

The logo consists of a large white circle with a thick red border. Inside the circle, the text "Red Circle Healthcare Advisory" is written in a dark blue, serif font. The background of the entire page is white, with large, abstract red shapes in the top-left and bottom-right corners.

# **Red Circle Healthcare Advisory**

**SUPERCHARGE  
YOUR NHS  
FINANCE  
WORKDAY  
WITH AI**

## **A CFO'S GUIDE**

# A note from Red Circle

At Red Circle, our mission is simple: help NHS finance leaders make better decisions—faster, smarter, and with less strain on already stretched teams.

Over the past year, we've had dozens of conversations with NHS CFOs and finance managers across the country. A consistent theme has emerged: **mounting pressure, tight deadlines, and a desire to work more efficiently without sacrificing quality.**

That's why we created this guide.

This isn't about replacing professional expertise with AI. Far from it. It's about **offloading routine admin tasks**—drafting emails, summarising board reports, translating complex data—so your team can focus on what matters: decision-making, strategy, and supporting patient care.

We've packed the guide with **practical, real-life examples**, not tech jargon. Think of it as your digital junior—an assistant that never sleeps, needs no training, and works to your standards (if prompted well!).

## Why we're sharing this

We're putting this guide out as part of our commitment to supporting the NHS finance community. Whether or not you work with us directly, we want to share what we've learned so far about using tools like AI to relieve pressure and reclaim time.

We hope it helps.

## One word of caution

While these tools are powerful, **data governance and security must remain front of mind.** Never input confidential information, sensitive figures, or anything patient-related into public AI tools. Use anonymised data, follow Trust policies, and treat AI suggestions as a draft—not gospel.

**You remain the expert.** AI can help with the heavy lifting, but the judgment, context, and leadership still sit with you.

Warm regards,

James Wilson

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# Introduction

Every NHS finance team knows the pressure of **doing more with less**. As a Chief Financial Officer (CFO) in the NHS, you're juggling tight budgets, complex regulations, and mountains of reports – all under constant time pressure. **What if you had an assistant** that could take on some of the routine writing and analysis, freeing you and your team to focus on strategic decisions? This guide introduces **AI**, an AI language model, as that potential assistant.

AI is a tool that can generate human-like text based on prompts you give it. In practical terms, it can help **draft documents, summarise information, brainstorm ideas, and even translate technical jargon** into plain English. While it won't replace your expertise or do the number-crunching in your spreadsheets, AI can handle a surprising amount of the heavy lifting when it comes to communication and initial analysis. The result is a more efficient workday, where repetitive tasks take less time and your team can concentrate on high-value work.

In the NHS finance context, this isn't about Silicon Valley buzz – it's about **solving everyday challenges**. Think about **budget forecasting** under uncertainty, preparing clear **Board reports** from reams of data, streamlining **procurement paperwork**, or responding to detailed **audit queries**. These are exactly the kinds of tasks where AI can lighten the load.







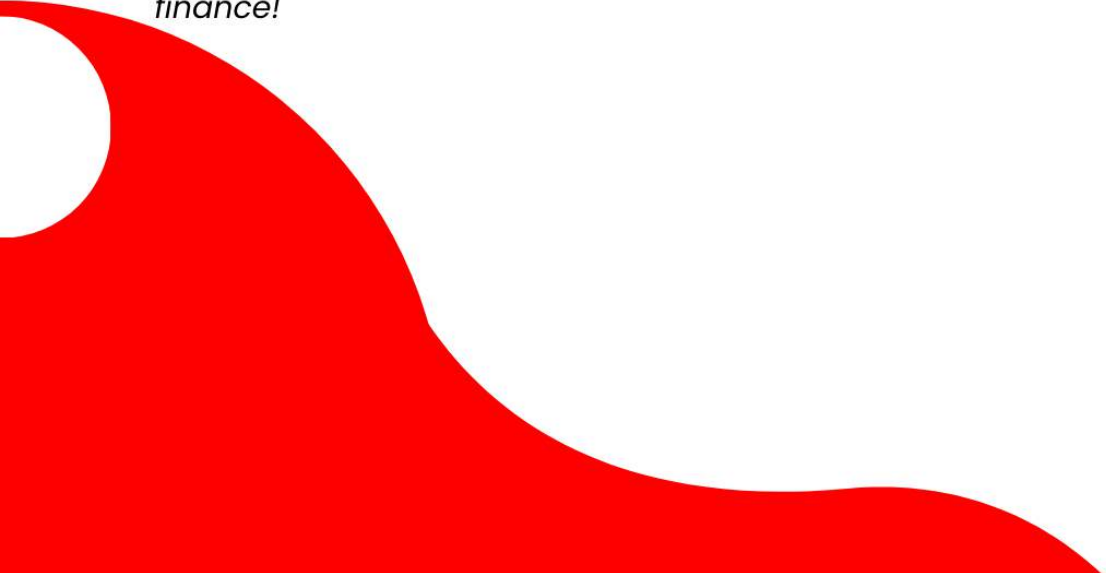
This guide is structured to give you practical, NHS-tailored examples of how AI can assist with:

- **Budget forecasting and planning**
- **Generating Board and ICB reports**
- **Streamlining procurement processes**
- **Boosting staff productivity and efficiency**
- **Responding to regulatory and audit queries**
- **Communicating with non-finance colleagues**
- **Improving data interpretation and summarisation**

Each section presents real-life NHS finance scenarios and step-by-step examples of AI in action. The tone is approachable and conversational – as if a colleague is walking you through new ideas – but we stay focused on **practical tips** rather than theory.

By the end of this guide, you'll have a clear sense of how to start using AI as a helpful aid in your day-to-day operations, whether you're drafting a business case or simplifying a finance update for a clinical audience.

*Let's dive in and explore how AI can help supercharge your workday in NHS finance!*

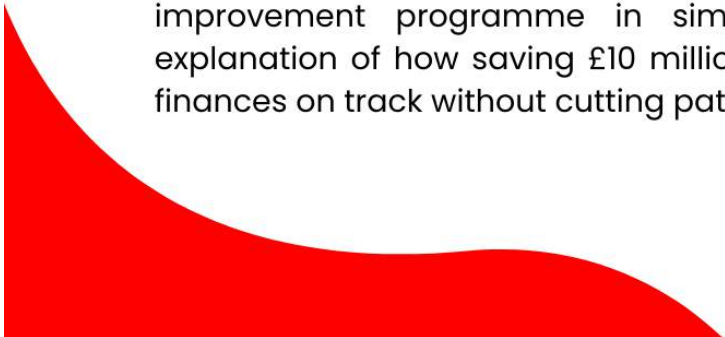


# Budget Forecasting and Planning



**The challenge:** Planning an NHS budget is a high-stakes puzzle. You need to predict costs and revenues for the year ahead, often with shifting guidance from NHS England and unpredictable demands on services. Factors like staffing costs, new clinical initiatives, and government funding changes make forecasting complex. NHS finance teams typically spend weeks gathering data, reviewing assumptions, and crafting budget reports that can withstand scrutiny from the Board and regulators. It's a heavy load, and time is always short.

**How AI can help:** While AI won't magically compute your numbers, it excels at handling the narrative and analytical thinking around those numbers. For example:

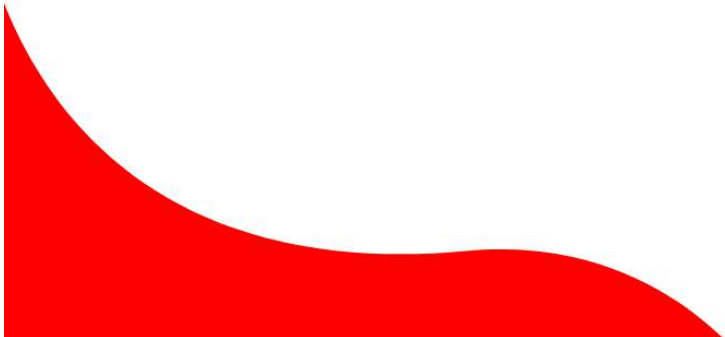
- **Brainstorming drivers and assumptions:** You can ask AI to list factors that might affect your trust's finances. "What are possible reasons our A&E department costs could rise next year?" might prompt AI to mention things like increased patient volume, higher agency staff use, or new equipment needs – helpful prompts as you plan your budget assumptions.
  - **Drafting budget commentary:** Once you have the figures and assumptions, AI can turn your bullet points into a first draft of a cohesive budget report or executive summary. Provide the key points (e.g., "planned 5% increase in patient activity, 3% funding growth, need £2m cost improvement") and ask AI to "Write a summary of our budget plan highlighting the main challenges and how we'll address them." The AI can produce a well-structured narrative that you can refine further.
  - **Scenario exploration:** Use AI to describe what-if scenarios in plain language. For instance, "Explain what might happen if our funding increases by only 1% instead of 3%" could yield a concise analysis of which areas would face cuts or how targets would adjust. This helps you quickly sketch out different outcomes to discuss with your team.
  - **Simplifying technical details:** NHS budgets involve terms like "block contracts", "efficiency savings", or "integrated care system allocations". If you need to explain these in simpler terms (say, for a community meeting or to a non-financial colleague), AI can translate jargon. For example, "Explain the concept of a cost improvement programme in simple terms" might return a layman-friendly explanation of how saving £10 million through efficiencies helps keep the hospital's finances on track without cutting patient services.
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## Example Scenario: Budget Plan Drafting (Step-by-Step)


Imagine it's budget season and you must prepare a draft narrative for the coming financial year. Here's how you might use AI step by step:

- **Gather your inputs:** You have key data like projected income, planned expenditures, and required savings. You also note major challenges (e.g. rising utility costs, reliance on agency staff) and initiatives (new clinic opening, IT upgrades).
  - **Frame your prompt:** Tell AI what you need. For example: *"You are an NHS finance analyst. Draft an overview of our 2025/26 budget. Include: a £150m total budget, 4% increase in costs due to inflation, a goal of £5m in efficiency savings, and an investment in a new urgent care centre. Highlight that despite funding constraints, we'll support frontline services and meet key targets."*
  - **Let AI generate a draft:** In seconds, you'll get a structured draft, perhaps with an introduction, sections on income & expenditure, challenges, and conclusions. It might say: *"In 2025/26, XYZ Trust is planning a £150 million budget that balances rising cost pressures with targeted investments in patient care. Key drivers include a 4% inflationary increase in costs and the need to achieve £5 million in efficiency savings. Despite constrained funding, the Trust will open a new Urgent Care Centre to improve service access, while ensuring frontline services are protected through careful reallocation of resources..."* and so on.
  - **Review and refine:** Now edit the draft. Add specific numbers, ensure the tone fits your Board's style, and double-check accuracy. The heavy lifting of writing a first version is done, saving you hours of staring at a blank page.
  - **Finalise:** With the content in good shape, integrate it into your budget report template or slide deck. AI's contribution means you spend more time fine-tuning strategy and less time wordsmithing paragraphs from scratch.
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## Tips for success:


- *Give context in your prompt:* The more context you provide (trust name, year, key figures, challenges), the more tailored the output. Treat AI like a junior colleague who needs briefing.
  - *Double-check any facts or figures:* If AI inserts generic facts or assumptions you didn't provide, verify them. It's fine to ask for general NHS statistics or definitions, but always check critical data before finalizing. **You remain the expert** – the AI just helps articulate.
  - *Use AI to improve clarity:* After writing your budget draft, you can also paste sections back in and ask, "Is this paragraph clear to a non-financial reader? How would you simplify it?" This can help make your final report more understandable to Board members who aren't finance experts.
  - *Stay in control:* Think of AI as an assistant. **You're still the decision-maker.** Use its suggestions as a starting point, and always apply your professional judgment and knowledge of your organisation. If something doesn't sound right, trust your instincts and adjust.
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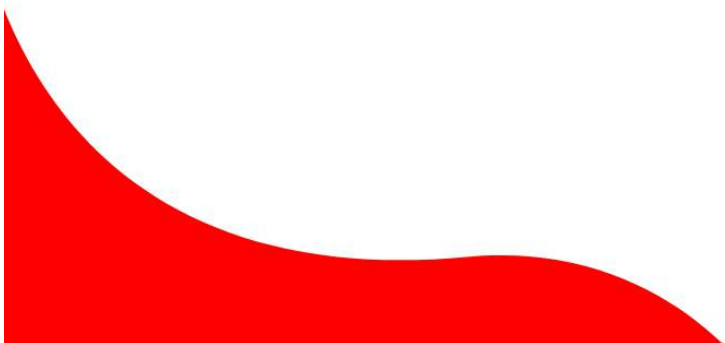
# Generating Board and ICB Reports

**The challenge:** Every month or quarter, CFOs must present clear, digestible reports to their Trust's Board and, increasingly, to their Integrated Care Board (ICB) at the system level. These reports distill complex financial data into insights that inform decisions. Crafting them means **translating spreadsheets into stories** – explaining why there's an overspend in A&E, what the forecast looks like, or how a new policy is impacting finances. It can be tedious to write and rewrite these narratives for different audiences. Moreover, Board members and ICB executives may not all have finance backgrounds, so the language needs to be jargon-free and impactful.

**How AI can help:** Think of AI as a financial communications assistant:

- **Summarising financial performance:** After you compile the raw numbers (income, expenditures, variances, etc.), you can feed AI a plain-language list of the key points and ask it to *"Draft the finance section of a Board report based on these points."* For instance, provide a list: *"Income 2% below plan due to lower elective activity; Pay costs 3% over plan from agency staffing; Overall deficit of £1.2m YTD,"* and AI can weave that into a narrative: *"Year-to-date income is 2% below plan, largely due to lower elective activity as winter pressures limited capacity. This shortfall has been compounded by pay costs running 3% over plan, driven by reliance on agency staff to fill critical vacancies. As a result, the Trust reports a deficit of £1.2m year-to-date..."*
- **Tailoring tone and detail for the audience:** You might want a **high-level overview** for the Board versus a more detailed technical report for finance colleagues or the ICB. AI can adjust its output if you specify the audience. *"Summarise these figures for a Board audience in 150 words, focusing on risks and actions,"* versus *"Provide a detailed explanation for the ICB finance review, including technical details and acronyms."* This ensures you get two versions of the story without writing both from scratch.
- **Highlighting issues and actions:** AI can help ensure your report doesn't just state the numbers but also highlights *why* things happened and what's being done about it. Prompt it with something like, *"Explain the causes of our overspend and the mitigation plan in a concise paragraph,"* and it will produce a narrative tying the numbers to actions (e.g., hiring freezes, budget reallocations) in a coherent way.

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- **Consistency and polish:** Because these reports are recurring, you can even feed AI a prior report (if it's a public document or stripped of sensitive info) and ask it to maintain a similar style for the new data. It can also proofread and refine language, ensuring the messaging is consistent: e.g., always framing challenges with a constructive tone and using familiar terms. This helps your monthly reports feel cohesive and well-crafted.





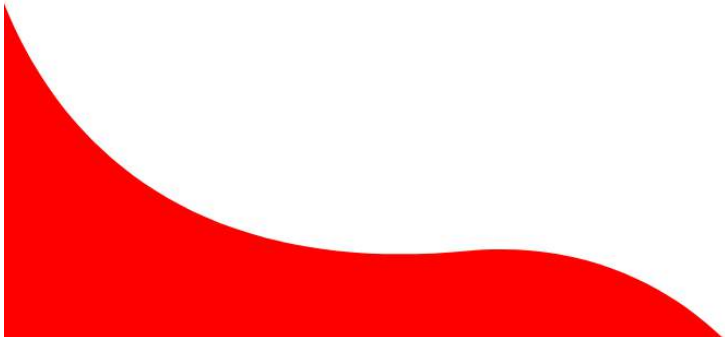
## Example Scenario: Board Report Writing

Let's say it's the end of Q1 and you need to prepare the finance update for the Board pack:

- **Prepare your inputs:** You have the core content: a spreadsheet of Q1 results and bullet-point analysis prepared by your team. Key points include: *"Clinical income 5% below plan due to cancelled procedures; Non-clinical income on track; Agency spend £500k over budget; Overall deficit £300k in Q1; Forecast breakeven by year-end assuming cost savings in Q3/Q4."*
- **Draft with AI:** You enter a prompt like: *"Using the following points, draft the Q1 financial performance summary for our Board report. Keep it clear and non-technical. Audience: hospital Board members. Points: [list your bullet points]."* You might add, *"Focus on reasons for variances and management actions in response, and maintain an optimistic but realistic tone."*
- **Review the output:** AI returns a polished paragraph or two: *"Financial Performance Q1: The Trust experienced a challenging first quarter financially. Clinical income was ~5% below plan, largely due to an unusual number of cancelled procedures during strikes and winter pressures, though non-clinical income remained on track. Meanwhile, staffing costs ran higher than expected – agency spend exceeded budget by £500k to maintain safe staffing levels – contributing to an overall deficit of £300k for Q1. The executive team has already implemented targeted cost-saving measures for the remainder of the year, and we are still forecasting a breakeven position by year-end. Continued vigilance and support from all departments will be key to achieving our financial targets in the coming months."*
- **Tweak for accuracy and tone:** You ensure the tone matches your Board's expectations. Maybe soften wording around "challenging" or emphasize a particular risk more. Check that figures are used correctly and that nothing important is omitted (if the AI missed that capital spending is also a concern, you might add a line about that).
- **Finalise for the Board pack:** With minimal editing, the narrative is ready to drop into your Board report template alongside the usual charts and tables. For the ICB, you could take the same base text and ask AI to add a bit more detail or context (e.g., how your trust compares to others in the region), saving even more time.



## Tips for Board/ICB reports:

- *Specify the desired length and format:* Boards appreciate brevity. If you want a one-page summary or bullet points, tell AI “no more than X words” or “use bullet points for key issues”. Conversely, for detailed reports, ask for a structured format with subheadings.
  - *Maintain confidentiality:* If your Board reports contain sensitive figures or plans not yet public, be cautious. You can use placeholders (e.g., “£X million”) in your prompt and insert the real numbers later, or use an internal/secure version of AI if available. Always protect confidential information.
  - *Reuse and refine language:* Once you get a phrasing you like (say, a clear way of explaining a recurring issue), save it. You can even instruct AI, “Use a similar style as last quarter’s summary” by providing a redacted excerpt. This creates continuity in your reports and builds a consistent narrative over time.
  - *Ask for visual suggestions:* While AI can’t create charts, it can suggest how to present data visually. “Suggest a good way to visualise an increasing agency cost trend for the Board” might prompt ideas like a line chart showing month-by-month agency spend vs budget. These suggestions can guide you or your team in making the accompanying graphics.
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# Streamlining Procurement Processes

**The challenge:** Procurement in the NHS is paperwork-heavy and detail-driven. Whether it's purchasing medical equipment, commissioning services, or negotiating supplier contracts, the process involves drafting specifications, writing business cases, evaluating bids, and ensuring compliance with public sector regulations. As an NHS CFO, you oversee or sign off on these documents, and your procurement team may be small and stretched. Common pain points include **writing clear tenders**, comparing lengthy bid proposals, and communicating decisions to stakeholders – all while following strict rules transparently.

**How AI can help:** AI can act like a **first-draft generator and editor** for many procurement-related texts:

- **Drafting RFPs and tender documents:** You can provide AI with an outline of needs (e.g., "Procure 5 new dialysis machines with X specifications") and ask it to *"Draft a Request for Proposal for these requirements."* The AI can expand your outline into formal language, covering sections like background, scope, requirements, timelines, and evaluation criteria. It's much easier to edit an AI-generated draft than to start from a blank page, ensuring you include all necessary sections.
- **Business case writing:** Need to justify a procurement in a business case? Give AI the key facts: *"Current CT scanner is 10 years old with high maintenance costs; New scanner costs £1m, expected to improve throughput by 20%; Funding will come from capital budget"* and ask for a draft *"executive summary for a business case to replace the CT scanner."* The output will frame the argument (e.g., the risk of old equipment failure vs. benefits of the new purchase) in a coherent, persuasive narrative that you can fine-tune.
- **Summarising supplier proposals:** When you receive lengthy bids or proposals, copying proprietary content into AI may not be allowable, but you could extract or paraphrase key parts. For example, if three suppliers submit 30-page proposals, you might input a summary of each and ask, *"Compare the key differences between Proposal A and Proposal B in a few bullet points."* AI could highlight distinctions in pricing, warranty periods, or compliance with specifications, giving you a quick comparative analysis to guide decision-making.



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- **Drafting letters and emails:** From regret letters to unsuccessful bidders to award notifications or contract clarifications, AI can quickly formulate professional correspondence. You might prompt, *“Write a letter informing a vendor that their bid was not successful due to a higher price, and thank them for their participation, in a polite formal tone.”* This ensures your communications are courteous and complete. You can then customise details like vendor name or specific feedback.
  - **Ensuring compliance language:** Public sector procurement often requires specific terms and legal phrasing (e.g., referencing the NHS Terms & Conditions, data protection standards, or equality requirements). If you prompt AI with a request to include these (for example, *“Include a standard clause about data protection compliance (UK GDPR) and NHS standard contract terms”*), it can generate boilerplate language that you can verify and include. This saves time hunting for the right wording and helps maintain compliance.
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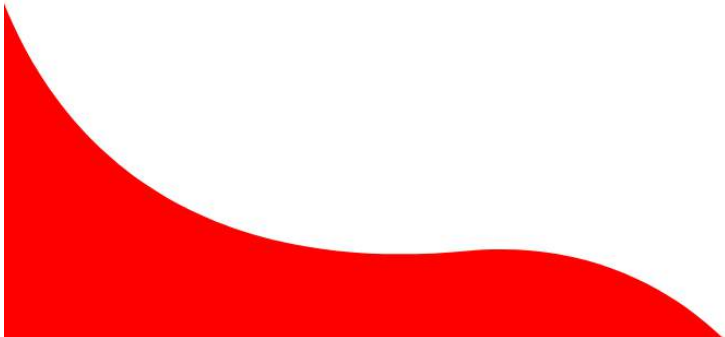
## Example Scenario: Crafting an RFP

Suppose your Trust needs to issue a tender for a new Electronic Health Records (EHR) system, and you're helping the procurement lead get the document together:

- **Outline the requirements:** List the essentials – e.g., *"Purpose: Implement a new EHR system for a 500-bed hospital; Must integrate with existing radiology and pharmacy systems; Improve user experience for clinicians; Budget ~£5 million; Timeline: implement within 12 months; Evaluation criteria: 40% functionality, 30% cost, 30% support and training."*
- **Prompt AI for a draft:** *"Draft a Request for Proposal for a new EHR system based on these requirements. Include sections for background, scope of work, technical integration needs, budget constraints, timeline, and evaluation criteria."*
- **Review the output:** AI produces a structured RFP draft, with sections like *Background, Project Scope, Requirements, Proposal Requirements, and Evaluation Criteria*. It uses formal language appropriate for a tender. For example: *"XYZ Trust is seeking a vendor to provide a comprehensive Electronic Health Record (EHR) solution. The Trust is a 500-bed hospital currently utilizing legacy systems that lack full integration... The new system must integrate with existing radiology and pharmacy systems and offer an intuitive user interface for clinical staff. The budget for this project is approximately £5 million, and the implementation timeline is 12 months from contract award..."* and so on.
- **Refine with specifics:** You then add any missing details and ensure compliance wording is correct. Perhaps you ask AI again, *"Add a clause about compliance with NHS Digital security standards and data protection laws."* It might insert a clause about NHS Data Security and Protection Toolkit compliance, which you verify. You also check that the evaluation criteria weightings are correctly stated as per your outline.
- **Finalise and publish:** The result is a solid RFP document prepared in a fraction of the time it would normally take. Your team can now focus on the technical aspects of procurement and vendor outreach, rather than spending hours on document wording. The RFP reads professionally and covers all key points, ready for review and then publication.



## Tips for procurement tasks:

- *Use templates or past examples:* If you have previous RFPs or standard NHS contract language, you can feed small excerpts to AI to mimic the tone or structure. For example, “*Write in a formal style similar to this excerpt: [paste a neutral snippet from an old RFP]*”. This can ensure the draft aligns with familiar formats.
  - *Keep proprietary info safe:* Avoid inputting confidential supplier data or pricing directly into a public AI. Instead, summarise or generalise it (e.g., “Supplier A’s price is 10% higher than Supplier B”) when asking AI to compare or analyse. Always follow your organisation’s data security policies.
  - *Leverage AI for checklists:* Unsure if you’ve missed a step? Ask, “*What steps should an NHS trust follow when procuring a high-value contract?*” AI might list key steps (need assessment, business case, advertise on Contracts Finder, evaluate, etc.). While you should confirm each step against official guidance, this can serve as a helpful **to-do list** to ensure you haven’t overlooked anything in the process.
  - *Accelerate repetitive writing:* Many procurement communications are formulaic. Once you get a good draft for a type of letter (say, a “notice of award” letter), save that prompt. You can reuse it with slight tweaks for each procurement, ensuring consistency and saving time.
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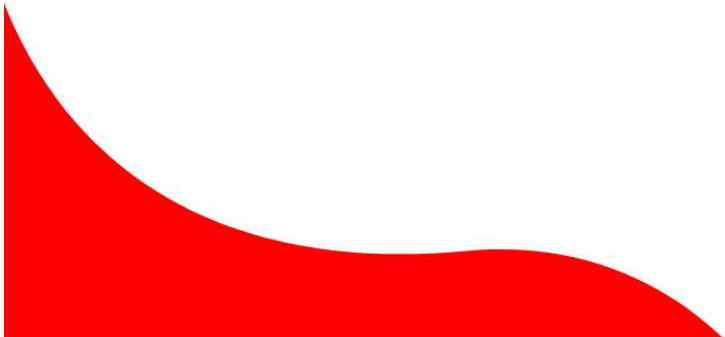




# Boosting Staff Productivity and Efficiency



**The challenge:** NHS finance departments are often under-resourced, and staff juggle a variety of tasks under tight deadlines. Analysts and accountants might spend large portions of their day preparing reports, reconciling data, writing emails, or documenting processes. These necessary duties can eat into time that could be spent on analysis or strategic planning. As CFO, you want your team to work smarter, not just harder, and to feel empowered by tools that reduce drudgery. The goal is to improve efficiency without compromising accuracy or control.

**How AI can help:** AI can act as a *personal assistant* or *on-demand tutor* for your finance staff, helping them breeze through routine tasks and even learn on the go:

- **Drafting routine communications:** Daily tasks like composing emails to department managers, writing meeting agendas, or following up on action items can be sped up. An accountant can ask, *"Draft a polite reminder email to the Surgery department about submitting their Q3 budget forecasts by Friday."* AI will provide a well-worded draft in seconds, which the staff member can tweak and send. This saves mental energy for more complex work.
  - **Documenting processes and policies:** If your team needs to write standard operating procedures or update internal policies (say, a guide on how to handle year-end accruals), AI can help structure and even populate these documents. By prompting, *"Help outline a step-by-step process for month-end closing in accounts payable,"* staff get a starting framework that they can then fill in with specifics. The AI might produce a clear checklist of tasks that ensures nothing is forgotten.
  - **Brainstorming and problem-solving:** For team meetings or process improvement initiatives, AI can generate ideas. For example, *"What are some ways to reduce the time spent on invoice processing in our finance office?"* It might suggest ideas like adopting e-invoicing software, batching payments, or additional staff training – providing a spark for discussion. Even if not all ideas apply, it can introduce fresh perspectives that the team can build on.
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- **Training and knowledge on-demand:** AI is versed in a wide range of topics and can explain concepts in simple terms. A junior financial analyst trying to understand something like "capital charges" or the latest leasing standard (IFRS 16) can ask AI for a quick explanation or example. *"Explain in simple terms how IFRS 16 affects leases for an NHS Trust."* The answer can serve as a primer before they dive into official guidance. It's like having a mentor or trainer available 24/7 for those small knowledge gaps, which can accelerate learning.
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  - **Generating code or formulas:** While not every finance staffer is a programmer, many use Excel and could benefit from automation. AI can generate Excel formulas, suggest pivot table steps, or even write basic VBA scripts if asked properly. *"Give me an Excel formula to calculate the year-over-year percentage change for these values"* or *"Write a simple macro to format all sheets in a workbook"* could yield useful snippets. Of course, any code or formula should be tested, but it can drastically cut down the time spent searching online for solutions.
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## Example Scenario: Email and Report Automation


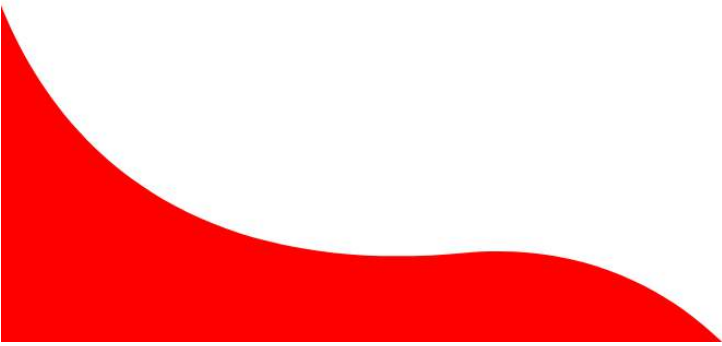
Imagine your finance manager is preparing monthly expense reports for each department and needs to send out summary emails:

- **Identify repetitive content:** Each email follows a pattern: a greeting, the department's budget vs actual spend, an explanation of variance, and an offer to discuss further or help find savings. The manager has the numbers and drivers of variances for each department.
- **Use AI for the first draft:** For one department, prompt: *"Draft an email to the Cardiology department head summarising their April expenses. Budget £500k, Actual £520k (4% over). Key reasons: higher agency nurse costs and unplanned equipment repairs. Ask if they need support to identify savings next month. Tone: polite, supportive."*
- **Review and adjust:** AI provides a nicely worded email:

*"Dear Dr. Smith,  
I hope you're well. I'm reaching out with a summary of Cardiology's financial performance for April. Your department spent £520k against a budget of £500k, roughly 4% over budget. This overspend was primarily driven by higher agency nurse costs, as well as some unplanned equipment repair expenses.  
I understand these challenges can arise unexpectedly. As we look ahead to May, the finance team is here to support you in identifying any opportunities to save or efficiencies to help stay on track. Please let me know if you'd like to discuss the details or need any assistance – we're happy to help.  
Thank you for your continued hard work and careful management of your resources. Together, we'll ensure we meet our financial goals while delivering excellent patient care.  
Best regards,  
[Your Name], Finance Manager"*

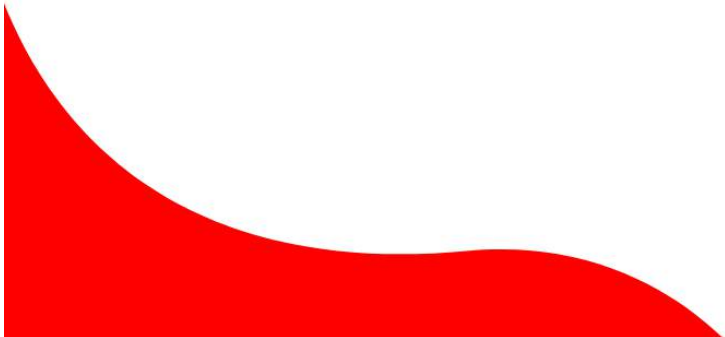
The manager checks that the figures and reasons are correctly inserted and that the tone aligns with the organisational culture.



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- **Scale it up:** Satisfied with the Cardiology email, the manager uses the same prompt structure for other departments (just changing the names, figures, and reasons). Each draft comes out consistently formatted and polite. What used to take a whole afternoon of writing and proofreading is now done in a fraction of the time.
  - **Outcome:** All department heads receive timely, clear financial summaries. The finance manager saves hours of work, which she can now spend on deeper analysis – for example, investigating why those agency costs are high in the first place – instead of just reporting them.
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## Tips for boosting productivity:

- *Promote a culture of experimentation:* Encourage your team to try AI for various tasks. Consider a show-and-tell in a team meeting where members share how they used it – one might demonstrate how it helped draft a tricky email, another how it explained a complex concept. This builds confidence and sparks ideas.
  - *Set guidelines:* To ensure consistency and security, establish ground rules – e.g., never paste sensitive patient or payroll data into the AI, always review outputs before use, and maintain a professional tone (the AI can sometimes be too casual or overly verbose unless directed). Simple rules keep its use responsible.
  - *Build a “prompt library”:* As your team finds useful prompts (for emails, report paragraphs, explanations, etc.), collect them in a shared document. This becomes an evolving resource. For instance, a prompt for “summarize this variance explanation” or “draft a meeting agenda for our finance team meeting” can be reused and adapted, saving everyone time.
  - *Avoid over reliance on AI:* Speed and convenience are great, but accuracy and understanding are paramount. Make sure staff still understand the content they’re sending out. AI should augment their work, not replace their thinking. It’s wise to have another team member or you review important AI-assisted outputs initially, until everyone trusts the quality.
  - *Measure the impact:* Keep an eye on whether using AI actually saves time or improves work quality. If report compilation goes from 3 days to 2, or if error rates drop because staff have more time to double-check figures, note those wins. Sharing such successes reinforces the value of using the tool and motivates further smart use of AI in the team.
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# Responding to Regulatory and Audit Queries


**The challenge:** NHS finance teams operate under intense oversight. You might get detailed questions from regulators (like NHS England or the Department of Health and Social Care) about your quarterly returns, or queries from external auditors about specific transactions and compliance. Crafting responses can be time-consuming: you need to be accurate, clear, and thorough, often referencing specific guidelines or data. For instance, explaining why spending exceeded a target, how you accounted for a new policy change, or providing evidence for audit trails – all require careful wording and often a formal tone. Missing a key detail or phrasing something poorly can lead to follow-up questions or misunderstandings.

**How AI can help:** AI can assist in drafting **well-structured, professional responses** and even help you prepare for likely questions:

- **Drafting formal responses:** Provide AI the raw facts and any required context. For example: *"Draft a response to NHS England explaining why our Q4 agency spend was 15% over the agency cap. Mention that patient safety was prioritised during staffing shortages, leading to higher agency use, and outline our plan to reduce agency costs next year."* The AI will generate a reply that includes the justifications and a forward-looking statement in a polite, official tone. It might produce something like: *"In Q4, our Trust's agency staffing costs were approximately 15% above the allocated cap. This temporary increase was driven by an urgent need to maintain safe staffing levels during an unexpected surge in patient demand and workforce shortages. The decision to utilise additional agency staff was made to ensure patient safety and care quality remained uncompromised. We recognise that this exceeded the target, and we have implemented a plan to reduce agency reliance going forward – including a targeted recruitment drive and better absence management – to align with NHS England's expectations by the next fiscal year. We appreciate your understanding and will continue to closely monitor our staffing expenditures."* Such a draft covers the key points succinctly.

- **Referencing policies or standards:** If you need to cite a certain policy or financial framework (say, the NHS capital expenditure rules or an auditing standard), AI can help include those references smoothly. For instance, *"Include a sentence referencing that this accounting treatment is in line with HM Treasury guidance and IFRS standards."* The AI might add something like, *"The accounting treatment applied is consistent with HM Treasury guidance and complies with relevant IFRS standards, as reflected in our audited financial statements."* You'll want to verify the reference is correct, but AI can give you a well-phrased starting point.






• **Preparing FAQ-style content:** For audits, you can often anticipate common queries. Try asking AI, *"What questions might an external auditor ask about our procurement of a £10m IT system, and how could we answer them?"* You might get a list of Q&As: *"Q: Can you show that the procurement followed public tender procedures? A: Yes, we publicly tendered the contract via Find a Tender and received X bids, which were evaluated against clear criteria... Q: How was value for money ensured? A: The chosen bid offered the best long-term value, balancing cost and quality, and this is documented in the business case approved by the Board on [date]..."* This can serve as a great rehearsal tool, helping you gather the facts and confidence before the real audit meeting or written response.

• **Summarising long submissions:** Perhaps a regulator asks for a summary or clarification of a lengthy document you submitted (like an annual financial plan or a detailed cost improvement report). Instead of manually summarising, you can feed key sections into AI. *"Summarise the attached 10-page financial improvement plan in a paragraph, focusing on the main initiatives and savings expected."* The AI will extract the essence – e.g., *"The Trust's financial improvement plan outlines initiatives totalling £8m in savings, including workforce efficiency programs, procurement savings through system-wide contracts, and energy cost reductions via estate upgrades. Each initiative has an executive lead and quarterly milestones, with an overarching goal to improve the Trust's underlying financial position by 2024/25."* You can then include this summary in a cover letter or use it to ensure your verbal brief hits the main points.

• **Tone and clarity check:** Regulatory responses need to be confident but cooperative. You can draft a response yourself and then ask AI, *"Does this answer sound clear and professional? Make it a bit more concise if possible."* The AI might help trim unnecessary words or suggest a rephrasing that sounds more neutral. For example, if your draft said *"we think our approach is correct,"* it might suggest *"we believe our approach is appropriate,"* which sounds more assured. Such fine-tuning can polish the final communication.



## Example Scenario: Audit Query Response

Imagine an external auditor flags a significant variance in your accounts – maintenance expenses doubled compared to last year – and asks for an explanation in writing:

- **Gather facts:** Determine the cause: e.g., the hospital had to replace a major HVAC system and perform urgent building repairs, a one-off £2 million project, hence the spike in maintenance costs.
- **Draft with AI:** Prompt: *“Write a response to the auditor’s query on why maintenance expenses were £2m higher in 2024/25 than in 2023/24. Explain that this was due to a one-time replacement of the HVAC system and urgent building repairs for safety, approved by the Board, and that otherwise maintenance spending was consistent with normal levels.”*
- **Review output:** AI produces a draft:

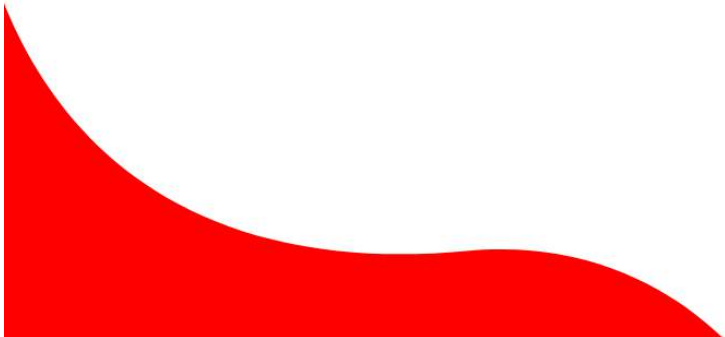
*“Response: The increase of £2 million in maintenance expenses in 2024/25 compared to the prior year is attributable to a one-time facilities project. During the year, the Trust undertook a complete replacement of its aging HVAC system and carried out urgent structural repairs to ensure compliance with safety standards. This project was a planned, non-recurring investment, approved by the Board in March 2024, and was essential to prevent future service disruption. Excluding this one-off expenditure, our maintenance costs for 2024/25 were in line with historical trends and the allocated budget. We have documented the details of this project and its procurement process in the Board papers (March 2024) and capital expenditure reports, which are available for your review. Please let us know if any further information is required.”*

- **Customise and fact-check:** Ensure all details are accurate – e.g., correct date of Board approval, ensure it was capital vs revenue spend (the wording should match how it was accounted). The tone is factual and non-defensive. You might add a specific reference code or remove a detail as needed. But largely, the heavy drafting is done.
- **Finalise and send:** You send the polished response to the auditors. It addresses their question clearly and provides assurance that the variance was understood, justified, and properly authorised. Having AI handle the initial composition allowed you to focus on verifying facts and gathering supporting documents rather than worrying about phrasing.





## Tips for regulatory communications:

- *Be explicit in your prompts:* Clearly state what happened, why, and any actions taken. The more precise your input, the more accurate the draft. AI isn't a domain expert on its own; it works best with the facts you feed it.
  - *Adopt the right tone:* If you need a very formal letter, mention that (e.g., "use formal business letter language with proper salutations"). If a more informal email is sufficient, you can say "use a professional but conversational tone". Getting the tone right is crucial – regulators and auditors expect professionalism and clarity.
  - *Keep records of good responses:* Once you finalise a solid response (with your human refinements), save that text. It becomes part of your knowledge base. In the future, you can even paste your own prior response into AI and say "*Adapt this response for a new query about XYZ, maintaining a similar tone and structure.*" This helps maintain consistency in your communications over time.
  - *Confidentiality caution:* As always, avoid inputting any highly sensitive or personally identifiable information into AI, especially if you're using the public version. Paraphrase or generalize where necessary, or use secure internal AI tools if your organisation provides them. For example, instead of using a patient case or staff name in a scenario, describe it generally.
  - *Final human review is key:* For any regulatory or audit communication, ensure that a human (you or a trusted colleague) reviews the AI-generated text line by line. AI can sometimes word things in a way that might be technically off or not exactly what you intend. You are accountable for the content, so use the AI to save time on drafting, but **you own the final message.**
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# Communicating with Non-Finance Colleagues

**The challenge:** One of the CFO's vital roles is bridging the gap between the finance department and the rest of the organisation. Whether it's department heads, clinicians, or administrative staff, many colleagues don't have a finance background. Explaining financial information in a way that is clear and relevant to them can be difficult. You might need to convince a clinical director why cost controls are necessary, or help operations teams understand how their decisions impact the budget. Using too much financial jargon can cause confusion or disengagement, yet oversimplifying might risk missing key details. Striking the right balance in communication – **clear, correct, and audience-appropriate** – is crucial for collaboration across an NHS trust or ICB.

**How AI can help:** AI is excellent at translation – not just between languages, but between jargon and plain language. It can help you tailor your message for different audiences:

- **Translating finance jargon:** If you provide AI a paragraph full of finance-speak (e.g., from your financial report or a policy) and ask it to *"explain this in simple terms for a non-finance audience,"* it will produce a more digestible version. For example, turning *"We must achieve a £10m CIP to maintain financial sustainability"* into *"We need to save £10 million through efficiency improvements to keep our finances healthy."* This can be invaluable for creating explanations that others will actually read and understand.
- **Crafting impactful messages:** Say you need to announce a cost-saving initiative or a policy change to all staff. You can outline your key points and ask AI to draft a message that is **encouraging and clear**. *"Draft an all-staff announcement about a new cost-saving drive, emphasising that small changes (like saving energy, reducing waste) will protect patient services and avoid more drastic cuts."* The AI can help hit the right notes – being honest about challenges but also positive and appreciative of staff efforts, so people feel motivated rather than blamed.
- **Adapting tone to the audience:** Different groups may require different framing. AI can modify tone if you specify the audience. *"Write a short briefing for clinicians about our financial situation; use a collaborative tone and acknowledge their need to prioritise patient care."* Versus, *"Write a note for the facilities management team about the need to control costs; make it straightforward and practical in tone."* Each will be phrased in a way that resonates more with that group, while delivering a consistent underlying message.

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- **Creating analogies or examples:** Sometimes a good analogy makes a concept click. *"Give an analogy to explain a budget overspend to someone without finance knowledge."* AI might respond with something like, *"Overspending your budget is like going over your mobile data plan – you have to pay extra or cut usage later."* Such analogies can be very effective in presentations or informal talks, helping colleagues grasp financial concepts quickly by relating them to everyday ideas.
  - **Q&A preparation:** If you're about to present financial information in a town-hall or department meeting, you can use AI to anticipate questions and suggest plain-English answers. *"What might non-finance staff ask about our mid-year financial report, and how can I answer simply?"* For example: *"Q: Why do we need to cut costs if the hospital got more funding this year? A: We did receive more funding, but costs have increased even more – things like medicines and electricity cost us much more now, so we still have a gap to close."* Being prepared with clear answers boosts your confidence and ensures the message lands well.
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## Example Scenario: Explaining a Spending Freeze

Suppose you need to explain to department managers why a **spending freeze** is necessary for the last quarter of the year:

- **Clarify what needs to be conveyed:** The core message is: "We must pause all non-essential spending because we're facing a deficit, but critical patient-related expenditures will be protected." You also want to acknowledge everyone's efforts and avoid panic.
- **Draft with AI:** Prompt: *"Write a one-page memo to all department managers explaining that we need to halt non-essential spending for the rest of the fiscal year. The reason is a projected deficit of £2m. Emphasise that patient care will not be compromised, give examples of what is considered non-essential (e.g., new equipment purchases, non-urgent training, etc.), and thank them for their cooperation. Tone: supportive and clear, not scolding."*
- **Review the memo:** AI provides a draft:

*"To: All Department Managers*

*Subject: Temporary Freeze on Non-Essential Spending*

*Date: 1 January 2026*


### **Message:**

I want to update you on our financial position as we enter the final quarter of the fiscal year. Our Trust is facing a projected deficit of approximately £2 million. In light of this challenge, we need to **temporarily pause all non-essential spending** until the end of March. This measure is necessary to ensure we finish the year in a stable financial position while continuing to support patient care.

What does this mean?

- **Essential vs. Non-Essential:** Essential expenditures – those that directly impact patient care and safety – will continue as normal. This includes frontline clinical supplies, necessary maintenance for equipment, and critical staff recruitment. Non-essential spending – such as new equipment purchases that can be deferred, non-urgent training sessions, office renovations, or travel for conferences – should be put on hold for now.
- **Why now?** Delaying or cutting these costs in the short term can significantly reduce our deficit. Every department's efforts to tighten the belt will add up to a major improvement in our overall financial health.





- **Duration:** The freeze is intended to last until 31 March 2026. We will review our position at year-end and provide an update on whether normal spending can resume in the new fiscal year.

**Your role:**

I know that you've all been working hard to manage your budgets carefully. I'm asking for your continued support in this initiative. Please review your upcoming expenditures and postpone anything that isn't essential. If you're unsure whether something counts as essential, please reach out to the finance team – we're here to help clarify and find solutions.

**Importantly, patient care remains our top priority.** We will not compromise on quality or safety. This spending freeze is a preventative step to ensure we can continue to fund the services that matter most to patients.

**Thank You:**

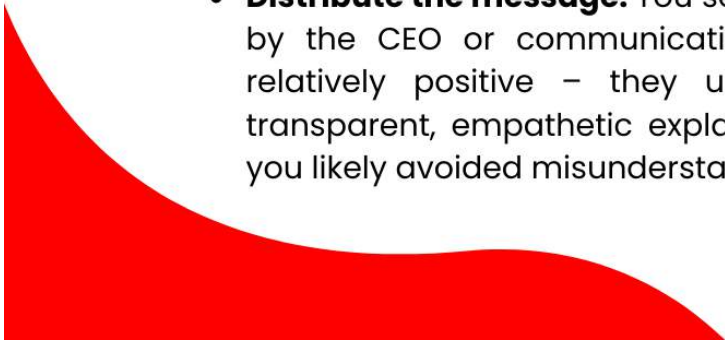
I want to personally thank each of you for your cooperation and understanding. We've navigated challenging times before, and it's thanks to our dedicated staff that we continue to deliver excellent care while being good stewards of our resources. By pulling together now, we can avoid more difficult measures later.

If you have any questions or ideas on cost-saving, my door is open. Let's work through this together and finish the year strong.

Sincerely,

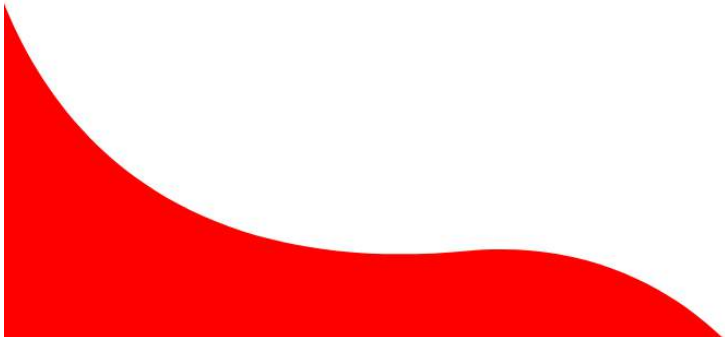
[CFO Name]

Chief Financial Officer"\*

- **Tailor as needed:** You read through this draft. It already covers the main points in a considerate tone. You might add a specific example that's been a recent issue ("e.g., the planned refurbishment of Meeting Room 4 is a project we will delay"). Or maybe adjust the projected deficit number if updated. But overall, the message is clear and balanced, saving you significant time in composition.
  - **Distribute the message:** You send out the memo (perhaps after a quick review by the CEO or communications team). The feedback from managers is relatively positive – they understand the request and appreciate the transparent, empathetic explanation. By using AI to fine-tune the language, you likely avoided misunderstandings and set the right tone for a tough ask.
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## Tips for better communication with non-finance folks:

- *Know your audience:* When prompting AI, explicitly mention who the audience is (nurses, department heads, administrative staff, etc.). The AI can then choose language that fits. For example, it might avoid acronyms with clinicians or simplify figures (using £2 million instead of £2,000k) for a general staff memo.
  - *Keep it concise:* Non-finance colleagues are more likely to read shorter communications. You can ask AI to “*summarise this in a few bullet points*” or “*keep the memo under 300 words*”. Sometimes a crisp bulleted list of key points (e.g., “What & Why & How does it affect me”) can be very effective.
  - *Empathy and positivity:* In sensitive communications (like announcing cuts or freezes), have AI include appreciative or understanding language. Direct it: “*Convey empathy for their situation and thank them for their effort.*” A little acknowledgement of their hard work and the impact of what you’re asking goes a long way in maintaining trust and morale.
  - *Use visuals or examples:* While AI focuses on text, remember you can pair the text with simple visuals if appropriate. A small chart showing the deficit trend or a one-page infographic on “Dos and Don’ts during the spending freeze” could complement the text. You might ask AI, “*Suggest a simple diagram or chart that could accompany this message,*” to get ideas (e.g., a thermometer graphic showing budget used vs remaining).
  - *Encourage dialogue:* Communications are better received when they feel two-way. Have AI draft a closing line inviting questions or feedback (“If you have any questions or suggestions, please contact me or the finance team – we welcome your input.”). This shows that while finance sets some rules, it’s also listening and supporting, not just dictating.
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# Improving Data Interpretation and Summarisation

**The challenge:** CFOs and finance teams swim in data – financial ledgers, performance metrics, budget reports, benchmarking analyses, and more. The real challenge is distilling that data into meaningful insights. Whether it's a **50-page financial report** from NHS England, a **detailed spreadsheet** of monthly expenses, or a **set of performance KPIs**, someone has to read, digest, and summarise it for decision-makers. Doing this manually is time-consuming and sometimes mind-numbing. Important insights can be buried in verbose text or endless rows of numbers. Missing a critical detail in a report could lead to poor decisions or awkward surprises in meetings. Therefore, quickly interpreting and summarizing data is a superpower for any finance professional.

**How AI can help:** While AI isn't a number-cruncher like Excel, it's excellent at digesting textual information and even making sense of data when described in words. Here's how it can assist:

- **Summarising reports and documents:** If you have a lengthy narrative – say a financial strategy paper, an audit report, or new policy guidance – you can feed chunks of it into AI and ask for summaries. *"Summarise the key points of this 10-page NHS financial policy document in 5 bullet points."* This can save hours of reading. For example, a long NHS policy document on capital spending might be distilled to bullet points like *"CapEx must stay within limits set by NHS England; Trusts need approval for projects over £5m; Emphasis on ROI and patient benefit for major investments; Quarterly reporting on capital spend required; Unused capital allocation cannot be carried forward."* You get the essence without wading through pages of prose.
- **Interpreting data patterns:** You can describe a data set or trend and ask AI to interpret it in plain language. For example, *"Our quarterly expenditure was £10m in Q1, £12m in Q2, and £15m in Q3. Describe this trend and suggest possible reasons."* AI might respond, *"Expenditure has been rising each quarter, with a particularly large jump in Q3. This upward trend could result from factors such as increased patient activity, seasonal effects (higher spending in winter months), or one-off investments/purchases. The Q3 spike might indicate spending on planned projects or catching up on deferred expenses."* This kind of analysis can help you articulate trends and consider explanations you might otherwise overlook.



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- **Creating executive summaries:** If you need to produce an **executive summary** from a detailed finance report, try giving AI sections of the report and asking, *"What are the most important points here that the executive team needs to know?"* The AI will pick out salient points. You can compile these into a concise summary, ensuring that busy execs or Board members grasp the key takeaways without drowning in detail. The AI is good at **identifying emphasis** based on language – e.g., if the report says "significant concern" about something, it will likely include that in the summary as a key issue.
  - **Converting numbers into narrative:** AI can help turn raw numbers into meaningful sentences. For example, if you provide it with a small table or list of figures, it can narrate them: *"Department A: £2.5m (5% over budget); Department B: £3.0m (2% under budget)."* Prompt: *"Write a brief summary comparing Dept A and B budget performance based on the above."* It might produce: *"Department A spent £2.5m, which is about 5% over its budget – indicating a notable overspend likely due to unforeseen expenses. In contrast, Department B spent £3.0m, coming in roughly 2% under budget, reflecting a slight underspend achieved through cost control or timing of expenses. This suggests Department B managed to stay within its allocation while Department A faced budget pressures."* Such narrative can be directly used in reports or presentations to explain what the figures mean.
  - **Spotting insights or anomalies:** If you have textual data from multiple sources (say, narrative reports from each service line), you can ask AI to find common themes or outliers. *"Here are explanations from five departments about their Q2 financial performance. Identify any common reasons for budget variances."* The AI might notice that three departments mentioned "higher agency staff costs" as a reason, and perhaps one department had a unique issue like "equipment breakdown". It could summarise, *"Common themes: Many departments faced increased staffing costs (especially agency usage) leading to overspends. One department had a one-off equipment failure causing extra expense. Others generally stayed on budget by delaying non-urgent purchases."* This helps you see the forest for the trees, quickly pinpointing widespread issues versus one- time events.
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## Example Scenario: Summarising an NHS Report


Let's say NHS England publishes a **40-page quarterly financial performance report** covering all trusts, and you want the key points relevant to your organisation and region:

- **Identify relevant sections:** The report is lengthy, but you zero in on the section about your region (perhaps a few pages) and any summary/overview sections. Copy those sections (ensuring it's not confidential beyond your use) to use with AI.
- **Prompt for summary:** *"Summarise the key insights from the North West region section of the NHS financial performance report Q2. Focus on overall financial position, any trusts in deficit, and any recommendations or warnings given."*
- **Review the output:** AI returns a concise summary like: *"In Q2, the North West region overall is close to its planned financial position, with a small cumulative deficit driven by a handful of trusts under pressure. A few large acute trusts reported deficits due to higher staffing and energy costs, while most other organisations remained on or slightly under budget. Agency spending is highlighted as a growing concern across the region, exceeding plan by ~10% on average. The report commends the region's successful cost improvement programmes (saving ~£50m so far, slightly ahead of plan) and encourages continued focus on workforce initiatives to reduce reliance on agencies. It warns that if winter demand surges, financial pressure could increase, and recommends building up contingency reserves where possible."*
- **Double-check and refine:** You skim the original text to ensure accuracy. Perhaps AI missed a specific stat or a particular trust called out for concern – you can add that manually. But the bulk of the narrative is there and accurate, saving you a lot of reading time.
- **Use the insights:** Now you can brief your Board or team with the highlights: *"The region's finances are broadly on track, though a few hospitals (not us) are in deficit. Our cost improvement efforts are noted as a positive. Agency costs are a red flag region-wide – something we're mindful of. The winter could be a tipping point, so being cautious now is wise."* All that gleaned in minutes rather than hours. You could even have AI turn the summary into a few PowerPoint bullets or a short verbal brief, if needed.





## Tips for data interpretation with AI:

- *Pre-process numerical data:* AI can't calculate from large raw datasets, and it doesn't read charts. So if you have numbers, convert them into a digestible form. Summarize the data yourself first (e.g., "X increased 10% to Y, while Z fell by 5%") and then ask AI to interpret or comment on that summary. You can also present data as simple lists or in text form for the AI to parse.
  - *Verify with the source:* Always cross-check summaries or interpretations against the original source, especially for critical or sensitive information. Think of the AI's output as a helpful second pair of eyes that can highlight potential key points, but it might miss nuance or context that a human reader would catch.
  - *Ask specific questions:* If you're looking for a particular insight, ask for it. "According to this report, what are the top 2 risks for the financial year identified for our region?" Direct questions yield more focused answers than a broad "summarise everything," and they can pull out details that might be buried in the text.
  - *Combine AI with human analysis:* You might use AI to do a first pass summary, then do your own quick read to pick up anything the AI didn't mention. Use the AI's strengths (speed, not getting tired) and your strengths (context, judgement) together. For instance, you might let AI summarise each chapter of a report, then you compile the critical bits and add your interpretation or emphasis where needed.
  - *Learn from AI's phrasing:* When you see how AI summarises complex info clearly, take note of that phrasing. It can improve your own writing skills. If it consistently explains something in a way that people find easy to understand, you can mimic that style in future communications. Over time, you might rely on the AI less for common tasks because you've internalized those communication patterns – which is a great skill gain for you and your team.
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# Conclusion and Next Steps



Adopting AI in your NHS finance toolkit is about **working smarter, not harder**. We've explored how this AI assistant can help with everything from writing budget plans to simplifying jargon for your colleagues. The key now is to translate these ideas into action. Here are some steps and final thoughts as you bring AI into your day-to-day work:

- **Start small and build confidence:** Pick one task from this guide – maybe **summarising a report** or **drafting an email** – and try AI for it. You don't need to overhaul your workflow overnight. By starting with a low-risk, routine task, you can get comfortable with how AI works and see its value first-hand. Success with one use case will inspire you to try more.
  - **Encourage team experimentation:** Share this guide with your finance team and invite them to experiment too. Perhaps set a challenge: over the next week, each person uses AI for at least one task and then shares their experience (what worked, what didn't). This peer learning can surface new tips and build a sense of ownership and excitement in the team.
  - **Establish guidelines for use:** As a leader, set **ground rules** so everyone uses AI responsibly. For example, decide on what kind of data is okay to input (public or non-sensitive information only, perhaps), how to handle outputs (always review, never just copy-paste blindly), and maintaining professionalism in tone. Clear guidelines will make sure the tool enhances work quality and doesn't introduce risks.
  - **Integrate AI into your workflows:** Look at your regular processes and identify where AI could slot in. Create a little checklist. For monthly reporting, you might add: "Use AI to polish the variance commentary." For procurement, "Draft first version of business case with AI assistance." Over time, these steps will become as normal as using Excel or emailing, simply another tool in your toolbox.
  - **Monitor and celebrate improvements:** Keep track of the impact. Are you turning around reports faster? Are staff spending less overtime on routine paperwork at month-end? Perhaps communication with other departments has improved, with fewer clarifications needed. Note these wins and **celebrate them** – in team meetings or reports. It reinforces that adopting new tech is yielding real benefits, whether it's hours saved, stress reduced, or kudos received from stakeholders for clear communication.
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- **Stay curious and keep learning:** The world of AI is evolving quickly. New versions of tools like AI, or new features (perhaps deeper data analysis capabilities, better integration with Excel or your finance systems) are emerging all the time. Stay updated through webinars, NHS digital forums, or professional networks like HFMA. Maybe even experiment with more advanced AI services (ensuring they meet NHS security standards) for things like forecasting or anomaly detection down the line. By staying ahead of the curve, you ensure your finance team remains innovative and efficient.

In conclusion, **embracing AI is not about replacing the human touch in NHS finance – it's about amplifying it.** By offloading draft writing, routine analysis, and menial documentation to an AI assistant, you free up human time for the critical thinking, strategy, and interpersonal communication that truly drive success in healthcare finance. Imagine spending less time buried in paperwork and more time devising solutions to financial challenges, mentoring your team, or collaborating with clinicians on cost-effective care improvements. That's the opportunity here: to **supercharge your workday** and your team's impact by letting technology handle the drudge work.

As an NHS CFO, your responsibilities will always be complex and demanding – that's the nature of managing public funds in a healthcare setting. But with AI as part of your toolkit, you gain a helpful ally to lighten the load. The experience of using it can be quite empowering and even fun, as mundane tasks transform into quick wins and creative brainstorming sessions.

**Next steps:** Why not have a brief discussion with your team about which idea from this guide to try first? It could be as simple as using AI to draft the next month's finance newsletter or to come up with a few new savings ideas. Set aside a small time to pilot it, and see what you learn. Likely, you'll start discovering your own clever use cases for AI assistance.

By prioritising practical usefulness and tailoring technology to our NHS realities, we can make sure innovations like AI genuinely help us serve our organisations better. Here's to working smarter, communicating clearer, and finding a bit more breathing room in our busy days. **Happy experimenting with AI, and good luck supercharging your finance team's workday!**





# Who are Red Circle?



**Red Circle Healthcare Advisory Ltd** was established in 2024 by **Bruce Finnamore** and **James Wilson** to help NHS CEOs and CFOs make better decisions around achieving financial balance, generating commercial income, delivering productivity gains and improving access and quality of service.

Bruce and James are both alumni of the NHS graduate training scheme. Between them they have over 70 years experience of working with and advising NHS organisations.

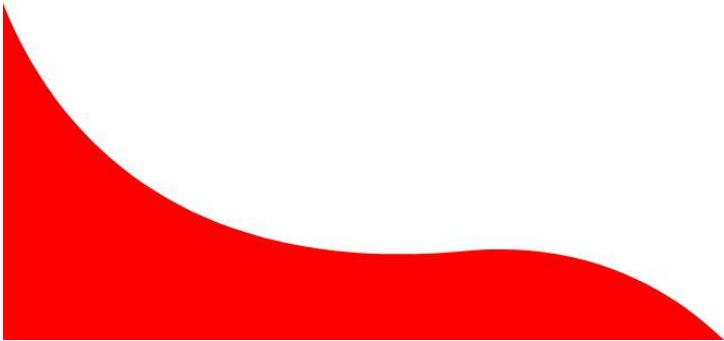
Bruce was the founder and CEO of Finnamore. Prior to him selling the business to General Electric in 2014 it was the largest independent health consultancy firm in the UK.

He co-founded the Foundation Trust Network (now NHS Providers) and was a member of DOH Advisory Group on NHS Futures.

James was the founder and managing director of Assista Software, a leading provider of NHS costing software. Since he sold Assista Software to LOGEX, a Dutch multinational, he has worked as the CEO of The Pinewoods Group of Clinics, a private medical provider.

In April 2025 they were joined on the Red Circle management board by **Mauli Hewavitarne**, formerly the Director of Costing at IQVIA. Mauli heads up the company's approach to NHS costing.

Red Circle offers a number of products and services:

- World class costing software
  - NHS commercial income benchmarking and review
  - Predictive analytics
  - Expert consultancy support
- 



# Meet **The Team**



Bruce - Executive Chair



James - Managing Director



Mauli- Director of Costing

The logo consists of a large red circle with a white center. Inside the white center, the text "Red Circle Healthcare Advisory" is written in a bold, dark blue serif font. The background of the entire page is white, with a large red curved shape in the top right corner and a smaller red curved shape in the bottom right corner.

# **Red Circle Healthcare Advisory**

# **Red Circle Healthcare Advisory**

## **Our Contact Details**



01454 406100



james.wilson@redcirclehca.com



<https://redcirclehca.com>



Somerset House, Church Road, GL9 1HT