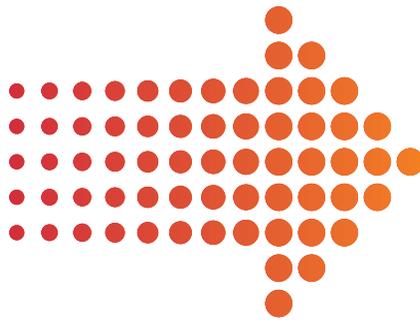


# Striving for excellence



## The HFMA president and chief executive's report, 2015-16

### In what has been a particularly challenging year for our members HFMA continues to strive to listen and support the membership in every way it can.

This is particularly the case in policy and educational terms where HFMA continues to fulfil its mission and objectives as articulated in our 2014-17 strategy.

For the fourteenth straight year, we are pleased to report HFMA has delivered a surplus of £225,000, slightly down from £303,000 in 2014/15. However, it should be noted that this year we started on the very exciting development of our own Qualification which has resulted in 'exceptional' costs of £183,000 which if adjusted for would mean our surplus would have been £408,000.

Our turnover has also increased from £7,592,000 to £8,516,000 which is one demonstration of the continuing growth in activity at HFMA.

Our conference facility, 110 Rochester Row, is now really 'bedding in'. Not only does it continue to provide us with a focal point in the centre of London but it contributed £230,000 to our bottom line. We were able to plough this surplus back into the policy and technical work of the Association. That figure represents a 6% return on investment as well, before consideration is given to the increased capital value.

We would also like to thank our friends on the corporate partner programme – all 25 of them. These organisations provide us with valuable resources without which we would not be able to run our central infrastructure. HFMA does not endorse products or services but we work with clients to help them get their message across. We would also like to thank all of our commercial supporters whether they be national or local businesses. Together they provide substantial resource for the Association to operate on the scale it does.

Our reason for existence is to support our members so HFMA is delighted to be able to say that by the end of the year the target of 10,000 members has been beaten by 1,675 to bring this class

of membership to a total of 11,675. Although more challenging, we have also managed to have a small increase year on year in our paying membership. A major objective for 2016-17 is to develop new ideas to attract more finance professionals into membership.

Paul Briddock has continued to spearhead our policy and technical programme and act as principal spokesperson for HFMA. The two financial temperature check surveys were amongst the highlights of a busy year and the whole media campaign generated 188 pieces of coverage which is way above the target of 75 that was set.

The health system is under significant pressure and over the past year HFMA has been able to support members and others in the NHS through:

- 105,402 hours of CPD provided during year (on average 11 hours for each full member)
- 155 local and national events
- 37 webinars providing 7,633 hours of CPD
- 42 briefings and publications.

This amazing amount of activity does not 'just happen'. HFMA is blessed to not only have a very professional and dedicated team of some 80 staff but also a magnificent and growing group of volunteers who work so hard in their free time whether they be committee or branch members or Chairs or of course our Trustees. We are truly blessed to have such busy senior people in the NHS working so hard to make HFMA the success it is.

Sue Lorimer was the president for the first half of the year whose theme 'Stronger together' was a great success with 28 courses commissioned and run by our branches. We would like to thank Sue for the steady and effective way she led HFMA in her year in office, we would also like to thank Andy Hardy

and Stephen McNally, two trustees who are stepping down at this AGM.

The theme for the second half of the year, launched at the 2015 annual conference in December 2015, is 'Step Up'. A theme that has captured the imagination of the service and once again, with each branch running at least one event, has proved a well-supported initiative.

During 2015-16 we continued to host and be recognised as prime partner for Future-Focused Finance ('FFF') and committed £100,000 of our resources to support the initiative. HFMA are proud to be at the heart of FFF.

HFMA is always looking to do more and develop new services to support the membership and ensure the sustainability of the Association into the future. Two major steps in the development of HFMA are; the development of the qualification, which we are expecting to launch in 2017 and the long held desire for a Royal Charter which is proving to be a longer process than we first envisaged.

We continue to strive for excellence in all we do and to grow the reach and depth of HFMA activities. We recognise a strong Association is good for the finance community as our members grapple with the unprecedented change and financial challenge within the NHS.

Thank you for reading this annual review if you think you might want to get involved please do not hesitate as there are always spaces for more willing volunteers!



**Shahana Khan**  
President



**Mark Knight**  
Chief executive

## An increased membership

Total number of HFMA members:

# 11,675

(exceeding target of 10,000)



## Active in all regions



Record attendances across the country at regional conferences



Expanding our

## Learning and development

Supporting members and others in the NHS through organising:

**37 webinars** providing **7,633 hours of CPD**

155 local and national events held across the UK

42 briefings and publications

1,300 delegates at regional conferences

98% of e-learning feedback was excellent/good

93% events feedback was excellent/good



# 105,402

hours of CPD provided during year (on average 11 hours for each full member)



## Fantastic participation in our wide and varied programme of events across the UK

340 delegates in **West Midlands** listened to **Roy Lilley** as the keynote speaker

**London** hosted a joint event with McKinsey whose speakers received reviews of 'excellent' from 92% of the audience

Record numbers of 200 at **Northern Ireland's** annual conference

40% increase on attendance in **South West** for the Developing talent conference

**East Midlands'** 'Stronger together' day on **maximising your impact and boosting your confidence and resilience**

200 delegates attended the 2 day conference in **Yorkshire and Humber**

207 delegates at the conference in **Wales**

174 attended a 24hr event organised by **KSS (Kent, Surrey and Sussex)** 'When the going gets tough'

**Eastern** launched **quarterly director of finance/ deputy meetings**, a newsletter and hosted 100 delegates at their conference

**Scotland's** high profile conference, with **John Swinney, deputy first minister**, as one of an impressive speaker line up, attracted 104 delegates

128 delegates attended the conference and membership numbers increased in the **North West** branch

**Northern's** annual conference was attended by 195 delegates with highlight sessions by **Jim Mackey** and **Pat Oakley**

**South Central's** 'Step Up' day **boosting your team's resilience** and coaching people out of their comfort zones



A valued voice

**100%** positive media coverage  
from 188 media items

**110,000** website visits



Gold standard

**Sally Gunnell OBE,**  
Olympic gold medallist closed the  
Annual provider conference 2016

Flagship venue  
for members



Dedicated conference  
facility in London  
110 Rochester Row



Finances

Healthy financial position with a **surplus** of

**£225,000**

Turnover increased from

**£7.6 million**

**to £8.7 million**

Net assets



**£4.7 million**

built up over many years to ensure  
sustainability for the future

Commercial allies

**25**

corporate partners providing  
support and resources

All of our events, across the UK this year have been very favourably received with **superb feedback** across the board. The range of subjects covered has been more varied than ever, with content tailored to the needs of the members attending.



## Publishing and informing

### The Policy and Technical team:



Produced

**25**

briefings and publications



Carried out

**16**

pieces of research



Developed or significantly updated

**12**

new e-learning modules



Responded to

**11**

consultation papers



Faculty events reached over

**1,000**

delegates

The continued support and expertise of our committees, who contribute to the thought leadership of the association, allows us to **inform a wider audience through our publications**. Titles updated this year include: the NHS finance function, guidance on audit panels and a costing guide, as well as a series of briefing documents, surveys and the development of clinical costing standards for acute and mental health services. Our policy team continued the debate at national level with their timely responses to 11 consultation papers. The Healthcare Costing for Value Institute also took the work in patient level costing further, by publishing the first PLICS toolkit for acute services.

The reach and depth of HFMA networks provide us with invaluable expertise and knowledge, adding value to our **collaboration with a wide range of partners**: our committees contributed to the survey on mental health parity of esteem working with NHS providers, and a number of NHS finance career stories, with Future Focused Finance.

The Provider Finance Faculty took finance directors from across the UK to see GS1 barcodes in action at Derby Teaching Hospitals, the first trust in the country to adopt the new technology.

The Commissioning Finance Faculty has seen more than 500 delegates benefit from the forums held across the UK, and the Healthcare Costing for Value Institute continues to evolve and bring real benefits for members, both commissioners and providers,

attracting wide attendances at Value masterclasses, the Annual costing conference and the launch of the Annual technical costing update, reaching a total of over 480 delegates.

**Our work in education continues to develop in line with the needs of our members and the wider healthcare community**

The Institute also offers world wide **networking and learning opportunities** with high profile input from the internationally renowned Virginia Mason Institute, Seattle, at one of the masterclass events and an international symposium on value in healthcare, with speakers from the UK as well as Germany, Spain, Australia and the Netherlands, offering new insights.

Our work in education continues to develop in line with the needs of our members and the wider healthcare community, with 12 new and updated e-learning modules being added, by the policy and technical team.

Faculty events offer a focused environment for information sharing and education, for example, the events organised by the Chair, Non-Executive Director and Lay Member Faculty have provided a unique, educational and collaborative setting for a total of 130 delegates. Events have addressed issues of concern to members and have aimed to equip them with the skills and knowledge they need in the challenging and ever changing landscape of the NHS.