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HFMA AWARDS 2011



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MELBOURNE NAMED TOP DIRECTOR



HEALTHCARE FINANCE
SUPPLEMENT

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NHS deputy chief executive David Flory shakes hands with winning finance director David Melbourne



HFMA chief executive Mark Knight opens the proceedings; and (below) the prizewinners gather after the ceremony



Awards lined up before the presentation ceremony

MA Gala Dinner

2011



WELCOME

The HFMA Awards proved once again to be a celebration of excellence in NHS finance across the UK. Individual and team winners in eight categories covered the full spectrum of the function's activities, from producing accounts and sound governance to finance training, clinical engagement and excellence in leadership and strategic thinking.

This year, a new award recognised improvements in costing processes and information that have allowed organisations to make better decisions.

The HFMA also honoured a number of individuals who have made a significant contribution to the association. These personal awards included one Outstanding Contribution Award, which is given to someone who has gone above and beyond their regular duties to deliver a particular project that has benefited the association.

The HFMA also admitted five new Honorary Fellows. Fellowships are given to individuals who have made a substantial and sustained contribution to the life and work of the association.

The HFMA Awards support the sharing of best practice. Read on for the best of NHS finance.



David Flory with NHS chief financial controller Janet Perry

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David Melbourne receives his award from (l-r) David Flory, HFMA 2010/11 president Suzanne Tracey and NHS Supply Chain chief financial officer Graham Moore

MELBOURNE TAKES TOP PRIZE

'DAVID MELBOURNE HASN'T just transformed the finance function in his two years at Birmingham Children's Hospital, he has transformed the way people think about and use finance to deliver change in our organisation.' So says Birmingham Children's Hospital NHS Foundation Trust chief executive Sarah-Jane Marsh of the newly crowned HFMA Finance Director of the Year.

Mr Melbourne, the trust's chief financial officer, has put finance and his department at the heart of the trust. He has quickly won the respect of clinicians, has led the transformation of services, and acts as lead sponsor for areas as diverse as high-dependency care through to the provision of play facilities for children at the hospital.

He firmly believes finance has to reach beyond its own borders and engage with clinicians, ward managers and budget holders to get them to take more responsibility for

managing budgets. This has benefited the trust and its young patients – the one-stop shop introduced by surgeons has reduced patients' anxiety, while the one-third reduction in cannula infections has cut lengths of stay and saved money.

'It's not just about being a finance director,' he said. 'It's about going out and talking to the speech and language therapy team about how they are improving children's lives.'

'Play is important – some of the most ill children find it difficult to have anaesthesia and it can take some time to placate them. Play can reduce that time.'

Sponsored by NHS Supply Chain

- Winner David Melbourne
- Also shortlisted Neil Kemsley, NHS Devon; Tony Whitfield, Salford Royal NHS Foundation Trust

By introducing benchmarking information, Mr Melbourne has enabled managers and clinicians to compare – sometimes for the first time – their services against similar providers in the UK and abroad. And he has drawn on his previous experience as a primary care trust finance director to lead the engagement of local GPs on the impact of the proposed reforms of commissioning.

Customer feedback on the trust's finance function has improved. The profile of the department across the trust has been raised through his initiatives, and he encourages staff to look beyond the bottom line and to help facilitate change that leads to improvements in care and delivers savings.

He has also gained regional and national recognition. As well as being West Midland HFMA Branch chair, his team's real-time system that monitors and drives cost improvement has been feted as a model of best

WHAT THE JUDGES SAID

“We were impressed by the very positive comments in terms of David's impact on the organisation, particularly in relation to the interface between clinicians and managers and the development of systems to support change”

practice by the Department of Health's QIPP (quality, innovation, productivity and prevention) team. The system ensures clinicians have been involved in every decision made about savings and it allows any team in the hospital to access information about their savings programmes, including progress against targets.

Demonstrating his ability to think strategically, Mr Melbourne is leading an estates options appraisal across Birmingham's NHS and he has helped shape a new payment system for specialised commissioning, including children's services. The latter has drawn support from NHS deputy chief executive David Flory and NHS medical director Sir Bruce Keogh.

He was also involved in negotiations to modify proposals to significantly reduce the specialist top-up element of the tariff for children's services.

While commending the other candidates, the judges were particularly drawn to Mr Melbourne's local and national achievements.

‘We were impressed by the very positive comments in terms of David's impact on the organisation, particularly in relation to the interface between clinicians and managers and the development of systems to support change,’ they said.

‘He has led on developing a paediatric top-up tariff and delivered significant cost improvements across the trust.’

Paying tribute to the other shortlisted directors, Mr Melbourne admitted he was surprised to be named Finance Director of the Year but added: ‘I am really, really proud and honoured to receive this award. I didn't think it could happen and never expected it. It means more to me because I didn't know anything about the submission as I was nominated by my colleagues at the trust.’ ■

ALSO SHORTLISTED



TONY WHITFIELD

Salford Royal NHS Foundation Trust's Tony Whitfield is well known nationally for his specific work on costing, as well as wider contributions to the HFMA, but he is also a leading proponent of the link between quality improvement and cost reduction.

He is closely involved in his trust's ambition to be the safest in the NHS and by marrying quality improvement and financial strategies he has ensured high-quality services will be safeguarded.

By the end of 2012/13 the trust will have reduced its cost base by about £50m (15%).

Working alongside commissioners, he has led the redesign (and cost reduction) in unscheduled care, and has been instrumental in securing the trust's new private finance initiative building.

NEIL KEMSLEY

NHS Devon had significant levels of historic debt when Neil Kemsley was appointed finance director in August 2009, but he acted quickly to stabilise the primary care trust's finances.

Initially appointed on a secondment – he was given the substantive post in April 2010 – Mr Kemsley brought a swift end to a number of protracted negotiations and brought together finance, performance and contracting functions into a single team. As a result he has brought clarity and rigour to financial management and put NHS Devon in a strong financial position.

An active HFMA member, earlier this year Mr Kemsley was appointed NHS Devon, Plymouth and Torbay cluster director of finance, contracting, performance and IT. He has worked hard to raise the credibility of the finance and contracting functions within the local health economy, as well as in the emerging clinical commissioning groups.



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

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READY AND ABLE

JOANNE FITZPATRICK HAS been named HFMA Deputy Finance Director of the Year, having shown 'exceptional success' in areas measured by the judges' criteria – enterprise and innovation; contribution to the finance function; and delivering significant financial and service achievements.

The Christie NHS Foundation Trust deputy director of finance was the pick of a strong field of four 'incredibly talented individuals' shortlisted for the prize, the judges said. She had demonstrated evidence of external and innovative working, her impact on commercial ventures was impressive and she had created good clinical links for patient level reporting.

'Despite this impressive record, Ms Fitzpatrick was keen to pass the credit to her team and the rest of the staff at the Christie for the part they have played in her success. She is a most deserving winner,' the judges added.

They highlighted two successes – helping staff gain a better understanding of NHS finance and establishing an innovative joint venture to provide patient services nationally and abroad.

The former included Ms Fitzpatrick's leadership of the trust's 'Pence in the pound' initiative, which aims to translate financial jargon and processes into simple terms.

'She has found a way to engage with each and every member of staff at the Christie – from the porters to the most eminent consultants – to promote sound financial understanding and the alignment of financial understanding and effort,' the judges said.

Ms Fitzpatrick said the 'Pence in the pound' scheme came from an initiative to reward clinical divisions that enhance or improve the delivery of services by giving them additional income. The scheme explained how funds were divided between the divisions. 'We called it "Pence in the pound" so that non-finance staff could understand what we meant.'

She has led the trust's cost improvement



Deputy Finance Director of the Year Joanne Fitzpatrick (right) receives her award from the Department of Health's Janet Perry

programme (CIP), working with divisions to establish realistic targets and reporting systems that track progress. She has fostered a culture where clinicians understand and accept the need for savings, aided by her team's implementation of a patient level information and costing system. CIP targets have been achieved as a result.

She was closely involved in setting up the Christie Clinic LLP, a joint venture with an

- Winner Joanne Fitzpatrick
- Also shortlisted Elizabeth O'Mahony, NHS South; Frances Smith, South West London and St George's Mental Health NHS Trust; Martin Taylor, NHS Midlands and East SHA Cluster

independent healthcare provider and the first of its type in the UK. It is forecast to treble the trust's private patient earnings over the next decade, helping to support the organisation's long-term position.

She helped lead the financial workstreams for this, including new operational and pricing methodologies, capital finance negotiations and accounting and tax.

'I am honoured to receive this award. I don't think I could have done it without my boss, Ian Moston, and the team behind me. He's devoted himself to helping me develop and has every faith in my abilities, which has given me confidence. The Christie's a great place to work, from consultants to porters,' she said. ■

WHAT THE JUDGES SAID

"She has found a way to engage with each and every member of staff at the Christie – from the porters to the most eminent consultants – to promote sound financial understanding and the alignment of financial understanding and effort"

COST RIGHT

Sponsored by Bellis-Jones Hill,
CACI and Healthcost

■ **Winner** Cardiff and Vale University
Health Board

■ **Also shortlisted** Chelsea and Westminster
Hospital NHS Foundation Trust; Liverpool Heart
and Chest Hospital NHS Foundation Trust

CARDIFF AND VALE University Health Board's drive to improve the understanding of costs – including the implementation of patient level costing (PLC) – has clinched it the inaugural HFMA Costing Award.

The decision to adopt PLC was taken to allow budget holders and clinical managers to gain a greater understanding of their use of resources and to move away from focusing on managing variances from a budget.

Given the significant financial challenges facing the service, the trust recognised that cost information had to improve to identify where savings were possible and develop clinical engagement. The detailed information offered by PLC was seen as an opportunity to understand casemix and cost variation.

The quality of information has improved. Increasingly, clinical and managerial budget-holders are using the system's output to understand the effect of changing activity and its impact on use of resources. Costs can be analysed in a number of different ways – as well as at patient level, they can be



Nicola Prygodzicz (holding award) and members of her team are congratulated by Suzanne Tracey and HFMA Costing Special Interest Group chair Tony Whitfield (centre)

examined by referring GP, consultant, age and healthcare resource group.

The health board's head of corporate financial management, Nicola Prygodzicz, paid tribute to her colleague, finance manager (service development and improvement) Hywel Jones, who was pivotal in the project's development and implementation, but could not be at the ceremony to pick up the award.

She added: 'It is really nice to get some credit for all the hard work, time and effort put in over the past three years. The system gives us a level of intelligence on costs, which we can use to set a foundation to cost patients across the whole spectrum of care – from general practice through to specialist services. We hope it will enable us to be the first organisation that will be able to cost patients from primary through to tertiary care.'

Cardiff and Vale believes the greatest improvement has been in the electronic capture and timely analysis of information about high-cost prostheses, which has allowed clinicians to review products used.

The costing team is planning a number of developments, including the integration of its mental health and community system with its data warehouse. Over the next 12 to 18 months it aims to have this information in its PLC system, giving it access to community and acute data on one system. It also plans to review costs per

WHAT THE JUDGES SAID

"The team offered confident and pragmatic solutions to many of the challenges of implementation in organisations of significant scale"

patient based on the day of the week on which they were admitted. This will improve pathway and patient flow to maximise use of resources.

The judges said 'the genuine passion of purpose came through from all of the candidates', which made it tough to choose a winner. But they were impressed with Cardiff and Vale's system and by the thorough way in which its costing department had built its costing model. The team's use of costing standards was praised, particularly references to MAQ (materiality and quality) scoring.

'They offered confident and pragmatic solutions to many of the challenges of implementation in organisations of significant scale. This gave us the belief that they had experience to share that would be of value across the wider NHS, not just in Wales.' the judges added. ■

PERSONAL AWARD



The HFMA Governance and Audit Committee put forward John Yarnold for an Honorary Fellowship for his huge contribution to the HFMA and to the committee – he has just stepped down after his second stint as chair. Mr Yarnold was unable to pick up his award on the night.

QIPP IN ACTION

THE NHS IS often labelled slow-moving, but there's been no evidence of this in north-east Manchester, where primary care trusts set up a referral triage system in three weeks to tackle forecast deficits for commissioners and the local provider. NHS Oldham has won the HFMA Efficiency Award for leading the work, which has significantly reduced referrals and allowed the local provider to take out capacity.

As a result, the north-east Manchester sector saved £6m in the final half of the 2010/11 financial year and contracts for 2011/12 are

about £20m less than the previous year for outpatients and scheduled care.

Referrals are still 15% lower than the high point in 2010/11 and Pennine Acute Hospitals NHS Trust is treating fewer elective patients. The provider has been able to reduce bed numbers. GPs' acceptance of triage by the referral gateway was key to the scheme's success, and now the emerging clinical commissioning group sees demand management as a key test for its authorisation.

In addition, a temporary second level of triage was put in place, with a clinical panel reviewing referrals each week – not just in services deemed to have little value, such as tonsillectomies, but to ensure evidence-based thresholds were met in referrals for hip and knee surgery. The largest savings were made in procedures with limited value and those where NHS provision may be inappropriate (some cosmetic procedures such as varicose veins). The most challenging area was knee and hip replacement and other interventions where risk and benefit are closely matched – the PCT believes this still has great potential.

Kath Wynne-Jones, deputy director of commissioning and system reform (below right, main picture), said that although it had won the Efficiency Award, the project was about improving quality. 'It is fair to say there was quite a lot of turbulence at the time it was

- Winner NHS Oldham
- Also shortlisted North East Lincolnshire Care Trust Plus; Sherwood Forest Hospitals NHS Foundation Trust; Wrightington, Wigan and Leigh NHS Foundation Trust

introduced, but when people saw the benefits they were happier. Quality is the real benefit. It was not just about finance; it was driven by tackling the quality agenda.'

There was scope to widen the scheme, she said. 'We would like to improve the quality of referrals generated by allied health professionals and consultants using the same quality improvement gateway. We would also like to look at how we use the information from the gateway to improve services in future.'

The judging panel was impressed. 'For years PCTs have sought to fight the rising tide of demand. Through the implementation of an independent GP triage capability and other actions, NHS Oldham has managed to achieve what King Canute failed to do,' they said.

'Through GP leadership and engagement, supported by finance staff, activity across a range of elective procedures has been reduced by 15% and sustainable savings of £6m a year produced. This is QIPP in action – the only way to significantly reduce the cost of the NHS long term is to manage demand better, ensuring patients get the right care at the right time in the right location and reduce hospital capacity. The scheme is transferable, and has the capacity to expand to areas such as prescribing.' ■

WHAT THE JUDGES SAID

"For many years PCTs have sought to fight the rising tide of demand. Through the implementation of an independent GP triage capability and other actions, NHS Oldham has managed to achieve what King Canute failed to do"



HFMA Financial Management and Research Committee chair Keith Wood and Suzanne Tracey (left) present the award to the winners from NHS Oldham

PERSONAL AWARD



Kavita Gnanaolivu was given an Outstanding Contribution Award following her overhaul of e-learning modules released in Wales earlier this year. As well as recruiting others to write the modules, she wrote some herself and quality assured the modules. Her work has benefited the association and the wider NHS enormously.



The winning team receives its award from Janet Perry and KPMG's Neil Thomas (right)

In association with the
Department of Health.
Sponsored by KPMG

- **Winner** 5 Boroughs Partnership NHS Foundation Trust
- **Also shortlisted** The Christie NHS Foundation Trust, NHS Tees

WHAT THE JUDGES SAID

"We chose 5 Boroughs because of the continued drive to improve the finance team and its engagement with wider stakeholders"

IF AT FIRST...

THE FINANCE DEPARTMENT at 5 Boroughs Partnership NHS Foundation Trust will be known for its persistence, as well as the excellence of its annual accounts process. After being shortlisted for last year's Accounts Team of the Year Award, it came back this year to claim the prize.

This was not merely a resubmission of the earlier entry, however. The finance team continued to develop its processes and was able to overcome a number of challenges, such as gaining foundation status in March 2010 (the 2010/11 accounts were the first full year produced as an FT) and the build-up to the merger with a community services provider in April this year.

Accounts were closed sooner and there were greater demands on the quality of the presentation of the accounts. The team developed close links with the trust's communications department to ensure the accounts were published quickly and there was more quality assurance time built in to the process.

The team managed the production of the accounts as a separate project. It had its own project plan, which included key elements such as the identification of tasks to be completed, the responsible officer for each task and the deadline for completion.

Working papers were produced to a high standard, ensuring the accounts were closed before Monitor's deadline, with no errors in the unaudited accounts. Practical ideas, such as copying all working papers onto a CD so they were available to the external auditor at the

beginning of the audit, also kept the process moving smoothly.

The judges said it was very difficult to choose between the shortlisted organisations. The overall standard of entries was high and the shortlist represented the 'best of the best'.

'Each organisation had faced challenging circumstances and responded in a thorough and professional way,' they said. 'We chose 5 Boroughs because of the continued drive to improve the quality of the work of the finance team and its engagement with the wider stakeholders.'

'Having been shortlisted for this award in 2010, the trust continued to develop processes, teamwork, innovation and engagement.'

This included maximising the amount of annual accounts work that could be done before the year end, agreeing the structure of working papers with auditors, successfully managing the transition of PCT provider services into the trust and engaging service users and trust members to be members of the annual report editorial board.

Directorate accountant Natasha Lee (above left, main picture) said winning the award meant a lot to the team after the disappointment of last year. 'We continued to do good work and produced a good set of accounts. Teamwork is really important to us,' she said.

'Our accounting people are officially the best in the healthcare industry right now;

it doesn't get much better than that,' said Dean Marsh, the trust's director of finance and informatics.

'High-quality preparation, production and presentation – what I call the three Ps of accounting – have been the cornerstones of the approach,' he continued, 'resulting in a quality of service that this trust can feel hugely proud of.'

'This national recognition is very welcome and a great reflection of the hard work and commitment I see from my team day in, day out at this trust.' ■



PERSONAL AWARD

Lesley Mitchell received an Honorary Fellowship after being nominated by the Northern Ireland Branch. A dedicated member of the branch committee, she recently stood down after 10 years supporting the development of the HFMA locally. This included successfully leading the branch as health and social care was reorganised.

CLINICAL EDGE

In association with the Academy of Medical Royal Colleges

- Winner Jason Leitch, NHS Scotland
- Also shortlisted Elora Mukherjee, Ealing Hospital NHS Trust

IT IS OFTEN said that clinicians must take a central role in any efficiency plan – not just because they take the decisions that affect how NHS funds are spent, but also to ensure opportunities are taken to maintain and improve the quality of care. Jason Leitch, the winner of this year's Working With Finance – Clinician of the Year Award, is proof of that.

The award acknowledges the importance of clinical engagement in financial management, recognising a clinician who has taken financial responsibility for services, led efficiency or improvement programmes and set an example for other clinicians by engaging with the finance agenda. Mr Leitch, the Scottish government national clinical lead, has been integral to the development and implementation of NHS Scotland's productivity and efficiency framework, particularly in the area of better clinical quality and reduced costs.

He leads several initiatives, most notably the Scottish Patient Safety Programme, designed to reduce inpatient hospital mortality by 15% by the end of 2012 – by the end of March there had been a 7% reduction. It has delivered direct and indirect cost savings from a number of improvements, including a 12% fall in length of stay in intensive care units, a 14% drop in intensive care mortality, and reductions in infections. A 62% reduction in ventilator-associated pneumonia also led to a saving of £1.2m a year across five intensive care units.

Mr Leitch has been in the post since 2007, initially as national clinical lead for



Jason Leitch accepts his award from AMRC treasurer Susan Bews (centre) and Suzanne Tracey

safety and improvement. But following the success of clinical safety initiatives and the publication of the NHS Scotland quality strategy in 2010, the scope of his work widened to encompass safe, effective and person-centred patient care (the three quality ambitions in the strategy).

While maintaining his practice one day a week as a consultant oral surgeon, he advises the Scottish government, engages with stakeholders and works with managers and clinicians. There has been interest in the Patient Safety Programme from Sweden, Norway and South Africa, and Mr Leitch is helping Denmark implement its own programme, based on the Scottish one.

He has led discussions with the health boards on translating reductions in waste and harm into cash savings. And he has encouraged finance directors and clinicians to work together, spending time with finance directors to examine linking quality and cost and championing the importance of finance to clinicians.

Mr Leitch was pleased that the work in Scotland between clinicians and finance staff to improve quality, reduce cost and increase efficiency had been recognised.

While acknowledging clinical and financial engagement was not easy, he believed managers and clinicians were pulling in the same direction.

'I have never met a finance director who didn't care about pressure ulcers

WHAT THE JUDGES SAID

"There have been demonstrable improvements in productivity with a proven upscaleable path and an international application"

or infection,' he said. 'If you provide financial data to doctors and safety data to finance directors everybody is in the same place.'

John Matheson, Scottish government health directorate finance director, said: 'On health board site visits, he will often tell clinicians to get financial expertise on their improvement team, thus enabling the dialogue to be improved, cash savings to be realised and all sides to learn to work together in partnership.'

The judges – who also praised the work of the other shortlisted candidate, Elora Mukherjee – said Mr Leitch's work was 'patient centred, delivering real improvements in both effectiveness and efficiency in the use of resources and improving the patient experience'.

'There have been demonstrable improvements in productivity with a proven upscaleable path and an international application,' they added. ■

PERSONAL AWARD



Michael Munt was presented with an Honorary Fellowship at the conference. He recently stood down as chair of the Kent, Surrey and Sussex Branch, which nominated him for the award, following 16 years at the helm. He has long taken a keen interest in staff development and was given an HFMA Key Contributor Award in 2010.

WHAT THE JUDGES SAID

“It was an excellent example of finance working in partnership with operational staff to help deliver the change programme required”



Suzanne Tracey presents the award to members of the East Kent Hospitals team

NEW PERSPECTIVES

CLOSER WORKING BETWEEN finance and clinical staff is an aspiration for organisations across the NHS and there are a number of initiatives that aim to achieve this goal. East Kent Hospitals University NHS Foundation Trust has an innovative approach that has given accountants confidence to work side by side with clinicians as they seek to improve quality and identify savings. And that has also produced positive results for the trust.

The trust has been given the HFMA Havelock Training Award, which 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.

Judges chose East Kent Hospitals because the project gave finance staff the practical skills to achieve outcomes that would benefit the organisation. ‘It was an excellent example of finance working in partnership with operational staff to help deliver the change programme required,’ they said.

In May, East Kent’s finance department embarked on a strategy to make it more dynamic and innovative by extending the development of accountants beyond their professional remit. It aimed to give management accountants the confidence to identify and deliver sustained

- **Winner** East Kent Hospitals University NHS Foundation Trust
- **Also shortlisted** ABM University Health Board, Countess of Chester NHS Foundation Trust

savings, ensure the finance team were aware of their working practices, help accountants gain decision-making skills, and support the development of business skills across the trust.

In addition, the trust set outputs including the delivery of projects demonstrating the team could identify, plan and support the delivery of sustainable change; report to a senior team on the financial and service improvements identified; and give confidential

feedback to each training cohort member on their working habits.

The training involved the identification of new or stalled cost improvement opportunities. Accountants were asked to determine how these improvements could be realised in a sustainable way.

Several methods were used to deliver the training: HFMA e-learning, psychometric analysis (to study working behaviour), formal training days and coaching and mentoring support to help deliver the cost improvements.

In presentations and Q&A sessions with the cohort, trust directors and clinicians emphasised the benefits of understanding clinical services and the pressures faced by frontline staff in delivering high-quality, safe and cost-effective care. As one course participant said: ‘This is training outside the finance box.’

Five efficiency schemes that were either new or had previously stalled were developed under the programme, and overall the programmes clocked up more than £2.5m of efficiencies.

Mark Hawkins, the trust’s programme office manager (above centre), said the trust was moving from centralised management to a devolved structure. ‘We have put a training programme in place to give finance staff the right skills and personal development to meet the challenges. The programme we have put together is personalised, in the sense of identifying strengths and weaknesses, but we also look at outcomes in terms of service development or the efficiency programme, which benefits the organisation. It’s a win-win arrangement,’ he added. ■

PERSONAL AWARD

Letsie Tilley has been a passionate supporter of the HFMA for more than 20 years, active at all levels. A tireless champion of staff development and a key figure behind the Jon Havelock Award, she gained an Honorary Fellowship having been nominated by the Mental Health Faculty and the HFMA Board.

THE MANCUNIAN WAY



Suzanne Tracey and ACCA's Julia Rudrum present UHSM's Julian Hartley (left) and Paul Moore (right) with their award

UNIVERSITY HOSPITAL OF South Manchester NHS Foundation Trust overhauled its approach to risk after it was placed in significant breach of its terms of authorisation in July 2009. Not only has its new model ensured the trust now has a green governance rating (removed from the list of trusts in significant breach in June 2010), but it has been taken up by other organisations and has won the trust the 2011 HFMA Governance Award.

The model, known as the South Manchester Way, was developed with staff and seeks to clarify why risk management is

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- **Winner** University Hospital of South Manchester NHS Foundation Trust
- **Also shortlisted** DAS/NHS Dorset; Norfolk and Waveney Mental Health NHS Foundation Trust; North Essex Partnership NHS Foundation Trust

important, to enhance the visibility of risk and its effects, and to help draw attention to detail to control risk.

The judges highlighted the involvement of staff in the process. 'The new model was rolled out and over an 18-month period was fully embedded in the organisation with full engagement by all staff,' they said.

'The result has been a simple but effective risk management process that is fully understood and used across the trust, with clear presentation to the audit committee resulting in dramatically improved governance,' they added.

'Significant assurance was given by both the external and internal auditors and the innovative approach has been taken up by a number of other trusts.'

The objectives the trust wishes to achieve are just the start of the process. Typically, these include developmental and maintenance goals – the latter addresses what must be achieved to keep the trust operational, such as maintaining Care Quality Commission registration and delivering a surplus.

Previously, the trust's risk register was a list

of concerns and potential adverse outcomes. But these tended to make risks less visible and produced a plethora of information that added little value.

Under the new model, risk is linked directly to the trust's objectives, and any concerns that have no impact on its objectives are not considered risks. To mitigate risks, the trust reviewed its controls at ward and departmental level and produced risk profiles for each following a series of workshops with clinicians. Controls that were being relied upon but had been previously invisible to the board were now clear. Risk registers were overhauled to reflect these control measures.

The risk process is challenged through a chief risk officer and, as it is integrated with the trust's performance management framework, checks are made through, for example, routine reporting and spot checks.

'This is a terrific tribute to all the staff at the trust,' said Paul Moore, the trust's chief risk officer. 'Their efforts in helping to identify and control risk have led to this award. It has helped us make substantial improvements to both the quality and reliability of care.'

Chief executive Julian Hartley paid tribute to Mr Moore's contribution in raising the management and understanding of risk at the trust. 'Greater clarity has underpinned the whole process and has helped raise the importance of risk management at every level across the organisation,' he said. ■

PERSONAL AWARD



Richard Sonley's service to the association was recognised through an Honorary Fellowship. Nominated by the HFMA Charitable Funds Special Interest Group, he was one of the group's founders in 2005 and has remained a key contributor, speaking regularly at its annual conference and contributing to the HFMA Charitable funds guide.

WHAT THE JUDGES SAID

"The result has been a simple but effective risk management process that is fully understood and used across the trust"

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