

MAKING PEOPLE COUNT



# newsletter

Issue 3

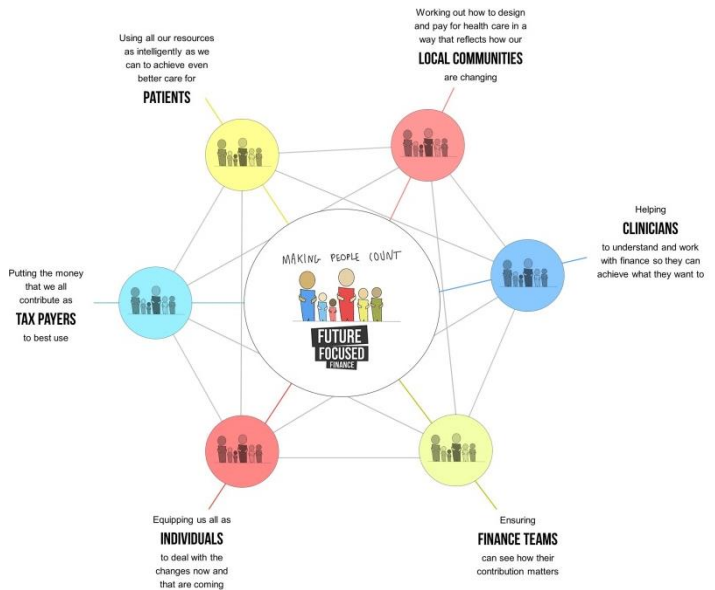
October 2014

## Welcome to the October Edition

**Welcome** to our October Edition of the Future-Focused Finance Newsletter - the theme is **community**. The FFF community continues to grow as a result of your hard work, enthusiasm and support.

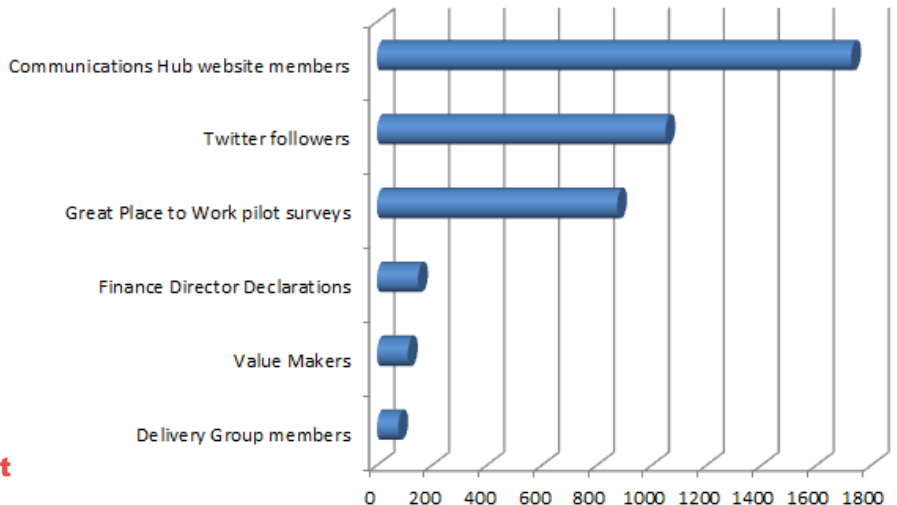
We are now in the exciting position of starting to see granularity and results on an organisational and individual level. We're also seeing a huge increase in engagement which has resulted in the FFF community starting to drive it's own change.

Read on to find out what's happening over the Future-Focused Finance action areas and what's coming up next.



### This month

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[www.futurefocusedfinance.nhs.uk](http://www.futurefocusedfinance.nhs.uk)



@nhsFFF



Health Education England



Monitoring the health sector  
work for patients

# About Future-Focused Finance

Here's a reminder of our 5 year vision



Back to Basics - what are our six action areas trying to do?

## Best Possible Value

To develop a suite of **evidence-based products** to support and develop finance professionals in framing difficult questions & **making good decisions** as well as they possibly can.



## Efficient Processes and Systems

To achieve a **shift in resources** from transactional processes and financial management to **activities that add value** (such as business partnering) enabling finance to lead the improvement in the value of patient services.



## Close Partnering

To assist finance staff, clinical staff, patients and the public to **better understand NHS finance**, to work together to **produce high value services** and to **reduce waste** in NHS spending.



## Skills & Strengths

To develop a **skills framework** that will be effective (i.e. **used regularly** by NHS finance staff) and which consists of content that is fed from, and compatible with, the outputs from the other Future-Focused Finance action areas.



## Great Place to Work

"To build clear **GPtW standards** for finance functions to strive to achieve. To enable **individuals to develop** themselves and their **careers**. To build the internal and external **reputation of the NHS finance function** and bringing about a **cultural change.**"



## Foundations for Sustained Improvement

To put in place the skills and cement the relationships needed to achieve the Future-Focused Finance vision and, beyond that, **nurture and sustain the NHS finance community** into the long-term.



# Future-Focused Finance and you

Whether you're an NHS finance colleague, a clinician, a student, a service provider, an FSD lead - Future-Focused Finance may have fallen on your radar and you're thinking **'is this going to effect my day-to-day working life, and how?'**

The short answer is yes - if you want it to. We want your working life to be more rewarding and meaningful, your time better spent, your work more valuable, your relationships closer and your career stronger. Many ways in which to do this already exist. Future-Focused Finance is about **celebrating, complimenting and signposting** the best of what is already being done and building upon it. We don't want to reinvent the wheel, we want to help you perfect it.

Think about your last working week, did you do anything that seems to fit under one the six action areas? Yes? Great - keep it up but next time do it with an FFF 'hat' on!

<p>Welcome to NHS Finance</p>	<p>These are your FFF Hats</p>	<p>You're doing well but you need some more experience</p>	<p>Mobility Scheme</p> <p>Great Place to Work Hat</p>	<p>There must be a better way!</p>
<p>Efficient Systems &amp; Processes Hat</p>	<p>It's a tough decision but you've got to make it</p>	<p>Best Possible Value Hat</p>	<p>Brief the clinicians on their budgets tomorrow</p>	<p>Finance Educator Office</p> <p>Close Partnering Hat</p>
<p>Lonely</p> <p>Stressed....</p>	<p>Online Community</p> <p>Foundations for Sustained Improvement Hat</p>	<p>About the promotion - what are your skills &amp; experience?</p>	<p>Downloading portfolio now</p> <p>Skills &amp; Strengths Hat</p>	<p>MAKING PEOPLE COUNT</p> <p>FUTURE FOCUSED FINANCE</p>

Consider the work your colleagues are doing, the messages your leaders are communicating and the value that is being shared through our communication channels.....

## On Line Learning Videos - Finance Basics, Skills to Help Achieve Transformational Change & Widening Finance Skills

Created by Diana Ormandy, Aug 20, 2014  
Updated by David Ellcock, Aug 20, 2014

I am delighted to inform you that the following on-line learning has gone live and are available in the North West.

These learning videos are designed as a clear and simple way of accessing training when it suits you / your staff in short, smart chunks. Easily accessible via the Website [www.fsdnetwork.com](http://www.fsdnetwork.com). The videos link nicely with Future-Focused Finance in that they contribute to the delivery of best possible value, build skills and strengths, enable close partnering and help build efficient systems and processes.

fsdne FSD North East @FSDNorthEast · Aug 27

Creating a Great Place to Work - some of my thoughts, ideas and suggestions [shar.es/11XKdn](http://shar.es/11XKdn) via @sharethis @nhsfff

🔍 2 ⭐ 1 ...

You'll see how many hat wearers there are out there who have the same values, ambitions and worries as you. Our role is to unite you all.

# What's happening now



The FFF initiative began as a strategic vision and moved quickly on to mobilising a number of projects under the six action areas.

## Here's what's happening now:

### Best Possible Value

- The work is focusing on decision making across four broad categories: Allocation; Service Delivery; Investment / Disinvestment; Innovation & Risk
- There are four delivery groups established to look at each decision area, with a wide spread of membership from commissioning & provider organisations
- A new part-time Programme Manager has been appointed - Ruth Small took up post on 22 September 2014
- Bain & Co have been appointed to provide professional advice, following a procurement exercise
- The team are on course to deliver the first practical guides by the end of December 2014

### Efficient Processes & Systems

- There is a delivery group of 29 individuals from various organisations across the NHS and from the commercial sector
- The work will be supported by MV Consulting Ltd and Ernst & Young
- The Maturity Matrix has been drafted and the aim is to have published self-assessment outputs from sample NHS organisations by the end of November
- There is an emerging view that this area is the enabler for the rest of the FFF action areas, and that the deliverables will be passed on to the other work streams at the end of 2014

### Close Partnering

- The action area has identified reducing waste as an overall aim, concentrating on the reduction of over-treatment and failures in care delivery
- The delivery group includes finance colleagues, clinicians and a patient representative, and are consulting with bodies such as NHS Rightcare and NHSIQ
- The 360 Degree Feedback team are working with the King's Fund and Ipsos Mori to produce a national survey, a local self-assessment tool and patient & public focus groups to measure levels of understanding and engagement
- An Education Oversight Board, which includes a number of existing training providers, has been established to consult on the launch of a new 'Finance Educator role' to formalise internal finance training for clinical colleagues

# What's happening now



## Skills & Strengths

- Research is currently being done to identify and evaluate existing skills and competency frameworks, both inside and outside the NHS, including Network Rail and Shell
- The Finance Leadership Council have been consulted on design options following feedback from workshops with NHS finance colleagues
- The delivery group is likely to be made up of stakeholder reviewers, HR specialists, framework designers and technical design experts
- The framework content will be largely derived from the other FFF action area outputs, but a number of key design factors have been identified: Online; easy access; on the job learning; use of alumni; self-service quality control

## Great Place to Work

- The group are working on 11 project areas simultaneously, with delivery ambitions staggered over a 5 year plan
- The team are discussing alignment of their work against the six principles for an authentic organisation identified in the Harvard Business Review 'Creating the Best Workplace on Earth'
- The organisations that took part in the pilot GPtW Institute teams assessments are reviewing their results, whilst CIPFA are preparing to present their Independent Evaluation findings to the Finance Leadership Council
- The first 150 FD/CFO Declarations have been signed and the group will now be used as a sounding board for this and other FFF action areas
- Deloitte are consulting with delivery group members on their 'Aspirant FD Programme' running in London this Autumn, which aims to develop the next generation of FDs
- The 'Career Models' and 'Enabling Mobility' leads are working together to launch a pilot mobility scheme - arranging role swap secondments so career progression is improved by gaining a wider experience of different NHS sectors

## Foundations for Sustained Improvement

- The Value Makers have been building their local networks and have begun to lead on various projects including social media training, publications and engagement nationally and locally and linking to other action area delivery groups
- Progress is being made on development of the Healthcare Business Foundation (HBF). This will provide the infrastructure and resources to build upon the work of the initial Future-Focused Finance action areas
- The central FFF team have been consulting with other NHS initiative start-up groups such as WeNurses, regarding how best to build a self-sustaining online community through the communications hub website and social media

# Latest News

## Action Area Programme Plans

Programme plans for each of the six action areas are now available to download from [www.futurefocusedfinance.nhs.uk](http://www.futurefocusedfinance.nhs.uk). The plans detail scope, work streams, timescales, governance, support and risks. The plans also demonstrate progress made and ambitions for the future.

## Value Maker Launch Event - 18 July

Over 50 Value Makers attended the Launch Event, which included presentations from Senior Responsible Officer Mark Orchard, Patient Representative Matt King and WeNurses founder Teresa Chinn. The Value Makers discussed their ambitions for the next 12 months, celebrated their skills and started their own action plans.

*“We are the ones we’ve been waiting for” Barrack Obama*

You can watch a [film of the day](#) on our FFF YouTube Channel and download the [Event Record](#) from our website.



Attendees were all paired with a Value Maker ‘buddy’ who wasn’t able to make the day so they could get in touch to share their experiences and the outcomes.

## **JEDI - Just Everyone Do It**

## Great Place to Work Evaluation Event - 12 September

Representatives from the 20 pilot sites that took part in a GPtW Institute team assessment survey this summer met up in London to discuss the results, share learning with each other and feedback on the process to the FFF team.

The attendees shared some of their best practice..

GPs have designed the new board report with us

We communicate via staff newsletters

We have developed a finance business board game

And some of their issues...

How do we celebrate success in a way that everyone appreciates?

How to reward staff non-financially?

How do we keep staff motivated during organisational change?

The full outputs from the day will be communicated widely soon.

# Let's hear it from you...

**Pam Kaur, Group Finance Accountant - University Hospitals of Coventry and Warwickshire NHS Trust**

Since our local engagement event at UHCW in May, we have mapped the six FFF action areas against our finance strategy and UHCW values. With these being so closely aligned FFF always features in some aspect within our regular finance team forums.

## Local Engagement

A follow up event took place at UHCW in September to reflect on our journey so far and plan the way forward acknowledging there is still some way to go... 'Staff impressions' is a key theme at UHCW at the moment focusing on staff feedback so we are aiming to dovetail this with a local version of the Close Partnering 360 degree survey to understand the needs of our customers, what our finance department does well and how we might improve our service. #wearelistening!



We re-launched our finance training in June as a vehicle to increase wider engagement in finance and the growing interest has allowed us to incorporate our finance modules into current leadership programmes at our Trust.



## Regional Development

Building on our commitment for extending networks and cross organisational working, UHCW hosted a joint finance event with two similar FTs in July to share our best practice and to serve as a buddy system between our organisations going forward.

UHCW are helping to promote FFF regionally by collaborating with other groups such as our local CCG. We are also presenting on FFF at forthcoming WM FSD and Graduate Trainee events.

## National Focus

Having representation on two of the six national action areas means that we can help shape the outcomes and apply these back at UHCW as well as regionally and nationally through the Value Makers community.

### The importance for NHS finance

With so much focus on finance, we as professionals need to advocate visibility, get to know our customers and

understand the world from clinicians' eyes so we can better support the decisions that affect patient services. Encouraging collaborative working across multidisciplinary groups and across organisational boundaries, sharing best practice and building networks are key success factors.



**Pam Kaur**  
@k\_pam5

@SusanRollason1 great day with @jonnygamble1 at #Nhsfff

**Pam Kaur** @k\_pam5



Looking forward to #ValueMakers today! Go team FFF! @jonnygamble1 @nhsFFF @OrchardMark @SamSherrington

## Adopting best practice

The best way to learn more and share or apply the best practice growing from the FFF communications hub is to get involved and just everyone do it (#JeDI). Why not register as a member here [www.futurefocusedfinance.nhs.uk](http://www.futurefocusedfinance.nhs.uk) or seek out your nearest Value Maker to help you along the journey?

# Let's hear it from you...

Daron Blackmore, Senior Finance Manager, North Hampshire CCG

One of my key aims as a value maker is to build the ethos of Future Focused Finance into the whole organisation at North Hampshire CCG.

As part of Future Focused Finance (NHSFFF) our finance team have been chosen to be part the Great Place to Work pilot. For me, it is important to get the whole of the organisation involved in NHSFFF, not only to explain why I was shouting from the roof tops about being a Value maker, but linking this with North Hampshire CCG being a great place to work. I believe that involving all departments in this ethos has already had a positive impact, recognising the wider team and the contribution everyone makes to the patient experience and recognising that everyone in the organisation counts.

Keeping the momentum going is very important, so the next step for me will be devising an organisation declaration for sign off by our Chief Clinical Officer and Chief Operating Officer. This will build on my organisation wide briefing about NHSFFF and the opportunity to share NHSFFF with the whole of North Hampshire in our monthly patient newsletter as a guest blogger.

The Picture below was taken at our North Hampshire CCG Communication meeting.



Interested in being featured in our next newsletter? Just email the FFF team at [futurefocusedfinance@nhs.net](mailto:futurefocusedfinance@nhs.net) or tweet us at @nhsFFF



## Guest Blog – Daron Blackmore, Senior Finance Manager North Hampshire CCG

### Future-Focused Finance: Making People Count

On Thursday 17<sup>th</sup> July I had the pleasure of presenting Future-Focused Finance to the North Hampshire CCG Communications meeting, which is a monthly meeting to update the whole of the office on the current projects each team is working on.

So what is Future-Focused Finance? In January 2014, the six heads of the finance profession in the NHS came together to initiate Future-Focused Finance which offers a vision for NHS finance to aspire to over the next five years.

Future-Focused Finance is about 'Making People Count'. That includes everyone who works in finance in every role at every level, those we work with to deliver services and the patients and communities that use and support those services.

There are three strategic themes, each comprising two action areas and these are:

1. **Securing Excellence** (Best possible value; efficient systems and processes)
2. **Knowing the Business** (Close partnering; skills and strengths)
3. **Fulfilling our Potential** (Great place to work; foundations for sustained improvement)

At my presentation I highlighted two areas of Future-Focused Finance which I am personally involved with:

1. I have been chosen to represent Future-Focused Finance as a **Value Maker**. In Finance there are 15,000 staff across all NHS Organisations and I, along with 112 other Value Makers, have been chosen to represent Future-Focused Finance. Applying to become a Value Maker involved me having to answer the question why I wanted the role and it gave me the chance to use my creative side by making a Value Maker Video (it has to be seen to be believed!)
2. The other area we are involved with is a **Great Place to Work** where we have been chosen as part of a pilot to be involved in, which has been a fantastic opportunity to showcase our CCG. At the first stage we were asked to complete an individual survey asking why we thought this was a great place to work. Of the staff in the pilot sites almost 700 people across 20 organisations have taken part, this is all leading up to a workshop in September where the results will be reviewed.

What has impressed me most about the Future-Focused Finance initiative is the positive effect it has had on all areas of the organisation and the belief that we can make a difference.

I attended the launch event for Value Makers and not only was I impressed with the excitement, positivity and energy at the event but also the willingness to make a difference to patients and the whole NHS Experience. The one take home message was the commitment to "Share best practice and to...

...make best practice common practice!"







# Get to know your SRO

Mark Orchard is the Senior Responsible Officer for the 'Foundations for Sustained Improvement' action area and is the Finance Director for NHS England Wessex. Here's an extract from Mark's 'Time to Care' blog, reflecting on his personal NHS Change Day pledge journey.

## Time to Care - August 7<sup>th</sup> 2014

Way back in March, I made a pledge for NHS Change Day 2014. My pledge was to reconnect everything that my finance team does to the business of healthcare delivery. As part of this, I personally committed to undertaking at least six voluntary front line shifts over a twelve month period across my local health and social care setting, and to sharing my learning.

On Monday this week I had the great pleasure of shadowing Keith, a Charge Nurse on the Kingsley Unit at Melbury Lodge in Winchester on his early shift (0645-1430).

The Kingsley Unit sits on the Royal Hampshire County Hospital site under the management of Southern Health NHS Foundation Trust, and provides treatment and care for people aged 18-65 who are experiencing a crisis as a result of severe mental illness and cannot be adequately supported in their home or community. During my shift the ward was operating at its full 25 bed capacity with 12 female and 13 male patients each occupying a single bedded room.



The multi-professional staff-mix supporting this ward across my shift was every bit as impressive as the quality of care I witnessed first-hand: qualified and unqualified nurses, two junior doctors, an occupational therapist and a ward clerk were just some of the dedicated staff I came into contact with.

But on this shift I was shadowing Keith and I am both proud and privileged to have done so. I was able to witness first-hand the high quality and very personalised patient care given by Keith to all inpatients on the ward - so much was the personal nature of his care, that by the end of just one shift even I was able to refer to most patients by name and have a good insight into their current care needs.

I of course also experienced some of the real-time challenges placed on our NHS nurses during what was referred to as a routine shift. Keith, and his qualified nurse colleague Adrian, very skilfully juggled their time to ensure that they were able to prioritise often demanding individual patient needs as and when these presented, as well as perform routine duties and ward administration.

I only wish that at the end of my shift that I could have declared myself a "secret millionaire" in the way that you see on the television when someone brandishes a big cheque. But this is real life, and Keith will be back on the ward again finding time to care on his next shift.


So, several months on from recording my pledge video on a Sunday afternoon in my kitchen at home with my children, NHS Change Day has changed the way that I think and changed the way that my finance team relates to the services that we serve to support.

I have five more voluntary shifts in hand for the remainder of this financial year and, thanks to Keith, I look forward to taking more time to care.


# Communications

## Twitter

Eight Value Makers did a **'Twitter Takeover'** during September 2014. They took over the Future-Focused Finance account for one day each and the result was increased engagement, new connections made and exciting conversations happening.

 **FutureFocusedFinance** @nhsFFF · Sep 16  
Got some funny looks at my last meeting. My iPhone was in a twitter frenzy. Great work #valuemaker #nhsfff

 **FutureFocusedFinance** @nhsFFF · Sep 17  
So after reflecting this am on how we are motivated - how are our clinical colleagues motivated? Thoughts? #motiv8  
[twitter.com/gcwfff/status/...](https://twitter.com/gcwfff/status/...)

 **FutureFocusedFinance** @nhsFFF · Sep 15  
Right. #nhsff #valuemaker challenge. I want to hear why you work in the NHS. Use #whylamNHS. Inspire me people!

 **FutureFocusedFinance** @nhsFFF

Hope you have enjoyed walking in my shoes today #ValueMaker - its made me think about value in a clinical sense.

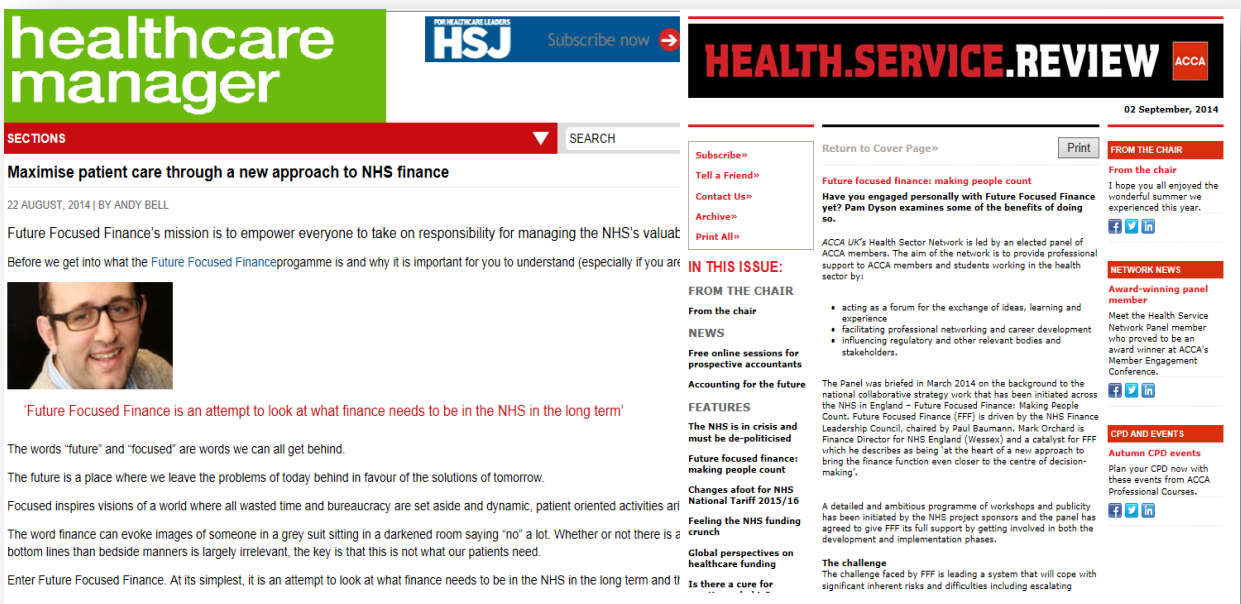
← Reply ★ Favorite ... More

 **FutureFocusedFinance** @nhsFFF · Sep 18  
Right now: 1618 members on website [futurefocusedfinance.nhs.uk](http://futurefocusedfinance.nhs.uk) Task for today: ask two or more new people to sign up ?

It's important to keep this momentum up and utilise the online community for the amazing resource it is. How about tweeting a difficult decision you've had to make or are about to make? Use the hashtag **#bpydecision**

## Articles

- ❖ Value Maker Andy Bell was published in the Health Service Journal (HSJ) on 22 August, discussing maximising patient care through a new approach to NHS finance
- ❖ David Ellcock introduced FFF in the autumn edition of Healthcare Manager, the quarterly magazine sent to members of the Managers in Partnership union
- ❖ FFF was featured in ACCA's Health Service Review on 2 September



The screenshot displays two website pages. On the left is the 'healthcare manager' website, featuring a green header with the title 'healthcare manager' and a 'Subscribe now' button. Below the header, there's a search bar and a main article titled 'Maximise patient care through a new approach to NHS finance' by Andy Bell, dated 22 August 2014. The article text begins with 'Future Focused Finance's mission is to empower everyone to take on responsibility for managing the NHS's value...' and includes a photo of Andy Bell. On the right is the 'HEALTH.SERVICE.REVIEW' website, dated 02 September 2014. It features a red header with the title 'HEALTH.SERVICE.REVIEW' and the ACCA logo. Below the header, there's a 'Return to Cover Page' button and a 'Print' button. The main content area includes a section titled 'Future focused finance: making people count' with a sub-headline 'Have you engaged personally with Future Focused Finance yet? Pam Dyson examines some of the benefits of doing so.' Below this, there's a section titled 'IN THIS ISSUE:' with sub-sections like 'FROM THE CHAIR', 'NEWS', and 'FEATURES'. The 'FEATURES' section includes the text 'The NHS is in crisis and must be de-politicised' and 'Future focused finance: making people count'.



# What's coming up next

Here are some things coming up over the next few months:

- ❖ The **Great Place to Work Pilot Team Assessment** results and Independent Evaluation from CIPFA will be published around November time
- ❖ In November there will be a joint event for **Directors of Finance and Directors of Nursing** to scope out joint implementation across the South
- ❖ A selection of **Value Makers** will be running a Learning Lab workshop at the HFMA National Conference on Wednesday 3<sup>rd</sup> December - talking about their journey so far, the progress they've made on their action plans and what they're planning next
- ❖ **Best Possible Value** will be launching the first suite of evidence-based products in December 2014
- ❖ **Efficient Processes and Systems** will be doing live tests of the Maturity Matrix with organisations - some represented in the delivery group & some outside
- ❖ A **new website platform** will be launched - the transition will be made very easy for members and we will circulate more information nearer the time
- ❖ There will be a celebration event for the **first 150 signed FD Declarations**
- ❖ We will be hearing from FDs and those who have **run FFF launch sessions / days** to find out what they've been doing since and what difference it has made

That's all for now - remember to keep in touch and share your news. Email us at [futurefocusedfinance@nhs.net](mailto:futurefocusedfinance@nhs.net), post a blog on [www.futurefocusedfinance.nhs.uk](http://www.futurefocusedfinance.nhs.uk) or tweet us at @nhsFFF #futurefocusedfinance

Thanks for reading! FFF Team



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