme showed a deep commitment to finance skills development across the finance team, with benefits ranging from reduced staff turnover and costs to improved retention and morale.

'Importantly, the team is working with colleagues from other corporate services, including HR, procurement and informatics, to roll out what they have learned. Trainees are also required to spend time learning with budget holders and other non-finance staff.'

'The thinking behind the programme could easily be transferred to other NHS finance teams. It has proved invaluable to the organisation and to those individuals participating in the work.'

Andy Bell, acting director of finance (pictured, centre back), said the trust was turning conventional wisdom on its head. 'It's a convention that you try to recruit people with experience and turn away people based on their age or where they started their career because they don't have experience. We took a chance and built a structure around bringing great people into the organisation and developing them and we've reaped the benefits.'

Did having a greater proportion of inexperienced staff create issues? 'We had to have a great structure in place. It was a learning curve for everyone – we had to explain the basics and even how to behave in a professional environment. Not only did it benefit the team, but it also widened the managers' skills sets.' ◉

Staffing up

This year's Havelock Training Award was given to the London Ambulance Service NHS Trust finance team for its solution to a problem that has dogged it for the past five years. Struggling to attract staff at NHS rates, it had high levels of agency spend and staff turnover and few opportunities for internal promotion.

The judges said there was clear evidence of achievement against the award criteria. The Havelock award recognises a contribution to finance skills development, best practice in the training of finance staff or the raising of financial awareness among non-finance staff. Established in 1999, the award was named after former Department of Health deputy finance director Jon Havelock.

Faced with the problem of recruitment and retention, the ambulance trust reduced the premium it placed on experience and focused instead on intelligence and enthusiasm

when recruiting finance staff. This led to a new finance trainee programme, with 50% of posts in the team classified as trainee or placement roles.

Each trainee has dedicated senior support, peer support (usually a former trainee) and access to a wide range of training and other opportunities. One day a month is dedicated to personal development, with staff not allowed to complete routine work on that day. The finance

"The thinking behind the programme could easily be transferred to other NHS finance teams"



Winners: London Ambulance Service NHS Trust

Past winners

Accounts Team of the Year

- 2015 Nottingham University Hospitals NHS Trust
- 2014 Wrightington, Wigan and Leigh NHS FT
- 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
- 2008 Hull and East Yorkshire Hospitals NHS Trust **photo 1**
- 2007 North West Ambulance Service NHS Trust

Clinician of the Year/Clinical Engagement*

- 2015 Stephen Liversedge, Bolton CCG
- 2014 Rob Duncombe, The Christie NHS FT
- 2013 David Fearnley, Mersey Care NHS Trust
- 2012 Malik Ramadhan, Barts Health NHS Trust
- 2011 Jason Leitch, Scottish Government **photo 2**
- 2010 Philip Thomas, Brighton & Sussex University Hospitals Trust
- 2009 Ellen Wilkinson, Cornwall Partnership NHS Trust
- 2008* South Manchester PBC and NHS Manchester
- 2007* The Christie Hospital NHS FT

Costing

- 2015 Alder Hey Children's NHS FT
- 2014 Derby Hospitals NHS FT
- 2013 Nottingham University Hospitals NHS Trust
- 2012 The Christie NHS FT
- 2011 Cardiff and Vale UHB

Deputy Finance Director of the Year

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

Finance Director of the Year

- 2015 Simon Worthington, Bolton NHS FT
- 2014 Alan Brace, Aneurin Bevan University Health Board
- 2013 Colin Martin, Tees, Esk and Wear Valleys NHS FT and Bill Shields, Imperial College Healthcare NHS Trust
- 2012 Caroline Clarke, Royal Free London NHS FT
- 2011 David Melbourne, Birmingham Children's Hospital NHS FT
- 2010 Steve Webster, North Bristol NHS Trust **photo 3**
- 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

Innovation*/Efficiency

- 2015* Dorset CCG
- 2014 Alder Hey Children's NHS FT **photo 4**
- 2013 Portsmouth CCG
- 2012 Countess of Chester Hospital NHS FT/Wirral University Teaching Hospital NHS FT
- 2011 NHS Oldham
- 2010 Basildon & Thurrock University Hospitals NHS FT
- 2009 Newham University Hospital NHS Trust
- 2008 2gether NHS FT

FFF Award

- 2015 Gayle Wells, Wigan Borough CCG **photo 5**

Governance

- 2015 North East Lincolnshire CCG, North Lincolnshire CCG, Northern Lincolnshire and Goole NHS FT, Navigo Health and Social Care CIC and Care Plus Group
- 2014 South Warwickshire NHS FT
- 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

- 2015 Liverpool CCG
- 2014 The Walton Centre NHS FT **photo 6**
- 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
- 2008 NHS London
- 2007 Sherwood Forest Hospitals NHS FT

A full list of previous winners can be found at www.hfma.org.uk/awards





Expand your outlook

HFMA Qualifications in Healthcare Business and Finance

Announcing the launch of a brand new masters-level programme, designed to fit around demanding careers and busy lives. Online, flexible learning with access to support from tutors who have a wealth of NHS experience and expertise.



Now open for registration



Find out more at: www.hfma.org.uk/education-events/qualifications