

INNOVATION - J1

WASTE REDUCTION CONFERENCE

LEEDS TEACHING HOSPITALS NHS TRUST

NORTH EAST AND YORKSHIRE. ACUTE



FOR INFORMATION ON THE
INNOVATION PROGRAMME
[CLICK HERE](#)

THE INNOVATORS

Submitted on behalf of Richard Norman, Head of PMO at Leeds Teaching Hospitals Trust. The programme management office (PMO) has overall responsibility for the co-ordination, planning and delivery of the annual waste reduction conferences at LTHT. The wider conference planning group is made up of: The PMO; members of the Trusts Scan4Safety programme and Medical Directors.

THE PROBLEM

Leeds Teaching Hospitals Trust **needs to** accelerate and strengthen the degree of clinical engagement **because otherwise** it will be unable to continually deliver its ambitious Waste Reduction programme.

THE CHALLENGE

How might we best support and nurture engagement with clinicians **to** effectively support the Trusts waste reduction programme?

THE INNOVATION

We have a comprehensive programme throughout the year to identify and effectively deliver our waste reduction programme (our term for CIP) which has clinical leadership and engagement at its core. We highlight below a key component that is highly effective in taking this to the next level.

One of our biggest challenges with improving savings is engaging staff in the waste reduction processes, maintaining momentum and keeping finance uppermost in clinical colleagues' minds in all they do.

At LTHT we have strong engagement foundations throughout the organisation, in no small part due to the efforts of our finance director, finance senior staff, clinical leaders and the Trusts medical directors.

To drive this forward and ensure there was greater confidence in delivering our waste reduction targets, we decided to develop and host our financial and clinical engagement conference entitled 'Improving the Quality of our Services through Clinical and Financial Collaboration'. It recognises that implementing waste reduction works best when there is strong collaboration between finance and doctors, nurses and managers implementing change across the Trust.

Our first conference in 2019 was attended by over 300 of the most influential delegates in the Trust, in one room, each with a passion for improving systems, removing waste and realising financial savings. Its aims were to:

- Ensure clinical and finance teams worked together to improve quality and deliver safe, sustainable services to patients

- Provide opportunities to share good practice
- Generate new ideas for waste reduction
- Learn from those across the trust who had successfully eliminated wasteful practices

It was seen as an innovative approach that benefitted from strong engagement. Our use of Slido - a 'real time' audience interaction App was integral to this. It allowed delegates to put questions to the presenters of the showcasing ideas from various clinical and finance partnerships that have reduced waste creating financial savings. This approach has allowed attendees to explore their own ideas and commence collaborative working with finance on achieving those financial waste reduction schemes.

The Covid-19 restrictions on hosting large groups brought challenges in our conference planning after the initial 2019 conference and despite this, we have successfully delivered the 2020 and 2021 engagement events virtually to continue the momentum on delivering financial savings and raising financial awareness and skills across the clinical workforce.

Clearly this continued annual delivery is vitally important to the financial position of the Trust. They have a significant positive impact on clinicians and clinical teams, in collaboration with finance colleagues, in being empowered and equipped to carry out their own waste reduction schemes to meet financial targets and release funding for future Trust capital schemes.

Feedback received from participants are that these are outstanding and provided real network and discussion opportunities that really informed clinical support units with ideas to make greater savings going forward into the coming years.

The events have been attended by colleagues from across our ICS who have used what they have learnt to help develop clinical engagement in their organisations.

THE LESSONS LEARNT

- We wouldn't host the engagement events in April each year because hosting the events in September better fits the financial planning calendar
- We learned to utilise helpful Apps such as Slido to aid real time questioning of presenters by delegates

THE OUTPUTS

The 'tangible' products that came from our innovation were:

- Delivery of a financial surplus
- On-going successful delivery of the Trusts annual waste reduction programme targets
- Greater engagement and collaborative working between finance and clinicians
- List of ideas from group discussions
- Identification of any collective barriers

THE OUTCOMES

The benefits to conference delegates and the Trust as a whole experienced as a result of the innovation were:

- Renewed enthusiasm amongst clinical leaders for the waste reduction challenge
- Belief that the challenge can be achieved
- Attendees now having a better understanding of our waste reduction programme, our financial position and capital spend
- An understanding in delegates of how to develop waste reduction ideas for their own clinical areas
- The identification of continuing inhibitors to the success delivery of clinical waste reduction ideas
- Ideas to better ways for information sharing to ensure clinical and front-line teams are engaged in waste reduction

THE QUICK WINS

- Forge strong links between senior clinical and finance colleagues.
- Appoint a forward thinking clinical senior responsible officer who can be an ambassador for the engagement events and encourage clinical colleagues of the benefits to this approach.
- Select 'celebrating success' presentations that are innovative, inspiring and sufficiently inform clinical colleagues with ideas to make savings in their own areas of work.
- Propose group discussion sessions that allow delegates to engage with colleagues to better be empowered to deliver their own waste reduction schemes to meet financial targets.
- Make clear the direct link between financial savings realised in one year resulting in greater funding for future Trust capital schemes in the following year.

THE REVIEWERS SAID

THIS IS REALLY USEFUL AND CAN REALLY SEE THE BENEFITS TO THIS INNOVATION, AS IT'S DRIVEN IMPROVED DATA CONSISTENCY IN THE TRUST.

GREAT IMPLEMENTATION OF USE OF THE MH DATA INTO BUSINESS AS USUAL PROCESSES FROM CIP TARGETS ALIGNED TO OPPORTUNITIES AND BUSINESS CASES

I THINK IT'S IMPORTANT THAT FINANCE TEAM DO ALSO USE CLINICAL DATA SETS TO HELP INCREASE ENGAGEMENT AND SUPPORT CASES FOR CHANGE USING NON-FINANCE AND FINANCIAL BENCH-MARKING INFORMATION.

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 currently 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](https://financeinnovation.nhs.uk)

Email: finance.innovation@nhs.net

LinkedIn: [One NHS Finance](#)

Twitter: [@OneNHSFinance](#)

ENDORSEMENT DISCLAIMER

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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.



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