

H4



THE RAPID (RECOVERY, ACTION, PLANNING, IMPLEMENTATION AND DELIVERY) PROCESS

WRIGHTINGTON, WIGAN AND LEIGH TEACHING HOSPITALS NHS FOUNDATION TRUST

NORTH WEST, INTEGRATED



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INNOVATION PROGRAMME
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THE INNOVATORS

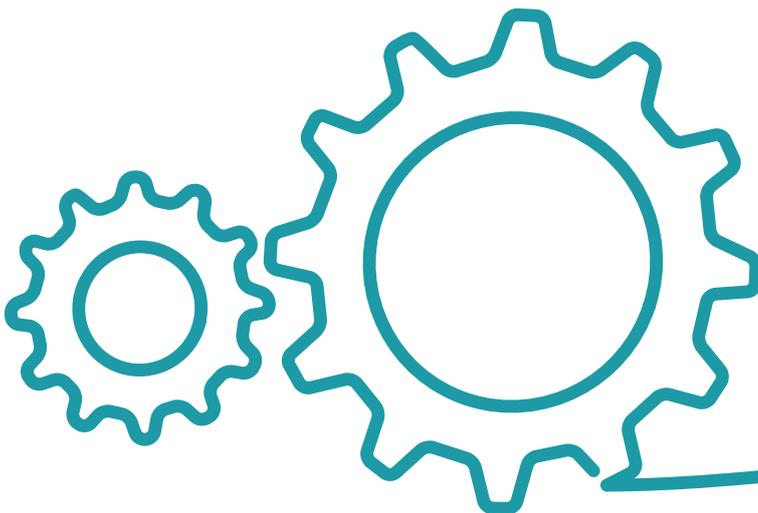
The finance team at Wrightington, Wigan and Leigh Teaching Hospitals NHS Foundation Trust (WWL) is a forward thinking team supporting the trust and working within the Greater Manchester ICS.

THE PROBLEM

The trust needs to create a mechanism for escalation and support to divisions around their financial performance, otherwise there is a significant risk that the financial plan will not be delivered.

THE CHALLENGES

- How might we provide enhanced executive support to divisional teams so that decisions are taken swiftly to address operational pressures in a collaborative manner?
- How might we decide where extra focus is required so that we can target additional resources and scrutiny where needed?



THE INNOVATION

The finance team introduced a new process called RAPID (recovery, action, planning, implementation and delivery). A series of metrics was identified which reflected a range of financial performance measures. Each metric had a trigger level to identify where further support was needed. The metrics are updated each month for each of the main clinical and corporate divisions. A decision is then made about which divisions escalate and trigger a RAPID meeting.

The RAPID meeting consists of the divisional management triumvirate and team, executive directors and matrix support functions (including finance, the transformation team, data analytics and assurance and HR). A slide pack is prepared by the divisional finance manager in liaison with the operational team. This provides detail on the RAPID triggers and current financial performance. A forecast is included which details the most likely, best and worst case scenarios.

The purpose of the RAPID meeting is to facilitate effective decision making on the key issues impacting on the divisional performance and to identify additional support where required. Actions are captured and are quantified for the forecast so that they can be monitored to ensure they achieve the desired outcome. The RAPID meeting means that challenging

operational pressures are discussed in a supportive and collaborative manner to reach a consensus and agree an action plan. It was very important that these meetings are seen as an opportunity by the divisions to highlight their issues and gain executive support to address them, rather than as a punitive process.

The metrics are reviewed and updated on a quarterly basis to ensure they remain relevant. For example, the metrics for delivery of cost improvement plans (CIP) change throughout the year to reflect the cycle of implementing and developing ideas. With the recent national scrutiny on agency expenditure, a metric around this was introduced from quarter two.

Current metrics include: overall variance to plan; operational pressures excluding CIP; agency cap; weighted activity; CIP variance year to date; CIP forecast; and unidentified recurrent CIP.

THE LESSONS LEARNT

There was some initial confusion around the weighted activity measure so we would ensure that the metrics are clearly communicated. Recognising that there can be high variable costs this metric sought to show the impact on a division's financial performance if they had met their activity plan. This needed more explanation than some of the other metrics as it required the finance team to calculate it, but it proved to be a useful indicator.

We learnt to present the financial performance information in a visual and informative way to facilitate the RAPID intervention where needed. There is much closer correlation between the actions agreed and the financial forecasting which has become a critical tool for supporting the financial performance of the trust.

THE OUTPUTS

- A clear set of metrics, reviewed quarterly, to monitor and report upon financial performance at a divisional level.
- A defined escalation process with RAPID meetings triggered when necessary.
- Executive level RAPID meetings coordinated to facilitate discussion and decision making.

THE OUTCOMES

- Enhanced support for the divisional teams with executive understanding of critical issues and agreed action plans.
- Forecast scenario planning utilised to capture and quantify actions so these can be monitored, providing assurance to the finance and performance committee.
- Improvement in CIP delivery and financial performance.

THE QUICK WINS

- Decide on the metrics that are most relevant and critical to your performance.
- Create key escalation triggers and communicate them.
- Develop divisional forecasting to include scenario planning and a direct link to recovery plans.

THE REVIEWERS SAID

“THIS IS A FANTASTIC INNOVATION BRIDGING THE GAP BETWEEN FINANCE AND THE CLINICAL/MANAGEMENT OF THE HOSPITAL.”

“VISUAL WAY OF PRESENTING INFORMATION TO DEVELOP HONEST COMMUNICATIONS AND STRONG RELATIONSHIPS ”

“ENGAGING SIMPLE SET OF METRICES TO SUPPORT AND STIMULATE CONVERSATION WITH CLINICAL TEAMS.”



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, recommend 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



WHAT ARE WE DOING

- 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
- Software Skills is a network of likeminded NHS Finance staff which exists to help its members see what's possible when using accessible software to its full potential.
- An 'Art of the Possible' briefing which explains two new technologies AI & Blockchain and discusses the opportunity for NHS Finance
- We helped develop a Provider Finance Return (PFR) Automation Project tool, to save NHS Finance teams excessive manual time in their monthly returns.

WHAT YOU CAN DO NOW

- Submit your innovations for peer review
- Sign up to be an innovation peer reviewer
- Share you problems and ideas with us
- Join the Software Skills network
- Register your interest in R&D and automation

**Innovation
Programme**

**Software
Skills**

**Automation
sign up**

**Be a peer
reviewer**

**Art of the
Possible**



FURTHER INFORMATION

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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.