

# HFMA AWARDS 2019



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## Karen Geoghegan named top director



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“Karen has played a significant part as a respected member of the board in not one but two organisations, while at the same time inspiring finance teams”

Winner: Karen Geoghegan

# Delivering milestones

Over recent years, when a trust broke even it seemed like a time for celebration. But breaking even at one trust – bringing it out of financial special measures in the process – and, in the same year, delivering the biggest surplus recorded at another trust must surely be acknowledged nationally.

And so it has been this year. Having achieved these milestones at both trusts, **Karen Geoghegan** was named HFMA Finance Director of the Year 2019.

Ms Geoghegan, chief financial officer at Brighton and Sussex University Hospitals NHS Trust and Western Sussex Hospitals

NHS Foundation Trust, has transformed and maintained the fortunes of both organisations.

She joined the Western Sussex trust in 2014 as chief financial officer – a role that was extended to the Brighton trust in 2017.

On taking the job at the former, her brief was to deliver a sustainable financial position. She set about this with purpose, introducing a programme management office to assure and oversee the delivery of the trust’s efficiency programme. It was a move that has led to the delivery of recurrent efficiencies of 4% a year over five years.

Ms Geoghegan also implemented a capital

prioritisation system, which takes account of financial discipline and an appreciation of operational pressures. It is evidence-based, has multidisciplinary input and is linked to the trust’s strategic themes.

In 2018/19, the trust achieved its largest ever control total surplus of £28.5m and, using this surplus, the trust is now investing in its clinical estate plan.

Together with executive colleagues from the trust, Ms Geoghegan joined the Brighton and Sussex trust in 2017, which was in financial special measures and had a £69m budget deficit. She quickly identified that the trust



## awards 2019 finance director

could influence £31m (52%) of its 2016/17 deficit and, under her guidance, it made savings of £20m in 2017/18 and £30m in 2018/19. Control totals were achieved in both years and the trust is on track to do the same in 2019/20.

The trust came out of finance special measures in July 2018 and work was completed on a medium-term financial plan, which detailed the trust's underlying financial position and articulated to regulators the need for continued financial improvement.

The improved financial position supported the trust's bid for capital investment in its emergency department to improve patient flow and address estates risks. The trust secured £49m for these projects.

Ms Geoghegan paid tribute to her finance colleagues at the trusts. 'I am thrilled. I feel so blessed to have a brilliant finance team at both Western Sussex and Brighton and I couldn't do it without them. We have been through some real challenges at Brighton, but the hard work and focus of the team made it so much easier.'

She also thanked her board. 'The executive team is amazing. Financial responsibility is shared. We have a good culture of ownership of improving our financial performance across the exec team. Having someone like Maggie [Davies, HFMA clinician award winner – see page 13] shows how our clinicians are engaged in the finance agenda.'

She has also shown leadership at system level. The Western Sussex trust has introduced an aligned incentives contract with its main commissioner, Coastal West Sussex Clinical




*Karen Geoghegan with Prime's Vikki Town (left) and HFMA 2018/19 president Bill Gregory*

Commissioning Group. This is usually implemented to help a provider in difficulty, but has been used to support a commissioner in deficit. The contract has helped the local health economy return to a surplus position in 2019/20 without the need for external support, and reduced financial risk by £37m.

'It's all about the relationships – whether it's clinical colleagues, commissioning colleagues or the executive team,' Ms Geoghegan said. 'If you treat people well and have trust between you, you can achieve some amazing things.'

The judges said that, while all the candidates should be acknowledged, Ms Geoghegan stood

out in a talented field. 'She has demonstrated the values and professional leadership you would expect, on a consistent basis over a number of years, playing a significant part as a respected member of their board, in not one but two organisations, while at the same time inspiring finance teams with her positive and values-based leadership style.'

'However, the standout reason for Karen being acknowledged as finance director of the year by her peers is the major contribution she has made to delivering significant improvements both in the finance function and in the healthcare system in which she works.' 

### Also shortlisted

**Sally May** is the finance director of two trusts – the Royal Cornwall Hospitals NHS Trust and Cornwall Partnership NHS Foundation Trust. Although the trusts have different challenges, Ms May manages to



deliver financially year-on-year at both with minimal fuss. Her greatest assets, however, are her values and commitment to teamworking, breeding confidence in the finance teams and providing the direction they need. She has managed challenges – such as a divisional restructure at the Royal Cornwall and changing executives – and

has supported her teams, ensuring they have time for development despite the workload. Ms May has also made the time to help operational colleagues.

**Hardev Virdee**, who was previously at Central and North West London (CNWL) NHS Foundation Trust (now at Barts Health NHS Trust), is a people person who, although still young, has made significant achievements. During his three years at CNWL, he transformed the finance team into a



joined-up, well-oiled machine and delivered on finance expectations. An approachable leader, Mr Virdee ensured that he met every member of the finance department twice a year and new joiners in their first week. He contributes to the national and regional agenda – he is a national leader on diversity, heads the London finance talent board, and sits on the HFMA Mental Health Finance Faculty.

**Stephen Sutcliffe** is responsible for a team of 1,500 who provide finance and accounting services to around 300 NHS organisations, including 70 trusts and every clinical commissioning group. As director of finance and accounting at NHS Shared Business Services (SBS), he leads the largest finance department in the NHS and, over the past year, has improved both the net promoter score – used to gauge NHS SBS customer loyalty – and great place to work measures. Mr Sutcliffe has embraced technologies such as robotic process automation – a year after the first finance and accounting robot was deployed, 45 work routines across 300 NHS finance departments, saving an estimated 200,000 working hours.





# Celebrating the class of 2019

The HFMA qualifications' 'class of 2019' was celebrated at a graduation ceremony during the association's annual conference.

Some 84 learners gained intermediate or masters-level qualifications during the year as the qualifications – formally launched in May 2017 – continued to attract growing numbers.

The HFMA Academy runs intermediate (level 4), advanced diplomas and advanced higher diplomas in healthcare business and finance as well as delivering a diploma in advanced primary care management, awarded by the National Association for Primary Care. It now has over 500 current and past learners registered on its programmes.

Students for the HFMA's own qualifications have to date been drawn from a number of disciplines. While around 60% of learners have come from finance departments, more than 20% have a clinical background.

Fifty of the 84 learners gained either the advanced (20 students) or advanced higher (30 students) diplomas in healthcare business and finance. Graduates of the advanced higher diploma are eligible for the final third of an MBA programme in healthcare finance, developed by BPP University. Twelve people have already started the MBA programme. A further 21 learners gained a level 7 certificate,



awarded for completing a single module from the advanced diploma programme. Thirteen students gained either a certificate or award for the intermediate qualification.

Forty graduates attended the ceremony to receive their certificates and diplomas from HFMA president Bill Gregory and HFMA director of education, Alison Myles.

The HFMA also named **Edward Gold** (inset), head of costing and income at East Suffolk and North Essex NHS Foundation Trust, as the winner of this year's Tony Whitfield Learner of the Year Award – selected from a shortlist of five students. Former HFMA president Tony Whitfield was a major contributor to the association's education agenda and an advocate for continuing professional development – the pursuit of which he championed in his year as president under the theme of *Knowing the business*.



Mr Gold has been studying for the advanced higher diploma, which he is due to complete in early 2020. He gained a distinction in the module on *Supporting quality care through patient-level costing*. Tutors said Mr Gold's contributions to discussions were always well thought through, balanced and positive. 'He engaged fully and, in completing the activities, demonstrated the ability to be able to quickly identify what was required. He was also very proactive, reading ahead and taking on other perspectives and points of view.'

Mr Gold said: 'It's a real surprise and an honour. It's nice to be recognised and it's not something I was expecting when I started. You go into it to make a difference to your organisation and, ultimately, to help patients.'

The course is a significant time commitment, but worth it in the end, he added. 'It's not been easy to fit everything in and I am lucky to have a supportive family who don't complain when I don't do the washing up. I am also lucky to have a bursary from NHS Improvement and from the trust, which paid the rest of the cost.' Does he have any tips for fellow students? 'If you have a spare half hour then you ought to be using it – that's the best way of getting through and getting your 10, 12, 15 hours of study that you need to be doing' ◯

## Future-Focused Finance Award

**Ken Godber** (pictured) is one of the most active members of the Future-Focused Finance value maker network – work that was recognised as he received the 2019 FFF Award. This award recognises commitment to the FFF programme and a personal contribution to its strategic aims.

In his role as FFF joint regional lead in the East Midlands, Mr Godber has spent many hours cajoling local colleagues to sign up as value makers and raising awareness of the benefits of FFF's accreditation programme. He ensures that staff development remains high on the agenda and that links between FFF, HFMA and colleagues in the Skills Development Network in the region remain strong.

He said: 'It is an absolute honour to get this award. I have been behind FFF since it started and in the East Midlands we are progressing well with the agenda. We have a good group of 120 value makers and I am keen to encourage more East Midlands organisations to achieve the accreditation.'





# Respected deputy



Winner: *Eva Horgan, Liverpool Women's NHS FT, with Meridian's Gareth Jenkins*

Having joined Liverpool Women's NHS Foundation Trust in July 2018, new deputy director of finance **Eva Horgan** – and the 2019 HFMA Deputy Finance Director of the Year – had an immediate impact with a restructuring of the finance team.

Although difficult for all involved, she was fair, compassionate but determined to shape the department into the right structure for the future – giving the finance team confidence in her and her leadership.

At the same time, as part of a 'right size' project, she undertook a comprehensive review of demand, capacity and workforce to underpin the 2019/20 budget-setting process.

Although operational support was limited, Ms Horgan took ownership of the project from the outset, engaging with clinicians and key leaders to build a bottom-up picture of the landscape going forward. This led to the establishment of a credible position that divisions could fully support while remaining within the trust's financial control total.

To add to the challenges during the year, the financial ledgers were migrated before Ms Horgan's first year-end. However, this was managed carefully, ensuring minimum disruption to the integrity of data – the trust's audit committee noted that outputs were robust, year-end deadlines met and the audit outcome positive.

Ms Horgan also worked on the service transfer of the genetics laboratories to a neighbouring trust. It was a complicated transfer requiring support from a number of disciplines, but was achieved successfully at the most appropriate time and was fully ready.

She also provided key support in the development of the trust's neonatal partnership with Alder Hey Children's NHS Foundation Trust, working across organisational boundaries to help bring the business case to a reality within limited funding.

Making the nomination for the award, trust finance director Jenny Hannon said Ms Horgan's credibility and influence extended across the wider senior management team and with clinicians.

She said Ms Horgan was 'not afraid to offer opinion or simply take the lead when other areas of my portfolio are demanding,' adding: 'I know that Eva will secure the best possible solutions. She is talented and determined, but will always seek advice when required.'

Ms Horgan said the team restructure was difficult. 'But it got us to the right place in terms of being able to support the clinical teams,' she said. Clinical engagement was vital, she added. 'I am always very conscious of their time and the fact that I am potentially taking them away from their clinical duties. But if we don't do it, we won't move forward. We have to

**"We were impressed with the long list of improvements she has made in such a short time and the respect she has in the trust"**

## Highly commended

**Gareth Lawrence** joined St Helen's and Knowsley Teaching Hospitals NHS Trust in May 2018 and re-energised the trust's cost improvement programme. Although the trust had a good record on achieving cost improvement programmes (CIPs), Mr Lawrence helped to improve on this – taking the average £13.3m achieved since 2015/16 up to £15m (3.8%) in 2018/19. Considering opportunities for 2019/20 earlier than in previous years has led to further improvements this year. As part of this new approach, Mr Lawrence has established a 95% challenge – with care groups considering the best way to spend 95% of funds rather than looking for marginal savings. Mr Lawrence has also supported improvement in procurement and reference cost performance.

## Also shortlisted

**Helen Wells**, deputy finance director at The Walton Centre NHS Foundation Trust since 2016, was described by her finance director Mike Burns as an 'outstanding leader' who has helped the trust to continue to meet its operational and financial targets. Achievements include the integration of the trust's finance and procurement functions into one team. This joined up approach has improved understanding of different roles and facilitated cross-cover as required. The creation of joint posts with another trust for procurement could lead to an innovative solution locally for difficult-to-resource areas. Ms Wells has also recently taken on responsibility for the informatics function.

work collaboratively and I always aim to ensure I'm prepared and bring something to the table.'

The judges applauded Ms Horgan's calm approach. 'This, along with her commitment and energy in always trying to improve performance, has meant she has achieved a huge amount of positive change in the finance team and the trust,' they said.

'We were particularly impressed with the long list of improvements she has made in such a short period of time and the respect she has, not only in the finance team but in the wider trust and particularly with clinicians.' ○



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# Five to one



Winner: Hampshire and Isle of Wight Partnership of Clinical Commissioning Groups joined by PA's Simon Collier (far left)

This year's Finance Team of the Year is the finance team for the **Hampshire and Isle of Wight Partnership of Clinical Commissioning Groups**. Four CCGs – Fareham and Gosport; North Hampshire; North East Hampshire and Farnham; and South Eastern Hampshire – set up a partnership in April 2017 to improve effectiveness and reduce duplication. They were joined a year later by the Isle of Wight Clinical Commissioning Group.

With a single executive team appointed, the challenge to the finance team was to embrace new ways of working as one team, despite the CCG finance teams being located in different offices up to 60 miles apart including a physical separation by the Solent.

The process began with a focus on financial governance and assurance, with authorisation levels and procedures standardised across the partnership. Joint standing financial instructions were agreed and duplication was reduced by producing one partnership finance and performance report and by individual finance colleagues supporting partnership-wide departments such as strategy and transformation.

Finance leads were established with partnership-wide responsibilities. For example, there was a finance lead for year-end reporting, aligning assumptions on accounting treatment to ensure consistency.

Producing standard year-end reports and accounts created numerous challenges, but the teams worked together holding regular

meetings. All CCGs submitted 2018/19 reports and accounts on time with unqualified audit opinions. Activities such as this fostered a spirit of openness, increased by the sharing of financial performance and through working together to achieve financial targets.

With a wealth of experience and knowledge, the challenge was to work more efficiently and effectively getting the best possible value from limited resources. Accountability increased through sharing ideas and best practice leading to increased trust between colleagues both within and outside the finance department.

Partnership-wide corporate cost budgets and structures have been established creating opportunities to work together and identify savings. Standardised budget reports are produced and finance staff increasingly

work on a functional basis across more than one CCG. For example, in primary care finance a shared post exists between two CCGs.

Staff development has been key to bringing the teams together. There have been a number of away days, regular meetings are held and colleagues are encouraged to work at different locations and use technology such as Skype. Two finance trainees have also been appointed as pan-partnership posts.

Partnership chief operating officer, Roshan Patel, said that bringing different team cultures together was a key challenge. 'The key was establishing one set of values, principles and clear objectives.' Director of finance, Jane Cole, said the end result was the creation of a unified

**"Through resilience and depth in skills, the consolidated team has been able to demonstrate a high level of trust"**

## Highly commended

**Pennine Care NHS Foundation Trust** has faced significant change over the last year with the announcement in October 2018 that community services would be divested. These services, valued at £100m, represent 40% of the trust's business and include dental, child health and community district nursing across four localities. The transactions were phased over 2019/20 at different stages, requiring a new plan and accounts closedown at each quarter – all while 16% of finance staff transferred to new organisations. In addition, the trust improved its financial position, implemented a new ledger system and achieved finance skills development accreditation.

## Also shortlisted

**Wrightington, Wigan and Leigh NHS Foundation Trust's** finance team has continued to support key achievements, including a record surplus and a use of resources score of 1. It led a complex due diligence process for the transfer of community services to the trust, involving the TUPE transfer of 1,000 staff. It has also reviewed standing financial instructions, with a summary for users, and taken part in a trust-wide SFI awareness campaign.

The finance team at **Barking, Havering and Redbridge University Hospitals NHS Trust** put building blocks in place for good financial management of the balance sheet – revamping the balance sheet and educating non-clinical staff to understand core financial statements. It also created a cash management report showing the current position and a series of metrics and early warning signs. The trust moved from 8% better payment practice code performance to over 90%.

group. 'We share responsibility and take joint accountability and we are very clearly one team working in one NHS.'

The judges praised the way that the separate departments had matured in a short period of time to become a single team serving five organisations. 'Through resilience and depth in skills, the consolidated team has been able to demonstrate a high level of trust, balancing the competing pressures of organisational loyalty, sovereign responsibilities and system-wide benefits,' they said. 'They have used technology to facilitate effective working across a dispersed geographical area that covers the mainland and the island.' ◉





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Facing page (from the top): HFMA chief executive Mark Knight compered the 2019 awards, which drew a strong shortlist for the Finance Director of the Year (p1). Jenny Richards was part of Gloucestershire's winning costing team (p12) with awards given to teams and individuals across nine separate award categories.

This page (from the top): Countess of Chester's Gavin Rush was part of the trust's Havelock Award-winning finance team (p16), while Cheshire and Merseyside Health and Care Partnership, along with Mersey Internal Audit Agency, ensured the Value and Innovation Award was also heading back to the North West (p10). Lorna Hart (Surrey Downs ICP) and Ciara Jones (Epsom and St Helier NHS trust) represented the winning partnership for the Governance Award (p14).



# Integration triumph

This year's Value and Innovation Award went to a programme that has strong clinical-financial engagement and delivers better services to patients as well as savings.

**Cheshire and Merseyside Health and Care Partnership**, in partnership with **Mersey Internal Audit Agency**, took the award for its medicines optimisation programme. The aim is to deliver significant financial benefits – multimillion-pound savings – together with improved safety and patient experience.

The programme is clinically led, with finance support, with its strategic direction 'shaped and owned on a collective basis

by chief pharmacists' from across the health sector.

The programme is based on integration, with a steering group drawn from providers, finance, commissioners,

community pharmacy and

primary care. All elements of medicines optimisation have been brought together under a single framework across the system, while all projects are owned by a chief pharmacist or head of medicines management. This ensures delivery at place level, with benefits delivered consistently and at pace across the region. And learning can be spread quickly on which interventions work – and which do not.

There is a clinical and finance evidence base for all projects and, with the health and care partnership adopting a rigorous funding approval process, together with return on investment and project monitoring, the benefits can be recognised and incorporated into place and organisational plans. The benefits realisation process is continually evolving to capture and evidence clinical outcomes and patient experience.

The programme estimates full-year savings of around £8m from six projects, including a focus on wet age-related macular degeneration; making better use of patients' own medication; and anticoagulation medicines. A project to promote the use of biosimilar drugs is likely to have avoided costs of more than £1m between October 2018 and July 2019 – in excess of the initial estimated figure.



Winner: *Cheshire and Merseyside Health and Care Partnership, with MIAA*

The judges said all three shortlisted entries were of a very high quality, so once the winner had been selected the other two were highly commended. The winner was a unanimous choice: 'The panel was particularly impressed with the way the programme spans the whole patient pathway, from primary care to specialist tertiary services,' they said.

'And while the programme has delivered significant financial benefits, it was clearly clinically driven and took account of a much wider set of measures of success including patient experience. We were also impressed by

the team's desire to transfer their learning to other parts of the health system.'

MIAA commercial director Chris Harrop (pictured far right) praised the team effort across the system. 'Lots of people gave their time willingly and for free to support this programme and it's amazing that every one of them has been recognised by us winning this award. Although each project was led by a clinician, we've worked together across the system – CCGs, providers, NHS England and NHS Improvement – with finance colleagues supporting clinical colleagues.' ◉

## Highly commended

**Leeds Teaching Hospitals NHS Trust** aimed to truly add value by not only reducing costs but also improving outcomes. Dispensing with the traditional cost improvement programme approach of concentrating on costs to achieve savings, it shifted the focus to waste reduction. While savings remain important, they are seen as a byproduct of the improvement work. This has increased staff engagement, delivery of its aims and the level of ambitions for the programme. Overall, the shift in focus to identifying and reducing waste – doing the right thing to add value for the patient – has helped deliver an improvement of more than £60m.

**St Helens Cares**, the partnership of St Helens Clinical Commissioning Group, St Helens and Knowsley Teaching Hospitals NHS Trust and St Helens Council, has put integrated business intelligence (BI) at the heart of the development of the local care system. A BI hub incorporates co-located teams from the acute trust, public health and local authority to promote effective data sharing and activity analysis. This is key to informed financial decision-making and improving efficiency by removing duplication. The intelligence generated allows St Helens Cares organisations to anticipate the population needs and better target their interventions.



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# On a higher level

This year's costing winner, **Gloucestershire Health and Care NHS Foundation Trust**, is helping to lead the way in applying patient-level costing to community services. It is one of only three trusts nationally to submit patient-level costs for community services as part of a voluntary submission and has helped to shape national community costing standards. This puts the trust ahead of the game, with a mandatory submission of patient-level costs for all community service providers not expected until 2021.

The trust provides a diverse range of community health services to some 600,000 adults and children, including inpatient rehabilitation, public health nursing, community dental, district and specialist nursing.

It has made several improvements to its costing process in the past year. It now captures more detailed information in its clinical system to help distinguish between different episode and intervention types for therapy services. While these services can cover a wide range of activities – including caring for amputees, patients with neurological disorders and rehabilitation – national coding only allows for two options: one-to-one or group physio.

This change is helping the trust to understand if patients are receiving consistent treatment across localities for similar interventions and may help inform national community therapy currencies.

The trust has also for the first time included patient conditions and multi-morbidities as part of its patient data feeds, giving a powerful view of real clinical variation. Clinicians are very interested in the potential for this data to help them manage their services.

In terms of its work as one of NHS Improvement's roadmap partners, the trust's initial voluntary submission represented about 60% of its reference costs quantum and it is making a further submission based on 2018/19 data. As part of the move to patient-level costing, it uncovered several data inconsistencies, some down to data recording or reporting. By highlighting the scale of the problem, a solution could be found.

The trust has used patient-level data to highlight clinical variation in district

**“They are forging the way to set standards of outcomes for community trusts nationally”**



*Winner: Gloucestershire Health and Care NHS Foundation Trust*

nursing services and therapy services. Early results indicate that the complexity of therapy services had previously been underestimated, as had the extent of palliative work being undertaken by district nursing teams.

The trust – which was formed in October 2019 following the merger of 2gether NHS Foundation Trust and Gloucestershire Care Services NHS Trust – also plans to link cost to patient outcome measures to help understand the value being achieved, and to join up patient cost data across its integrated care system.

Jenny Richards (pictured), senior planning and costing manager at the trust, said clinicians were responding positively to the

new costing information. ‘They are helping us form the next iteration of data – fully engaged and driving innovation equally as we go forward.’ The trust finance director – Sandra Betney – fully supported the approach, she added, which really helped.

Steven Wainwright (far right), the trust's former senior planning and costing manager, said the trust was starting to cascade the data down through the organisation. ‘There is a lot of interest in what it can show,’ he said.

The judges praised the improvements made. ‘They really showed the potential of good costing in a community environment and are forging the way to set standards of outcomes for community trusts nationally,’ they said. ’ ◉

## Highly commended

**Barking, Havering and Redbridge University Hospitals NHS Trust** was commended for its focus on costing data to improve outcomes and efficiency savings across the integrated care system. Traditional cost improvement approaches based on transactional gains and one-off savings were no longer sufficient, so the trust switched to gaining a better understanding of its cost base and its relationship with clinical activity. Costing data has played a key role in identifying deficit drivers and opportunities for services to achieve upper-quartile performance. This led to a financial recovery plan underpinned by well-understood cost and revenue drivers and the development of costing intelligence tools.

## Also shortlisted

With a new costing system in 2018/19, the two-person **Maidstone and Tunbridge Wells NHS Trust** costing team completed mandatory reference cost submissions and the non-mandatory patient-level cost submission, as well as contributing to a corporate back-office submission and benchmarking returns for imaging and therapies. A quarterly report to the finance and performance committee highlights key metrics based on the Carter report and Model Hospital. The team works with heads of service to understand cost data and support improvement, and highlighted opportunities with the CNST rebate and medicines management.



# Quality agent

Western Sussex Hospitals NHS Foundation Trust chief nurse **Maggie Davies** has a determination to ensure good-quality care and best use of NHS resources. It resulted in her leading a range of initiatives that reduced nursing spending, which has seen her acknowledged as the HFMA Working with finance – Clinician of the Year 2019.

The award acknowledges the importance of clinical engagement in financial management and 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 agenda.

In 2015/16, the trust spent £9m on agency nursing, equal to 9% of its total nursing expenditure. It recognised this was unsustainable and set about identifying and implementing a range of interventions to reduce its reliance on temporary staffing and the rates it paid to hire agency workers.

Ms Davies worked closely with corporate colleagues and frontline clinical staff to balance agency spending reductions with safe staffing and engage a large and diverse workforce. Over three years, she was able to reduce agency spending to £3m, despite rising emergency workload and high patient acuity – the trust serves a population with a higher proportion of older people than the national average.

The programme was implemented as NHS Improvement introduced measures to curb agency costs, including by making framework agreements with suppliers. One in 10 nurses were from agencies and the main agency was not on the framework.

Working with finance, HR and performance management colleagues, Ms Davies' initial step was to reduce the reliance on temporary staff with targeted domestic and international recruitment. Clear costing underpinned each stage of the recruitment process to provide best value for money. She also led steps to increase the trust's supply of bank staff, restructuring a financial incentive scheme to pay a bonus for additional shifts to its nurses.

Finally, she worked with directors of finance and HR to target recruitment of registered nurses from above-cap agencies to trust contracts, and hold a firm line on the rates the trust paid – moving to cap rates. The trust now has a substantive nursing workforce with a better than national cost per WAU (weighted activity unit), below peer usage of temporary



Winner: *Maggie Davies, Western Sussex Hospitals NHS FT, with Bill Gregory*

**“Maggie and her team reduced agency spending, improved staff satisfaction and earned an outstanding CQC assessment for patient care”**

workforce and below peer and national agency cost per shift.

‘I’m speechless,’ Ms Davies said on receiving the award. ‘It’s a huge honour and it shows what can be achieved if you work as a team.’

Working with finance colleagues was not daunting, she added – they were open and welcoming. Asked why she had tackled the issue, she said: ‘This was about quality for me and about changing the market from high-cost agency nursing to rewarding our own staff, who have been loyal to the organisation.’

The judges were impressed by her work and collaboration with the finance team.

‘They approached the common “wicked problem” of spending on agency staff with thought, skill and tenacity,’ they said.

‘By interpreting financial data and using this with a wide range of budget holders to pinpoint staffing needs and renegotiate agency contracts, Maggie and her team reduced agency spending, improved staff satisfaction and earned an outstanding CQC assessment for patient care.’ ◉

## Also shortlisted

**Jacqueline Andrews**, Leeds Teaching Hospitals NHS Trust’s director of research, has put financial management at the heart of her ‘clear and ambitious’ vision for research. The trust’s research income is about £21m a year and Dr Andrews believes value for money, waste reduction and financial sustainability are as relevant to research as to other business segments. With the finance team, she’s introduced a management model that has finance as an integral element to deliver greater transparency, benefits for patient services and cost improvements.

**Liz Kay**, Leeds’ clinical director for medicines management and pharmacy services, has delivered big savings through local, regional and national initiatives to improve patient care and create system-wide efficiencies. Under her

leadership, the West Yorkshire Association of Acute Trusts regional supply chain collaboration is on track to save £1.5m, saving on drugs spending (77%) and workforce efficiencies (23%). She chairs the Leeds trust’s medicines finance group, where clinical and finance staff have an overview of medicine spending.

**Mojgan Sani**, North Tees and Hartlepool NHS Foundation Trust, has worked with finance, operational managers and commissioners to increase the cost efficiency of medicines spending. The chief pharmacist and director for medicines optimisation was appointed in March, but she and her team quickly engaged with finance and senior clinical colleagues to get best value from medicines. In the first quarter, savings reached £500,000 and the forecast outturn for the year is £2.2m.



Three bodies have been awarded this year's HFMA Governance Award for a joint submission based on a shared governance framework that better supports the achievement of savings across the system.

**Epsom and St Helier University Hospitals NHS Trust** together with **Sutton and Surrey Downs clinical commissioning groups** believe this radical change to the delivery of savings required a paradigm shift in the level of trust and engagement with stakeholders.

With joint financial analysis identifying a £67m gap across the two systems to the end of 2020/21, all parties agreed a change of approach was needed. And a programme has been created to deliver savings with no boundaries across the two CCGs, the acute hospital and two community services. This has involved dropping the payment by results approach to contracts in favour of a focus on reducing systems costs.

The organisations worked together to understand the scale of the deficits in each system and co-authored joint financial

The judges praised the way the three organisations had worked together to develop a new approach to addressing their shared financial problems

# All systems go



*Winner: Epsom and St Helier University Hospitals NHS Trust with Sutton and Surrey Downs clinical commissioning groups and Noviniti's Sir Keith Pearson (right)*

## Also shortlisted

**360 Assurance** and **Audit Yorkshire** developed an audit committee good governance programme to support organisations to review and enhance governance arrangements. This includes an audit committee maturity matrix, enabling organisations to self-assess across 15 elements of good governance. Further support has included interactive learning events, discussion panels, briefing papers and benchmarking support.

As part of its Finance the Leeds Way initiative, **Leeds Teaching Hospitals NHS Trust** redesigned its internal audit and counter fraud service into a co-sourced model with partner PwC. The approach blends external expertise with the internal team's vast corporate understanding. The model has strengthened resources and enabled the establishment of a dedicated internal counter fraud service staffed by two whole-time equivalents. It has also helped extend internal audit focus into specific governance risks.

recovery plans for each locality reflecting local circumstances. These plans centred around four themes: planned care; urgent and integrated care; and clinical and non-clinical supporting programmes.

A comprehensive infrastructure and governance framework was created, supported by a joint programme management office (PMO) resourced with skilled individuals from across the organisations. This team included finance, business intelligence, programme management and operational management professionals as well as, critically, clinicians.

The executive lead for the PMO is the trust chief finance officer. However, individuals are managed by the programme leads rather than their organisational line managers, with an emphasis on removing traditional departmental and organisational boundaries. The new governance structure means the system is well placed for 2020/21, when it will work to a formal system control total.

The joint programme has already resulted in greater savings than would have been realised under conventional savings approaches.

Risk is managed at a system level by recovery delivery groups – one for each of the Sutton and Surrey Downs localities – so that programmes are only implemented where there is a net benefit to the system rather

than any individual partner. A joint finance committee has executive and non-executive directors from the trust board and CCG governing bodies. This committee oversees the whole system, assessing risk and providing assurance on behalf of the individual trust board and governing bodies.

Lorna Hart (pictured right), deputy managing director of Surrey Downs Integrated Care Partnership, said: 'The old purchaser-provider barriers have come down. We are talking honestly and transparently through all the issues and risks and this is turning into real change.' Ciara Jones, assistant director of finance at Epsom and St Helier, added that, as part of a wider medicines programme, savings on one drug had been worth £700,000 in the first year. 'That wouldn't have been made if we had not been working in partnership.'

The judges praised the way the three organisations had worked together to develop a new approach to addressing their shared financial problems. 'Their traditional approaches to financial recovery would not deliver, and more radical action was required to tackle their significant health economy-wide underlying deficits,' they said.

The judges were also impressed that the partnership straddles two STP areas, adding additional complexity. ○





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## Highly commended

**East Lancashire Hospitals NHS Trust** was highly commended for its work to become one of the first trusts to be accredited by the Skills Development Network and Future-Focused Finance at level 3, retaining the accreditation in 2018. The trust's finance team has a history of commitment to finance skills development and promotes a culture of continuous improvement as it strives to become a world-class learning environment. It views finance skills development as part of the role of each member of the team. The trust has 12 value makers and four finance and clinical educators (FACEs). The finance team has developed training for finance and non-finance staff, including an internally developed apprenticeship scheme, Step into £LHT Finance.

## Also shortlisted

**Leeds Teaching Hospitals NHS Trust** has developed a way of self-reflection, sharing best practice and learning from others as part of its groundwork to achieve FFF level 2 accreditation. This year it became the first organisation outside the North West to gain FFF level 2 accreditation. Initially set up as preparation for the accreditation process peer review visit, it has hosted further visitors to learn, query, share and question. As well as proving beneficial for its visitors, the events have benefited the finance team, developing their presentation and networking skills, and enhancing their understanding of the wider health service.

Apprenticeships for NHS finance and the service in general are a new way of training the next generation of staff. But with many NHS employers required to pay the apprenticeship levy, they must make best use of the funding available. **Countess of Chester Hospital NHS Foundation Trust** acknowledged this had to be done – a decision that led to it winning the HFMA Havelock Training Award 2019.

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 is named after former Department of Health deputy finance director Jon Havelock.

The Chester trust previously trained many of its staff in levels 4 (AAT – technician) and 7 (professionally qualified), paying 75% of the costs.

**“The winners demonstrated a highly transferable approach and best practice – and are using the apprentice levy to benefit the trust and individuals by reducing cost”**

However, like all trusts, there is pressure on budgets and a need to reduce costs. It pays about £600,000 a year into the apprenticeship levy, but uses only around a third to train apprentices. The finance team decided that, to get best value for money, apprenticeships should be used where possible before looking for other sources of training funding.

At the end of 2017 all existing students at levels 4 and 7 were moved to apprenticeships, with the aim of using the levy funding more effectively, supporting existing students to get their qualifications. The team decided that the 20% time allowance set aside for apprentices to study should be used to help them develop professionally, as well as in their courses.

# Levy savvy



*Winner: Countess of Chester Hospital NHS Foundation Trust*

Achieving these aims benefited the trust and the students and has led to cash-releasing savings of some £10,000 a year for the trust. The students do not have to contribute to the cost of their training and are given protected time to study.

There have been a few teething problems with the level 7 apprenticeship, largely because it is so new, but these issues are worked on and resolved as they arise.

Currently, the trust has five finance apprentices, with one having passed their CIMA qualification, and hopes to increase the number in the near future. It is also working on its internal continuing professional development database to simplify the reporting of the 20% protected time.

Gavin Rush (pictured centre), costing accountant at the trust, said the scheme benefited both the trust and students. ‘It’s a big

confidence boost for us. It’s a recognition of what can be done through the levy. We want training to be proactive and make better use of taxpayers’ money.’

Praising the standard of all entries, the judges said: ‘The winners showed a holistic approach to apprentice training and utilising the levy accordingly. They gave a strong team presentation, which included an impressive current apprentice. They demonstrated a highly transferable approach and best practice, and are using the apprentice levy to benefit the trust and individuals by reducing cost. This has had an increase in recruitment and retention.’

The programme looked beyond just creating accountants, the judges added. ‘It showed development for individuals as future leaders with soft skill training, and created a positive culture within finance on training, with a full commitment to finance skills development.’

# Past winners

## Finance Team\*/Accounts Team of the Year

- 2018\* Leeds Teaching Hospitals NHST
- 2017\* Alder Hey Children's NHS FT
- 2016 Hull CCG
- 2015 Nottingham University Hospitals NHST
- 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 NHST **photo 1**
- 2008 Hull and East Yorkshire Hospitals NHST
- 2007 North West Ambulance Service NHST

## Clinician of the Year/Clinical Engagement\*

- 2018 David Berridge, Leeds Teaching Hospitals NHST
- 2017 Paul Buss, Aneurin Bevan UHB
- 2016 Tara Kearney, Salford Royal NHS FT **photo 2**
- 2015 Stephen Liversedge, Bolton CCG
- 2014 Rob Duncombe, The Christie NHS FT
- 2013 David Fearnley, Mersey Care NHST
- 2012 Malik Ramadhan, Barts Health NHST
- 2011 Jason Leitch, Scottish Government
- 2010 Philip Thomas, Brighton & Sussex University Hospitals Trust
- 2009 Ellen Wilkinson, Cornwall Partnership NHST
- 2008\* South Manchester PBC and NHS Manchester
- 2007\* The Christie Hospital NHS FT

## Costing

- 2018 Wrightington, Wigan and Leigh NHS FT
- 2017 Leeds Teaching Hospitals NHST
- 2016 North Staffordshire Combined Healthcare NHST
- 2015 Alder Hey Children's NHS FT
- 2014 Derby Hospitals NHS FT
- 2013 Nottingham University Hospitals NHST
- 2012 The Christie NHS FT
- 2011 Cardiff and Vale UHB

## Deputy Finance Director of the Year

- 2018 Duncan Orme, Nottingham University Hospitals NHST **photo 3**
- 2017 Claire Liddy, Alder Hey Children's NHS FT
- 2016 Sheila Stenson, Maidstone and Tunbridge Wells NHST
- 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 NHST

## Finance Director of the Year

- 2018 Kathy Roe, Tameside and Glossop CCG/ Tameside MBC
- 2017 Adrian Roberts, Manchester University NHS FT
- 2016 Annette Walker, Bolton CCG
- 2015 Simon Worthington, Bolton NHS FT
- 2014 Alan Brace, Aneurin Bevan UHB **photo 4**
- 2013 Colin Martin, Tees, Esk and Wear Valleys NHS FT and Bill Shields, Imperial College Healthcare NHST
- 2012 Caroline Clarke, Royal Free London NHS FT
- 2011 David Melbourne, Birmingham Children's Hospital NHS FT



- 2010 Steve Webster, North Bristol NHST
- 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

- 2018\* Devon Partnership NHST
- 2017\* Lancashire Care NHS FT
- 2016\* Bolton CCG and Bolton NHS FT
- 2015\* Dorset CCG
- 2014 Alder Hey Children's NHS FT
- 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 NHST
- 2008 2gether NHS FT **photo 5**

## FFF Award

- 2018 Mark Songhurst, Leeds Teaching Hospitals NHST
- 2017 John McLoughlin, NHS England
- 2016 Ben Roberts, Bolton NHS FT
- 2015 Gayle Wells, Wigan Borough CCG

## Governance

- 2018 Northern Care Alliance NHS Group and Mersey Internal Audit Agency
- 2017 Chorley and South Ribble CCG and Greater Preston CCG
- 2016 Lancashire Teaching Hospitals NHS FT
- 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 NHST
- 2012 Leicestershire Partnership NHST/EMIAS (internal audit)
- 2011 University Hospital of South Manchester NHS FT
- 2010 Plymouth Hospitals NHST and Audit South West
- 2009 The Ipswich Hospital NHST
- 2008 Plymouth Hospitals NHST
- 2007 Redbridge PCT
- 2006 Oldham PCT

## Havelock Training

- 2018 Wrightington, Wigan and Leigh NHS FT
- 2017 North Staffordshire Combined Healthcare NHST
- 2016 London Ambulance Service NHST
- 2015 Liverpool CCG
- 2014 The Walton Centre NHS FT
- 2013 Nottingham University Hospitals NHST **photo 6**
- 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](http://www.hfma.org.uk/awards)



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