FINANCE INNOVATION FORUM

INNOVATION - N1

WORKING DAY ONE REPORTING

THE LEEDS FINANCE TEAM

LEEDS TEACHING HOSPITALS NHS TRUST

NORTH EAST AND YORKSHIRE, ACUTE

FOR INFORMATION ON THE INNOVATION PROGRAMME CLICK HERE

THE INNOVATORS

This innovation was originally project led by an Assistant Director of Finance (ADF), Adrian North who is currently on secondment leading and developing reporting in the ICS region. The on-going work of the internal Trust day 1 reporting has been continued by Jonny Gamble, DDoF, Mike Kirtley, Elaine Cross, Tony Ulyett (ADFs), Lindsey Lavery, the FPR team. It is through a true team wide effort.

THE PROBLEM	THE CHALLENGE
The Trust **needs to** improve the timeliness of quality financial management information to allow quicker decision making and facilitate appropriate corrective action by both the Trust Board and operational managers. This needs to be achieved with little/no reduction in accuracy of the information.	**How can we** move from reporting monthly financial performance at working day 7 to working day 1 **so that** as an organisation we spend more time influencing the position rather than reporting it?

THE INNOVATION

Set up the right team

a)   identify project lead; empower them and the team

b)   Select staff from all functional areas affected

c)   Ensure all team members attend all meetings, or send deputy

d)   Meet every 2 weeks with focus on delivery of actions

e)   Set up sub groups who meet more regularly (included income, sub-ledgers, management accounting, pharmacy reporting), review current timetable

f)   Summarise deliverables on the critical path

g)   Identify interdependencies e.g. AP / procurement, AR / treasury

h)   As full team, review every step of timetable, identifying lead for each

i)   Identify impact of bringing every element of the timetable forward, and identify how amending one may impact on another.

      i.   What feeders do we get, when and from who?

      ii.   What needs estimating- current accuracy vs estimate?

      iii.   How and who needs to do the estimate?

      iv.   Identify options for sub-ledgers close?

j)   Create proposal timetables

k)   Test sub-ledgers closure before main go-live. Report as usual for all other elements, but close sub-ledgers sooner as proof of concept. Communication

l)   Group reported into wider finance leadership team- weekly report updates. Approvals made here for each 'next step.

m)   Presentations to general managers/operational colleagues

n)   Budget letters to budget holders. Implementation and review

o)   Agree final timetable following tests and implement following month

p)   Review afterwards to work out what went well / didn't

q)   Review accuracy of feeders and work to enhance over time

THE LESSONS LEARNT

- Overall the implementation went extremely well and was achieved within the agreed timescales. Lessons that are key Produce a detailed timetable as to what needs to be done on each day up to month-end close down and day 1- this will need to be reviewed many times to get it right and needs to be a "live" document

- Be sensitive to key holiday periods. When we issued the timetable we didn't adjust for Christmas or Year End and kept the original working Day 1 deadlines. It was on oversight and not the intention to "cancel Christmas". With hindsight it would have been better if we moved the dates prior to releasing the timetable. It was adjusted after the release but it created an un-intended distraction whilst it was updated to be fair to ALL team members so that they could have leave.

- Communication is key to any change and better to over communicate just to avoid confusion. The working group had representatives from across all disciplines of finance, there was still a view that internal comms could have been clearer, for example, when we did a 'trial run of the ledger' versus an actual go live. There was a small element of initial confusion over deadlines. A lesson learnt was making sure the working group reps were very clear that it was their responsibility to feedback to their wider teams.

- We learned by engaging team members that produce the reports and listening to our end users (budget managers) that there were examples of over production, manual process that generated errors and inconsistencies in reports. By listening and engaging with colleagues we realised that not all the information they received was adding value and processes could be streamlined.

THE OUTPUTS

- Standard report template for Working Day 1 rolled out across Financial Management

- Only Working Day 1 report requires update (this feeds other reports)

- Procedure note available for staff to follow

- Resulting in standard processes and work

- Quality reporting on day 1 to facilitate improved internal decision making

THE OUTCOMES

- Quicker & slicker

- Less errors

- Less inconsistencies

- Available earlier

- More time to invest in valuable commentary

- Budget Manager receive key information on working day 1, which facilitates good decision making

- Ability to update external stakeholders such as NHS E/I on day 1 as to the Trust's overall financial performance

- Ability to adapt to the changing external environment

THE QUICK WINS

- Have visible and clear direction from the Director of Finance about the deadline for implementation ie focus to overcome challenges

- Communicate the advantages to the organisation, which raising finances profile

- Regular- pre-organised meetings (with deputies) to keep the momentum

- Engagement from all parts of finance- it's a big group to handle- needs to be inclusive in that we're all in it together (don't have one section playing off another section)- needs very effective chairmanship of group

- Payroll feeder file - ensuring that that this is input into the Ledger as soon as it is available as it constitutes the most significant proportion of the organisations costs

- Acceptance that 99% accuracy sooner is better than perfect information late

THE REVIEWERS SAID

THIS IDEA HAS ADDRESSED A PROBLEM THAT OCCURS IN MANY FINANCE DEPARTMENTS AND BY INVOLVING ALL STAKEHOLDERS HAS SUCCESSFULLY STREAMLINED THE PROCESS TO PROVIDE GREATER FINANCIAL INFLUENCE SUPPORTING THE SERVICE TO PROVIDE EFFECTIVE PATIENT CARE.

THIS INNOVATION NOT ONLY DELIVERS THE REDUCTION IN REPORTING TIMESCALES IT HAS SET OUT TO DO, BUT ALSO DELIVERS THE OUTPUT CONSISTENTLY AND WITH LESS ERRORS.

IINVOLVING ALL DISCIPLINES CROSS THE FINANCE FUNCTION WOULD ENSURE ALL IMPACTS ARE CONSIDERED AND OVERALL AGREEMENT REACHED.

WHAT YOU CAN DO NOW

If you recognise the problem stated and have implemented your own innovation to overcome it please submit this innovation to the programme and give others more examples to learn from.

SUBMIT INNOVATION

If you recognise the problem stated and would like to know more details about this innovation in particular, we will be hosting showcase and workshop sessions throughout the year, so all interested staff can gain ideas and inspiration from innovators in a manageable one-to-many format.

REGISTER INTEREST

If you have a problem but don't currently know of a solution to it, then please submit it here and in 2022 the Forum intends to crowdsource solutions to problems that don't currenlty have known innovations.

SUBMIT PROBLEM

If you would like to learn more about about the innovation programme please click below for more details

LEARN MORE

IN SEPTEMBER 2021 THE FORUM LAUNCHED...

- A national Innovation Programme for NHS Finance staff to submit their innovations for peer review. Successful innovations will be published and accessible to all on the One NHS Finance website
- A 'Software Skills For Finance Staff' event series taught by NHS Finance for NHS Finance including MS Excel, PowerBI, SQL etc.
- An 'Art of the Possible' briefing which explains two new technologies AI & Blockchain and discusses the opportunity for NHS Finance
- An Automation Group to review and improve the efficiency of existing national processes and returns

WHAT YOU CAN DO NOW

- Submit your innovations for peer review
- Sign up to be an innovation peer reviewer
- Read Art of the Possible
- Sign up for Software Skills for Finance
- Register your interest in automation and all things innovative

Innovation Programme	Software Skills	Automation sign up	Be a peer reviewer	Art of the Possible

FURTHER INFORMATION

Website: **FinanceInnovation.nhs.uk**

Email: **finance.innovation@nhs.net**

LinkedIn: **One NHS Finance**

Twitter: **@OneNHSFinance**

ONE NHS FINANCE

One NHS Finance brings together the Future-Focused Finance, National Finance Academy, and the Finance Innovation Forum programmes and networks to make sure that everyone working in NHS Finance has access to skills, knowledge, methods, and opportunities to influence and enhance patient services.

FINANCE INNOVATION FORUM

Identifying and developing innovative ways of working and new areas of improvement.