

A UK 4 NATIONS EXCHANGE EXPERIENCE

Caitlin Moffatt- Bedfordshire Hospitals NHS Foundation Trust

Monika Raj – NHS Highland

WHAT IS THE UK 4 NATIONS EXCHANGE

- Run as a collective between: One NHS Finance, the NHS Wales Finance Academy, HFMA, and colleagues in Northern Ireland and Scotland
- Open to NHS Finance staff at all bands in organisations across the Four Nations
- Gives the opportunity to visit an organisation in a home nation outside of your own, and host exchange partner in return
- Exchange ideas, address challenges, and expand networks
- Create a programme of work activity
- Lasts 2 weeks

MOTIVATIONS

Key Motivations:

- Studying for CIMA/CIPFA qualifications, looking to develop in areas outside of this
- Progression within our roles
- Networking
- Experience an organisation outside of our own

APPLICATION

- Basic personal information: Name, organisation, country
- Ranked countries we would be interested in visiting
- In a follow up email, specified what we would be interested in learning about and what we could offer

- Access to board or governance meetings
- Access to operational management meetings
- Access to financial team meetings
- Access to system - wide meetings (beyond organisation)
- Examples of (monthly) financial reports/ details of production process
- Access to PLICs
- Access to CIP/ savings management processes and reports
- Access to colleagues interfacing with social care
- Access to commissioning colleagues
- Access to capital accountants/ reports/ processes
- Access to specialist in AI/ RPA in Finance/ wider organisation
- Access to planning leads, reports processes
- Access to environmental sustainability leads/ reports
- Other:

MATCHING AND COMPATIBILITY

- Programme organisers matched us
- Provided catch up meetings

Name	Caitlin	Monika
Job Title	Directorate Accountant	Cost improvement accountant
Organisation	Bedfordshire Hospitals NHS Foundation Trust	NHS Highland
Country	England	Scotland
Learning needs	Access to Operational Management meetings	
	Access to financial team meetings	Access to financial team meetings
	Access to CIP/ savings management processes and reports	Access to CIP/ savings management processes and reports
	Examples of (monthly) financial reports/ details of production process	Examples of (monthly) financial reports/ details of production process
		Access to PLICs
		Access to specialist in AI/ RPA in Finance/ wider organisation
Offer of learning		Access to financial team meetings
	Access to financial team meetings	
	Examples of (monthly) financial reports/ details of production process	Examples of (monthly) financial reports/ details of production process
	Access to finance meetings with department management	
		Access to CIP/ savings management processes and reports
		Access to capital accountants/ reports/ processes
	Access to planning leads, reports processes	

KEY POINTS

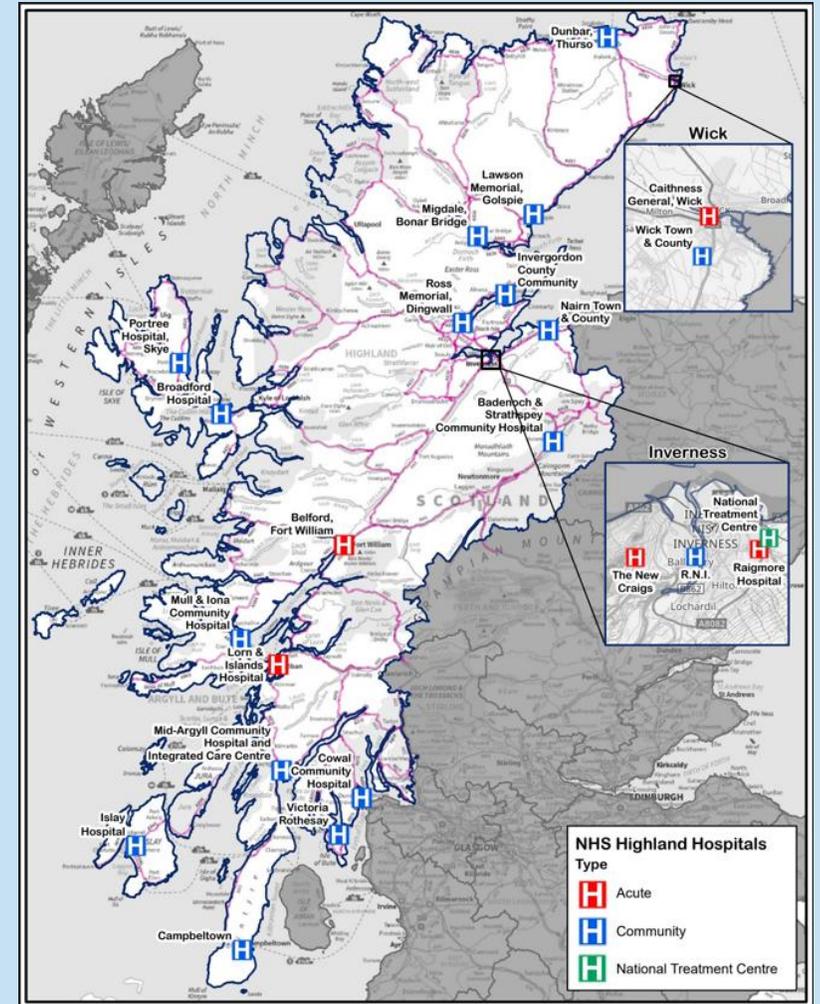
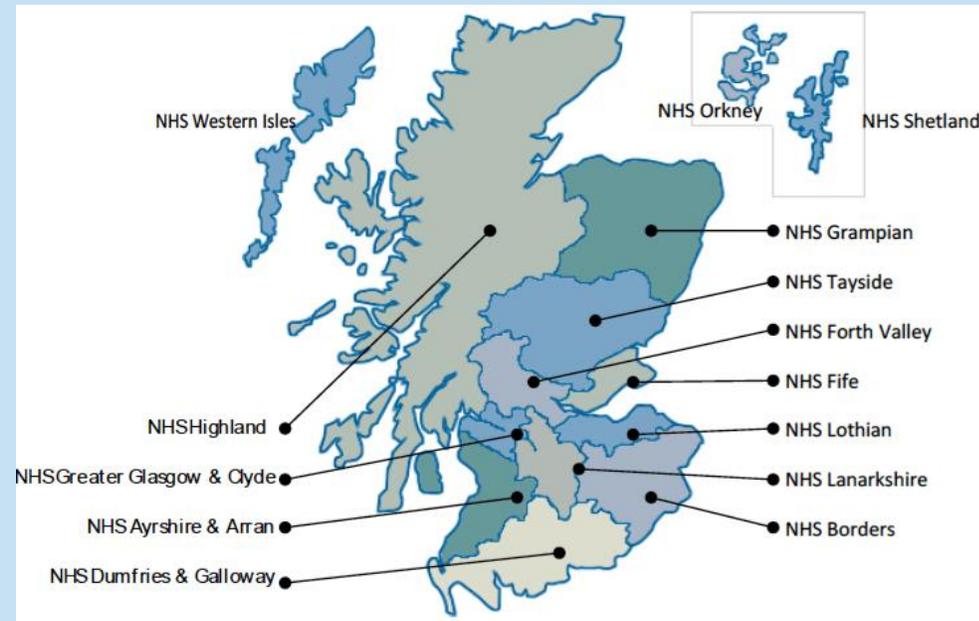
- Leave own role behind during the visit, and when hosting exchange partner
- Hotel and flights funded by own organisation

16	17	18	19	20
08:00	Caitlin Inverness; Caitlin Moffatt			17:00
11:00 FW: Meeting Monika Raj from Finance and Caitlin Moffat, NHS England; Microsoft Teams Meeting; F...	10:00 Lochaber Stakeholders Group; Microsoft Teams Meeting; Monika Ra...	10:00 Costing Team - Four Nations Exchange; Microsoft Teams Meeting; ...	08:00 NTC; Microsoft Teams Meeting; Monika Raj (NHS Highland)	12:00 London/East of England Sponsee Network Meeting ; Microsoft Teams Meeting; ACADEMY, Finance (NHS ENGLAND)
13:00 FW: Finance Meeting; Microsoft Teams Meeting; Shah Ricky (RC9) Lut...	11:15 4 Nations Exchange Option 1 - Soft FM, Hard FM, Maintenance Cont...	15:00 Canceled: TEST; Microsoft Teams Meeting; Monika Raj (NHS Highland)	11:00 Time With Susan Stewart - Facilities Support Manager NTC; Micr...	
15:00 Four Nations Exchange (Caitlin, Heledd, Monika); Microsoft Teams M...	14:00 Soft FM Tours at Raigmore; Microsoft Teams Meeting; Monika Ra...	15:15 Pharmacy - Robot; Microsoft Teams Meeting; Monika Raj (NHS Hig...	15:00 Canceled: Four Nations Exchan...	
			17:30 Fluke - 4 Nations Exchange Din...	

22	23	24	25	26
08:00	Monika 4 Nations			08:30
13:00 Fraud & Bribery Awareness Sess...	09:30 4 Nations- Income and PLICS; B...	08:30 Finance Automation; Richie's Office; Caitlin Moffatt	09:00 FP&A Forecasting and Budget S...	09:00 Sterile Services Finance Meeting; Luton; Caitlin Moffatt
13:00 FW: Finance Meeting; Microsof...	11:00 N26 and N42 Finance Meeting; ...	13:00 CIPS Tracker and reporting- 4 Nations; Jonathans office- Luton; Cai...	12:00 FTT 4 Nations; Microsoft Teams ...	11:00 Turnaround Exchange; Microsoft Teams Meeting; Aisha Kasmani
14:00 4 Nations Exchange Meeting; L...	12:00 Soft FM Finance Meeting; Keva...	15:00 4 Nations Meeting; Jenny's Office Luton; Caitlin Moffatt	14:00 Microsoft Teams Meeting; Caitli...	
15:00 Caitlin Moffatt and colleague (4...	14:00 Bedford Telecommunications Fi...		14:00 Janice- AP System; Caitlin Moffatt	
15:30 Surgery Walk around- 4 Nation...	15:30 teams; Microsoft Teams Meetin...		15:00 ASB; Caitlin Moffatt	

NHS HIGHLAND

- One of 14 Regional NHS boards across Scotland
- Serves approximately 320,000 residents across 32,500 square kilometers (~42% landmass of Scotland, 5.9% national population)
- One district general hospital, three rural general hospitals, National Treatment Centre, 16 community hospitals



COMPARISON TO BEDFORDSHIRE HOSPITALS

Bedfordshire Hospitals NHS FT

- Population- approximately 700,000
- Size- 1,235 square kilometres

Differences:

- NHS Highland is 31,265 square kilometres larger
- Bedfordshire Hospitals serves 380,000 more people

Biggest challenge for NHS Highland

- Equality of care wherever patients are based



VISIT TO NHS HIGHLAND
JUNE 16TH-20TH 2025

RAIGMORE HOSPITAL

Met with their management accountant:

- Within Operational Services there is a total of 229 cost centres, 59 being for utilities (Beds FT has 33)

Met with their Soft FM Manager in Raigmore Hospital, within which all of their services are provided in house.

The portering software increased efficiency, closest available porter to the job will be allocated to it.

Toured around their fresh cook kitchen



FINANCE

- Met with Chief Executive, Director and Deputy Director of Finance
- Primarily work from home, hot desking in the office
- Use E-Financials, but report through Boxi which allows them to run statements providing WTE, summary of transactions and links to invoices for budget holders to access
- Secondment



NATIONAL TREATMENT CENTRE

- Visited their National Treatment Centre, which has been running for two years. Houses 3 theatres and 24 rooms on wards, for Ophthalmology and Orthopaedics
- Order meals on tablets, and the food is prepared from frozen in a prep kitchen. Receive good reviews and have little wastage.
- Provided with Sterile Services from Raigmore Hospital, but there are some challenges.



VISIT TO BEDFORDSHIRE HOSPITALS
SEPTEMBER 22ND-26TH 2025

FINANCE AND COST IMPROVEMENT

- Met with Chief Executive, and Director and Deputy Director of Finance
- Income and PLICs- costing team in NHS Highland are looking to implement PLICS, as Scotland is the only country in the Four Nations without it
- CIP Tracker- NHS Highland have record of schemes to deliver savings, and are differentiating between cost reduction or budget saving
- Primarily work from the office
- No monthly forecasting exercise and annual budget setting
- Apprenticeship schemes



Chief
Executive
David Carter



Director of
Finance
Matt Gibbons

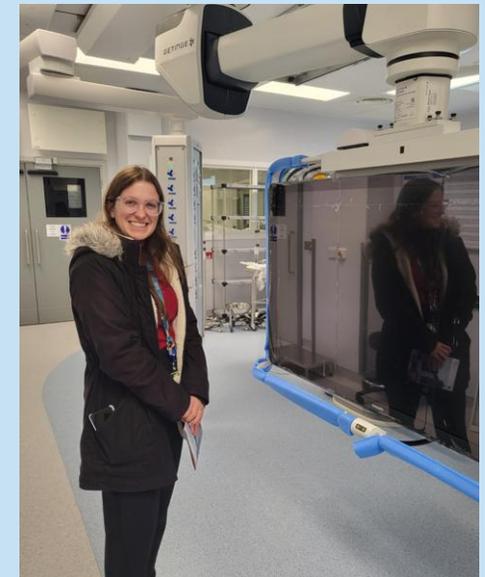


Deputy Director
of Finance
Ricky Shah



ACUTE SERVICES BLOCK

- The Department of Health and Social Care approved £99.5 million in capital funding to support the merger, enabling the construction of a new 5-storey acute services block at Luton & Dunstable Hospital.
- A broader £150 million capital investment plan across both sites to modernise estates and support clinical delivery
- New Acute Services Block at the Luton and Dunstable Hospital
- Toured before its opening this month
- Also toured existing surgical wards



MANAGEMENT ACCOUNTS

Management Accounts meetings

- Domestics
- Telecommunications
- Soft Facilities Management overview

Automation:

- Management Accounts dashboard

Unit 4 FP&A:

- Forecasting and budget setting processes- NHS Highland is forecasting monthly, Beds FT annually

SUMMARY

- Opportunity to learn about Finance in a different NHS organisation, in a different home nation
- Learn more about your own organisation
- Personal development opportunity, for example independent travel
- Networking opportunities
- [UK 4 Nations Exchange](#)



ANY QUESTIONS?

