

INNOVATION Q1

CLARE INGRAM

NHS SOUTH SEFTON CCG

NORTH WEST

This innovation is dedicated to Jason Jones of St Helens and Knowsley NHST Payroll Department

“Jason believed in me and was the person who tried 3D printing the blocks to use himself. Without his encouragement and enthusiasm I don’t think I would have had the courage to submit my proposal.

Our thoughts and sincere condolences are with his wife Andrea, family and friends at this sad time. Jason was a dedicated member of staff, kind and caring towards his colleagues and he will be greatly missed. “

Clare Ingram



FOR INFORMATION ON THE
INNOVATION PROGRAMME
CLICK HERE

THE INNOVATOR

I've worked in the NHS for almost 16 years in a range of roles and organisations, giving me a holistic viewpoint rather than simply focussing on numbers. I adore analytics, efficiency and problem solving. An expert makes complex things seem easy, explaining in a simplistic way so everyone can understand rather than bamboozling with jargon / technical knowledge. This drives me to do and be better.

THE PROBLEM

Finance staff **need to** effectively communicate and engage with non-Finance staff **because otherwise** we will not be able to resolve issues, fully understand impacts, develop trust, aid informed decision making, fulfilling the values that we hold dear and not be able to perform our duties successfully.

THE CHALLENGE

How might we be able to convey complex financial issues **so that** they are easily understandable by all, in a quick, fun and engaging way?

For the purposes of this submission I will use CCG Clinical Leadership Remuneration as an example of how to overcome challenges.

THE INNOVATION

Where clinical staff are undertaking leadership roles within CCGs there are a number of factors to consider:

- Engagement Type / Contract:
 - Contract of service- employee
 - Contract for service- not an employee
- Payment method- on payroll or via invoice (either through SBS or payroll for IR35 or pooling purposes)
- Remuneration approach- a cost envelope that reflects the cost to the CCG (for all employer and employee costs) or sessional rate
- NHS Pension Scheme, which will depend on the engagement type / contract:
 - If an employee can pension CCG earnings and contribute to the NHS Pensions Officer Scheme (will be auto-enrolled)
 - If not an employee and working in practice as a salaried or partner GP, where they are part of the NHS Pensions Practitioner Scheme, then CCG earnings are also pensionable to this scheme.

There are a number of variables which make it complicated to calculate the multiple scenarios and effectively communicate the differences. Even when the values are calculated it is easy to get lost in the detail and lose your audiences attention with 'death by numbers'. Most senior managers prefer quick snappy diagrams that summarise a problem and solution. Whilst home schooling during lockdown I helped my son with his maths work by using something that he loves - Lego!* *other brands / blocks are also suitable.

When initially attempting to discuss issues with approaches to remuneration of GPs in CCGs the messages were lost as it was too technical with no obvious way of simplifying tax, pension and contractual information. This is compounded by working from home and only being able to communicate through Teams or emails. That's when I remembered using the Lego with my son and wondered whether I could adapt that approach to this problem. The next time I spoke with the group I asked them to keep an open mind and continued to show the scenarios with Lego blocks. The impact was immediate and extraordinary! It allowed my audience to concentrate on the concept rather than get lost in numbers and calculations. It didn't cost anything as I already had Lego to hand and when I needed to communicate it in reports I could either take a photo or draw it up in Microsoft Office.

I have used this method to communicate with Finance, Payroll, Chief Clinical Officer, HR, Lay Members and Committee Members. The feedback has been amazing and I'm now asked to get out my Lego whenever the subject comes up. It has helped to expose risks with approaches and implement solutions as everyone understands the information being relayed. Payroll (provided by an external organisation) stated that it was the most innovative way that they had seen pay issues be communicated. They were trying to 3D print blocks with "Employers Tax", "Employers Pension" to utilise themselves.

This is an inclusive solution as greyscale can be used if any of the audience are colour blind. The only limitation to it's application is your imagination!..

THE LESSONS LEARNT

- We wouldn't do anything differently again because quite honestly it is such a simple adaptive concept that achieved the outcomes required.
- We learned to simplify

THE OUTPUTS

The outputs were more intangible, however assurance that rates being utilised were correct (or corrected where they were not) which demonstrates effective use of tax payers money. Relationships with CCG clinical leaders improved as it brought focus to issues that concerned them personally and allowed progression towards long standing queries being resolved. Shared knowledge and improved perception of Finances ability to see past the numbers and relate to our audience.

THE OUTCOMES


Improved communication, shared understanding and, in the scenario above, the resolution to a problem that has been in place for a few years. The differing departments being able to work in synergy to achieve a resolution was fantastic as it had previously been viewed as a Finance or “transactional” issue. This exercise allowed the organisation to see that it was in fact an organisation issue that required Remuneration Committee and Governing Body sign off. Added bonus that this it’s fun, effective, a break from the norm and free to implement!

THE QUICK WINS


Get creative! Lego sparked a sense of joy for me and fitted the messages that I was trying to relay, but you don’t have to use Lego. It doesn’t have to just be for finance related matters. It helps to think beyond numbers and concentrate on the concepts to ensure that the correct principles are being adopted. Give it a try! What have you got to lose? You can try it in Excel, doesn’t have to be fancy, just avoid using too many numbers. It will really test your knowledge as an expert can make complex matters sound simple.



THE REVIEWERS SAID



LOVE THE IDEA TO USE SOMETHING NON THREATENING TO COMMUNICATE DIFFICULT FINANCIAL CONCEPTS AS MANY PEOPLE AUTOMATICALLY SWITCH OFF WHEN NUMBERS ARE INCLUDED. THIS IS EASY TO TEACH AND CAN BE USED VIRTUALLY WITH A LITTLE ADAPTATION



100% RECOMMENDED AS THIS IS REALLY INNOVATIVE, THINKING ABOUT HOW TO SIMPLIFY AND GET THE MESSAGE ACROSS IN A FUN WAY



VERY USER-FRIENDLY AND INTERACTIVE SOLUTION AVOIDS ALIENATING COLLEAGUES NOT NATURALLY COMFORTABLE DEALING WITH NUMBERS EVERYONE CAN RELATE TO LEGO, EASILY ACCESSIBLE-TOOL THAT OTHERS CAN IMPLEMENT



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

The Finance Innovation Forum's Innovation Programme asks NHS Finance peer reviewers whether the "Innovation overcomes, successfully addresses, or solves the problem identified". The programme does not endorse, recommended or provide any assurance of software used or mentioned in any of the published innovations. If you think a published innovation is being used to falsely validate a commercial product or company please contact finance.innovation@nhs.net



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.