

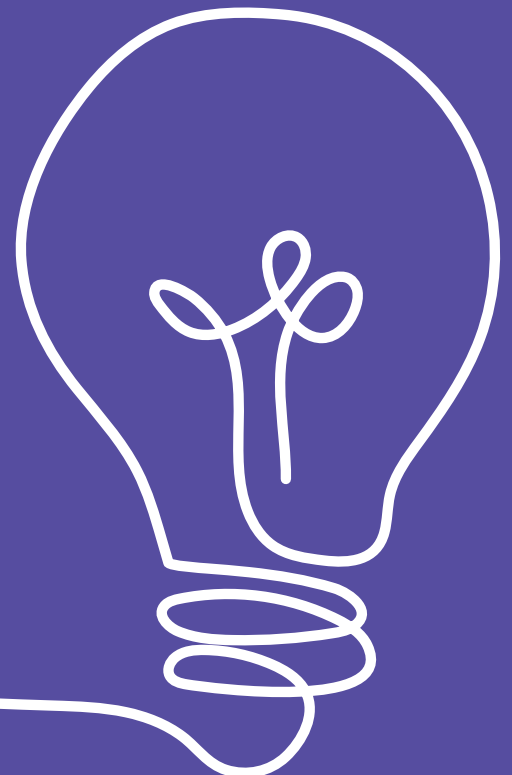
G3



IMPLEMENTATION OF TIMELY DRUG REPORTING - JOINT COLLABORATION WITH PHARMACY AND FINANCE

LEEDS TEACHING HOSPITALS NHS TRUST

NORTH EAST AND YORKSHIRE, ACUTE



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INNOVATION PROGRAMME
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THE INNOVATOR

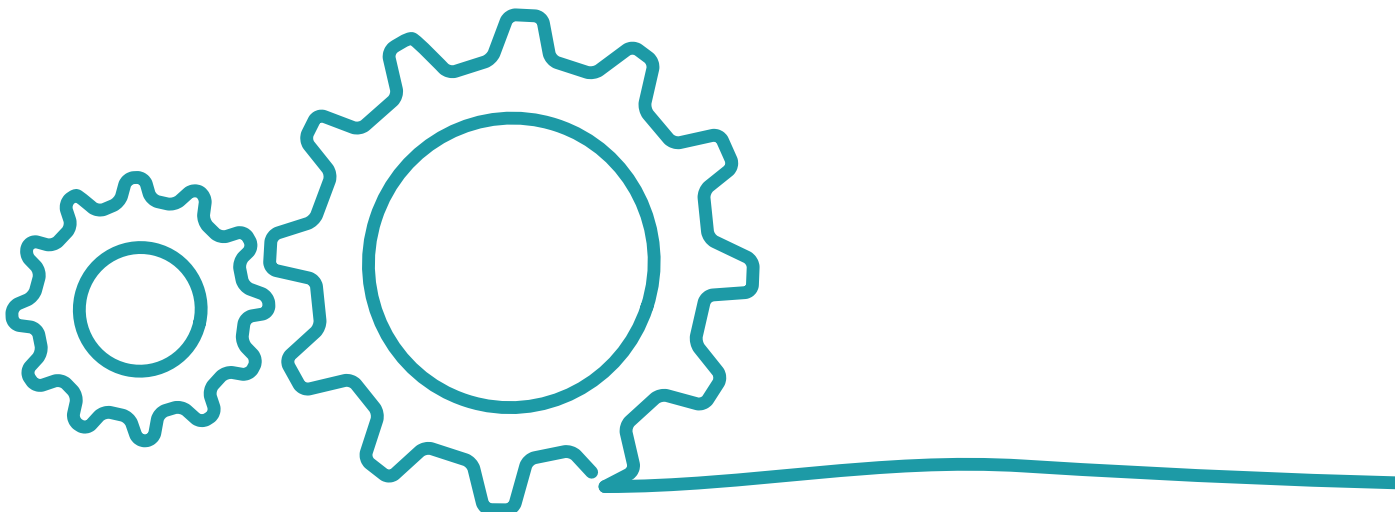
Mike Kirtley, assistant director of finance.

THE PROBLEM

Our trust spend on drugs is approximately £275m per annum, which is 17% of overall spend. Information provided to our clinical support units (CSUs) for them to be sighted on the financial implications of prescribing decisions was prepared quarterly using the trust's pharmacy system. This required manipulation and intervention by the finance team to present outputs in a meaningful format, plus pharmacy involvement to add further analysis and context. As the trust reports its financial results on working day one, these arrangements were time consuming and historical, providing less time to act upon and to influence CSU drug prescribing habits and costs.

THE CHALLENGE

How might we move to timely reporting of monthly and ad hoc drug spend tailored to a CSU, but also allow instant drill down analysis into specific issues/ trends or spikes?



THE INNOVATION

Joint working group - accountable to the medicines finance group

- a. Identify and document the issues/ frustrations and engage both unit accountant and pharmacists
- b. Consider reporting developments within the JAC pharmacy system.
- c. CUBE click view solution identified as mechanism to develop allowing instant drill down into JAC system and creation of standard reports linked to Excel- that could be tailored and output received instantaneously.
- d. Project Group set up with trust's JAC administrator.

Implementation and review

- e. Training provided to finance team by JAC to aid Day 1 reporting and ad hoc queries.
- f. Finance lead role established to engage with CSUs, finance support and pharmacy to create standard monthly reports that can be adapted.
- g. Trialled within the major drug spend CSUs, such as oncology. Recognise that no one size fits all and individual CSU pharmacy input ensures that their standard reports are relevant and bespoke to them and allow, for example, the monitoring of their waste reduction schemes.
- h. Develop rollout plan for other CSUs.

Communication

- i. Engage pharmacy team and finance team responsible for the CSU that they support.
- j. Provide updates and demonstrate the report suite to the medicines finance group, chaired by the head of pharmacy and attended by the deputy director of finance.
- k. Update on progress at the trust's internal development improvement group – attended by all CSU accountants.

THE LESSONS LEARNT

We learnt by engaging team members who produce the reports and listening to our end users that there were examples of over production, manual processes that generated errors and inconsistencies in drug reporting. By listening and engaging with colleagues we realised that the information presented was out of date and not in a flexible format to support decision making or facilitate the delivery of waste reduction programmes.

THE OUTPUTS

- Standard report templates produced after working day one close
- Output includes tariff and non-tariff spend by speciality
- Top 10 drug spend report for non-tariff
- Non-tariff drug trend spend analysis with pharmacy explanatory commentary
- Top 10 drug spend report for tariff drugs
- Tariff drug spend analysis with pharmacy explanatory commentary
- Analysis on CSU specific waste reduction schemes associated with drug spend.

THE OUTCOMES

- Joint engagement of pharmacy and finance staff resulting in a better understanding of issues driving CSU drug expenditure.
- Time saved producing outdated information has been released to understand and influence expenditure.
- Empowered finance and pharmacy teams are able to drill down into information without reliance on the JAC system manager.

THE QUICK WINS

- Have visible and clear direction from the head of pharmacy and assistant director of finance about the deadline for implementation i.e. focus to overcome challenges.
- Communicate the advantages to the CSUs, which raises the profile of the finance team.
- Regular pre-organised meetings (with stakeholders) to keep and drive momentum.
- Acceptance that 99% accuracy sooner is better than perfect information later.

THE REVIEWERS SAID

“THIS IS AN EXCELLENT INNOVATION. THIS INNOVATION MAKES THE PHARMACY SYSTEM OUTPUTS FIT FOR USE AND REMOVES THE NEED FOR DATA MANIPULATION BY THE END USER WHICH IN TURN IMPROVES ACCURACY AND FREES UP TIME.”

“THE RANGE OF STAKEHOLDERS INVOLVED IN THIS PROJECT ENSURE THE OUTPUTS ARE FUTURE PROOF AND TAKES INTO ACCOUNT THE WIDE RANGE OF END USERS.”

“THIS IS A GREAT INNOVATION THAT SHOWCASES MULTI DISCIPLINARY WORKING TO IMPROVE BOTH DATA QUALITY, REPORTING TO SUPPORT BETTER DECISION MAKING AND REDUCING TRANSACTION TIME TO ALLOW MORE TIME FOR OTHER VALUE ADDING TASKS.”



WHAT YOU CAN DO NOW

SUBMIT INNOVATION

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.

REGISTER INTEREST

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.

SUBMIT PROBLEM

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.

LEARN MORE

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

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



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: FinanceInnovation@nhs.uk

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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.



An NHS Finance platform for the discovery and development of problems, ideas and innovations.