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CAREER PATH

My career began with a BSc in Business Studies from Lancaster University, followed by an MSc in Health Informatics from University College London. I didn't have a fixed plan, but I was drawn to the NHS because of its values and the opportunity to contribute to something bigger than myself. I joined through the Health Informatics Graduate Management Scheme (GMTS), which gave me a broad foundation across several trusts and departments—from community health to acute care and even policy work at the Department of Health and Social Care.

Each placement offered something different. At Wirral Community NHS Trust, I supported the rollout of virtual consultation equipment during the pandemic, helping teams adapt quickly to new ways of working. At Cheshire and Wirral Partnership, I worked on automating emergency planning processes and improving data quality. At Wrightington, Wigan and Leigh Hospitals, I contributed to workforce efficiency and digital strategy projects.

One of the most eye-opening experiences was my time at the Department of Health and Social Care. I worked on legislation related to the Health Services Safety Investigations Body (HSSIB), helping to communicate key information to stakeholders across government and the NHS. I also co-managed a project to track recommendations from historic inquiries, which gave me a deeper understanding of how policy and operational delivery connect.

These experiences helped me understand the importance of adaptability, listening to others, and working collaboratively to find solutions. They also gave me a strong foundation in both technical and strategic thinking, which I've carried into my current role.

CURRENT ROLE

In my current role, I support the development and implementation of the Trust's Performance Assurance Framework (PAF), ensuring it remains closely aligned with both national and regional priorities. I also lead on the Integrated Performance Report (IPR), which underpins decision-making across the organisation.

The Integrated Performance Report (IPR) is central to organisational transparency, accountability, and continuous improvement, providing a holistic view of performance across clinical, operational, and strategic domains. My role involves coordinating comprehensive data collection from multiple departments, ensuring robust data quality through clear standards and regular validation, and applying analytical methods such as Statistical Process Control (SPC) charts to identify trends and inform decision-making. Beyond the numbers, I

work closely with colleagues to produce clear, honest narratives that contextualise our position, explain our actions, and support ongoing improvement. By helping to facilitate thoughtful reporting and encourage open conversation, I aim to ensure that the Trust's strategies and actions are supported by sound evidence. I'm grateful to play a part in fostering a culture where openness, teamwork, and positive change can take root.

I also organise Quality, People, and Sustainability (QPS) meetings with care group leads and executives, using the Integrated Performance Report (IPR) to review patient outcomes, staff wellbeing, operational and sustainability performance. I ensure accurate data is gathered and validated before meetings to help facilitate open discussion to identify challenges and celebrate successes, and I track agreed actions for accountability and ongoing improvement. These meetings support transparency, teamwork, and high-quality, sustainable care across the Trust.

Much of my time is spent collaborating with executives as well as operational, finance, and analytics colleagues to ensure our reporting tools and processes are effective, accurate, accessible, and genuinely useful. I've found that the most meaningful progress often comes from working in partnership—understanding people's needs and finding ways to make their day-to-day work easier.

This year, I was fortunate to be part of a team recognised with the HFMA Innovation & Sustainability Award. It was a lovely moment and stands as a testament to the collective effort across our teams to improve how we work and to support better care for patients.

Personal Development

I've always tried to make time for learning and development, whether through formal training or informal opportunities to grow. Over the past few years, I've completed a Healthcare Leadership Diploma, Prince2 Foundation, and technical training in Power BI, SQL, and Power Query. I've also taken part in NHS England's "Making Data Count" programme, which helped me think differently about how we present and use data.

Attending forums and conferences has been a great way to stay connected and learn from others. I regularly join sessions through the NHS Skills Development Network and other regional groups, which has helped me broaden my perspective and stay up to date with digital developments across the system.

I've found that the most valuable development often comes from being open to feedback, asking questions, and learning from the people around me. There's always more to learn, and I try to approach each new challenge with curiosity and a willingness to improve.

WORK-LIFE BALANCE

I genuinely enjoy spending time with colleagues, whether it's collaborating on a project or simply catching up. Outside of work, I love heading off on campervan adventures and climbing when I get the chance. These experiences help me recharge and bring a fresh perspective to my work.

ON REFLECTION

One of the things I'm most proud of is contributing to small but meaningful improvements that ultimately support better patient care. Whether it's simplifying a report, automating a process, or streamlining a workflow, my focus has always been on easing the workload for colleagues.

If I could offer advice to someone considering a career in NHS finance, I'd say: be open to learning, listen to others, and don't be afraid to ask questions. There's always room to grow, and the NHS is full of people who want to help you succeed.