Yorkshire and the Humber
Finance Skills Development
Strategy 2015-16
Why have an FSD Strategy for Yorkshire and the Humber?

The increasing demands of an ageing population, the use of new drugs and technologies and the continued financial pressures mean that there is an ongoing need to radically transform health services. The function has to develop cost effective, creative and innovative ways of working, sharing learning, knowledge, ideas and good practice; to develop engaged staff at all levels committed to delivering world class finance and continuous improvement in a climate of financial constraints and increased competition.

To support these aims FSD needs to continue to build on a well-established infrastructure that has a local focus and meets the development needs of all organisations within the Yorkshire and Humber patch. FSD crosses the boundaries, so is in a good position to act as a ‘glue’ for the finance function that is at risk of becoming fragmented in the current NHS landscape. The FSD strategy for Yorkshire and the Humber seeks to clearly state the aspirations and actions that can contribute to striving for transformational change in the NHS.

FSD in Yorkshire and the Humber will work closely with the Future Focused Finance Teams, and this strategy is designed to complement the important work currently being carried out and to assist in the delivery of the outcomes from the various Future Focused Finance work streams.
Vision

Building a better and brighter NHS that is open, transparent and compassionate.

Having a finance function that is future focused, entrepreneurial, embedded in the organisation, inclusive and patient centred.

FSD Values

- **Professionalism** – Understanding the customers and stakeholders needs and delivering what they want to a high standard. Having a continuous improvement ethos and giving our best at all times.
- **Partnership** – Create and develop networking opportunities and establish partnerships to ensure FSD continues to evolve, is commercially responsive and ahead of the game.
- **Commitment** – Seeing things through to the end. Being loyal, a willingness to take responsibility and the energy and determination to succeed.
- **Integrity** – Act honestly, openly, impartial and fairly. Adopt an objective approach which is consistent and reflects the highest ethical standards.
- **Innovation** – Be forward thinking, creative and see the bigger picture. Create an environment which encourages enterprise, challenges and stimulates people to welcome change and manage risk. Develop new products and keep pace with technology.

Changing role of Finance

The growing expectations and demands for finance will be:

- **To move from**: “a bean counting, information transaction processing role”.
  - **To**: a professional advisory & facilitating role where finance staff are seen as problem solvers – people who can think outside the box and add value to healthcare.

- **To move from**: being competent finance professionals.
  - **To**: becoming managers with a broad, business perspective, working as business partners and service improvers with a real understanding of the NHS and of the healthcare landscape.

- **To move from**: a predominantly “inward” focus.
  - **To**: a customer led, external focus with the skills to develop effective, collaborative partnerships with professionals from across the service

(source: NHS Finance Competencies for the future)

FSD will provide the infrastructure for improving skills and raising standards so that Finance will excel in the new NHS. FSD is consultative, responsive, innovative, supportive, outcome focused and value for money.
FSD Delivery Model

FSD Yorkshire and Humber is using this patient centred delivery model based on the Future Focused Finance themes to support the development of finance skills throughout the region. On the following pages we will detail the learning and development opportunities that FSD provides in the region to support all areas of this delivery model. These are delivered through a variety of methods, from one-to-one coaching through group events to online learning resources delivered through our dedicated website.

www.fsdnetwork.com

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**Securing Excellence**

**Best Possible Value**
- Encouraging creativity and innovation
- Improving productivity by:
  - Developing management skills
  - Developing teamwork

**Efficient Systems and Processes**
- Finance skills for non-finance staff
- Action learning sets
Our Potential

Fulfilling Our Potential
- Foundations for sustained improvement
  - Leadership programmes
  - Developing undergraduates and apprentices
  - Developing networks
- Great Place to Work
  - Mentoring and Coaching
  - Management Development Programme
  - FSD Framework for organisations
  - Leading and managing change

Knowing the Business
- Skills and Strengths
  - FSD Finance Competency Framework
  - Developing technical skills
  - Developing relationships with professional bodies
- Close Partnering
  - Budget holder training
  - Online training for non-finance staff
  - Developing relationships with local authorities

Skills and Strengths

Great Place to Work

Centred

Knowing the Business

Close Partnering

Skills and Strengths

Knowing the Business

Great Place to Work

Centred
we need to be better at choosing how we invest our available resources to provide the highest quality, safe and sustainable care.”

(source Future Focused Finance)

Securing Excellence

Efficient Processes and Systems

- Support and training is available from finance departments for those healthcare professionals who manage resources in the NHS in Yorkshire and the Humber. FSD supplements this with a programme of events. This initiative is about equipping budget holders with basic finance skills such as budget management and business case development and to gain an understanding of the finance function’s strategic importance to the continued success and stability of an organisation. This can then lead to more engagement between finance and the wider community, more productive conversations about budget setting, reporting and use of resources. Workshops: Appreciation of NHS Finance, Successful Strategic Planning, Making the Business Case.

- Action Learning Sets provide an opportunity for finance professionals to share best practise and benchmarking data

Best Possible Value

- The business world around us is constantly evolving and the pace of change is not slowing down! There is a need to accelerate the speed and extent of the spread and adoption of innovation in order to deliver the cost savings required whilst improving the quality of care we deliver. Anyone in a leadership position that has a requirement to identify efficiencies, make cost savings and find new ways of working by tapping into their own creativity and that of their teams. Workshop: Creativity and Innovation.

- Top Tips publications to cover Delegation, Coaching and Time Management skills. To the point learning covering the essential skills needed to increase productivity.

- Top Tips for Teams – good teamwork leads to increased efficiency, output and motivation. Top Tips and People Skills.

Fulfilling Our Potential

Great Place to Work

- The Getting it Right framework is a development tool that has been designed to support the implementation and delivery of the Yorkshire and The Humber FSD Strategy and focuses on
  - Ensuring that all staff have a development infrastructure and equity of access to learning opportunities.
  - Providing a framework for continuous improvement through increasingly higher standards of FSD and financial competence ensuring fitness for purpose.
  - To provide clarity on what constitutes good FSD practice at an organisational level. This should assist FDs/CFOs, all line managers and FSD Leads in producing an Organisational FSD Action Plan.

- Encouraging mentoring and coaching that provides a wider perspective
  - 1 to 1 coaching.
  - Online guidance for coaching and mentoring

- Encourage movement across organisations and health and social care
  - Tools for Transformational Change online learning

- Encourage the creation of service wide development paths for all staff

- Top Tips Dealing with Change – dealing with uncertainty, understanding the effects of change and leading others through change

- Management Development Programme (MDP) accredited by the Institute of Leadership & Management (ILM) for senior and middle managers.

- People Skills – online learning resources that cover a range of key skills required to manage people effectively.

- Top Tips publication - Relationship Building and influencing

Foundations for Sustained Improvement

- Mindfulness - developing an ability to pay attention without judgement. Research confirms that practicing mindfulness increases calm, focus and productivity

- Promote access to high level, strategic, national leadership programmes e.g. Leadership Academy programmes

- Maintain and develop the undergraduate sandwich placement scheme that offers a 12 month period of work experience in finance in the NHS.

- Promoting apprenticeship schemes

- Developing networks
  - FSD Steering Group that sets the strategic direction for FSD in Yorkshire and the Humber.
  - FSD Lead Networks – providing timely and relevant information and opportunities for personal development.
  - Opportunities for networking at learning events.
  - To promote or support common issue groups or specialist groups e.g. Acute Trust Group, CCG network days.
  - FSD Annual Conferences.

- Circulate anonymised benchmarking data provided by the FSD Census on the staff profile of finance staff in Yorkshire and the Humber.

…create a culture that enables individuals to perform to their best

(source Future Focused Finance)
Knowing the Business

Skills and Strengths

• Online learning that provides a generic overview of finance for people new to finance and non-finance community. Designed as a clear and simple introduction to finance, it seeks to demystify the financial language and help people understand how it works.

• The new Finance Competency Framework has been developed to reflect the changing needs of the NHS, building on the need for finance teams to become business partners with a broad strategic, commercial and financial focus. The Competency Framework is intended to help every member of the finance team, from band 1 to band 8d.

• Personal Portfolio – cornerstone to personal and professional development. Recognised by all accounting bodies for CPD. Helps in career progression.

• Accounting Standards update, VAT and Taxation, CCG Business Game and locally based workshops aimed at more junior staff.

• Going from Bean Counter to Business Partner - An event aimed at developing technical experts into business managers.

• Making the most of IT – a range of excel courses covering all abilities aimed at helping finance staff to manage large and complex workloads, be more productive and save time.

• Events to improve Report Writing skills and Presentation skills.

• The NHS Operating Board Game - specifically aimed at students on the undergraduate programme it brings managing managing patient services and finance together.

• Performance review- appraisals improve staff motivation and engagement leading to increased performance. FSD has an appraisal process that is based on good HR practice, which is available online.

• Online system for recording appraisals, PDPs and CPD (under development)

• Guidance that provides an overview for all the professional accountancy bodies and information about their qualifications, accreditation, professional courses and events.

• FSD programme of events and short smart learning resources provide learning opportunities to meet mandatory CPD requirements by the professional accounting bodies.

• Foundation degree in Accounting -The University of Northampton part-time, distance learning Foundation Degree in Accountancy is a 1 year degree programme that is backed by and has been developed with the Association of Accounting Technicians. It blends academic study and practical experience that provides the knowledge and skills necessary to help kick-start or further a career within the NHS.

• Maintain and develop partnerships with professional bodies and education providers to share good practice and benefit finance in the NHS.

Close Partnering

• Support and training is available from finance departments for those healthcare professionals who manage resources in the NHS in Yorkshire and the Humber. FSD supplements this with a programme of events. This initiative is about equipping budget holders with basic finance skills such as budget management and business case development and to gain an understanding of the finance function’s strategic importance to the continued success and stability of an organisation. This can then lead to more engagement between finance and the wider community, more productive conversations about budget setting, reporting and use of resources. Workshops: Appreciation of NHS Finance, Budget Holders Survival Guide, making the Business Case.

• Online learning – Widening Finance Skills. This series of videos and exercises is designed as a clear and simple introduction to finance. It seeks to demystify the financial language and help understand how it works. This is part of the FSD approach to delivering short smart cost effective learning. The target audience can be budget holders or people that are new to finance.

• Developing relationships with Local Authority Finance staff involved in the provision of Healthcare.

We’ve got to be better at working with our clinical colleagues; we’ve got to be better at talking about value; we have to be creating solutions to show how things can work, not telling people they won’t
The NHS Finance Skills Development (FSD) Network operates across all NHS organisations in England. Its remit is to facilitate, through learning and development, the improvement of finance and business skills and competences in the NHS and the development of the finance function.

The FSD Network uses a dedicated website, www.fsdnetwork.com, to publicise and support its work. The website is the primary source of information and learning resources for all finance skills development needs. The FSD Network continues to support all NHS finance staff in their ongoing learning and development.

FSD activities are centred on:

- Professional Education and Qualifications
- Lifelong Learning and Continuing Professional Development
- Talent Management
- Career Development for the Finance Function
- Widening and Improving Financial Skills
- Achieving Excellence