

# Keeping our members at our **core**



hfma

## President and Chief Executive's Report – year to 30 June 2018

**During this, the first year of our new three-year strategy to 30 June 2020, we have made great strides towards achieving the objectives we set for ourselves over the three years.**

As well as maintaining the quality of the more traditional activities in the year to 30 June 2018 we have also started to deliver on some of the new activities we identified in our strategy. One of these is the continuing digitalisation of our members offering which took a great leap forward with the launch of our members App in December 2017. Another, which is arguably the most ambitious development we have ever undertaken, was the first full year of running the HFMA Academy and the HFMA Awarding Organisation which deliver the HFMA Diploma and Higher Diploma in healthcare and business finance and the formalising of arrangements with BPP University meaning our students can complete a third year of study to achieve an MBA in Business and Healthcare Management.

Having our own HFMA qualifications and running them through our HFMA Academy and awarding them through our HFMA Awarding Organisation has been a long-term desire. We are delighted that following the launch of the HFMA Diploma and Higher Diploma in Healthcare and Business Finance last year, the first full year of running these qualifications has been an unqualified success with 78 students enrolled on modules at 30 June 2018.

The HFMA Academy has also developed, launched and now runs a Higher Diploma in Practice Management for the National Association of Practice Managers ("NAPC"). At the end of June 2018 there were 105 students enrolled on this qualification.

The strategy over recent years has been to build reserves to ensure the Association is financially sustainable and able to navigate any unforeseen issues. With reserves at £4,418k it was agreed that the strategy for 2018-20 recognises the importance of continuing to invest all the Association's resources into supporting the membership and financially, the focus will be on maintaining the current levels of reserves rather than building them further.

As a result, the financial target over the three years to 30 June 2020 is to break-even. For the year to 30 June 2018 the result was a small deficit of £37k, after £94k of one-off exceptional reorganisation costs a small surplus of £57k was achieved.

Although the development of the HFMA Academy and HFMA Awarding Organisation have been a major focus of the year, our other activities also continue to go from strength to strength. Our conference facility, 110 Rochester Row, continues to be busy and provide a focal point in the centre of London and continues to contribute financially with a surplus in the year to 30 June 2018 of £217k.

We continue to work closely with the private sector and would like to thank our friends on the corporate partner programme – all 20 of them – who provide us with valuable resources without which we would not be able to run our central infrastructure. We would also like to thank all of our commercial supporters whether they be national or local businesses.

Our reason for existence is to support our members so HFMA is delighted to be able to say that at the end of 30 June 2018 we have reached a record 14,342 members.

We recognise that our members continue to be under huge pressure at work as they help manage a health system which is itself under significant pressure. Over the past year HFMA has been able to support members and others in the NHS through:

- 133,710 hours of CPD provided during year
- 163 local and national events
- 44 briefings and publications

We are also very proud of the fact that we ask attendees and users of all our activities to give feedback which over the last year was an amazing 96% good or excellent.

During 2017-18 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.

As an association HFMA is blessed to not only have a very professional and dedicated team of staff but also a magnificent group of volunteers. These individuals work so hard in their free time whether they be committee or branch members or Chairs or as Trustees. We are truly blessed to have such busy people in the NHS working so hard to make HFMA the success it is.

Mark Orchard was the President for the first half of the year whose theme "Everyone Counts" was articulated very effectively and struck a nerve across the service but particularly at the branches. We would like to thank Mark for the energy, positivity and commitment he brought to the role over the year.

The theme for the second half of the year, launched at the annual conference in December 2017, is "Our NHS, Your HFMA, Brighter Together". Which focuses on the importance of working across boundaries both within the NHS and the wider public sector (geographically and organisationally) and also the private sector, with the common aim of improving patient care and experience.

Thank you for reading this annual review. If this inspires you to take part, please do not hesitate to contact us.



**Alex Gild**  
President



**Mark Knight**  
Chief Executive

Keeping our members at our **core**



# Total number of HFMA members:

# 14,342



## Learning and development



96%  
good/excellent  
feedback on all events

163  
local and national events  
held across the UK

7806  
delegates  
at national and regional events

133,710  
CPD hours provided

## HFMA Qualifications

Completed our first full year of running the HFMA Academy and HFMA Awarding Organisation

94

students studying HFMA qualifications

12

students successfully completed their diploma or higher diploma

### Aspiring finance leaders

- 9 successful candidates from the programme obtained a CFO/DOF role
- Welcomed 23 future leaders to the programme

### Commercial

- Supported by 20 corporate partners
- 110 Rochester Row, our conference centre in Victoria, continues to be a successful investment for HFMA

### Annual conference

- HFMA president 2017/18 Alex Gild launched his theme 'Our NHS, your HFMA, Brighter Together'
- Olympic athletes, **Alistair and Jonny Brownlee** closed the annual conference 2017

## The policy and technical team:

Produced:  
44  
publications

Carried out:  
16  
pieces of research

Responded to:  
7  
consultation papers

## Increasing our digital presence

Launched the

**myHFMA member app**

– all our content is now available through the app



## Branches

The **Eastern** branch provided 1147 hours CPD in total for 2017-18 and had 92 delegates at the annual conference and 27 at the student conference.

In November 2017 116 delegates attended the **East Midlands** branch annual conference and gave the event 100% good or excellent feedback.

162 delegates attended the **Kent, Surrey and Sussex** annual conference in 2017, providing 1701 CPD hours with 99% good/excellent feedback.

**London** branches student conference welcomed 59 delegates. The branch also received 100% good/excellent feedback from 76 delegates at the annual conference.

The **Northern Ireland** branch annual conference was a resounding success with 171 delegates who rated the event 100% good/excellent. In total the branch provided 2962 hrs of CDP throughout the year.

The 190 delegate that attended **Northern** branch annual conference received a total of 1330 hrs CDP.

The **North West** Branch has continued to strengthen its links with key supporters as well as developing new relationships with E&Y and CIPFA. The Annual Branch Conference in June was well attended from across the region and saw our fifth year of the HFMA North West Awards with the highest number of entries.

98 delegates attended the **Scotland** annual conference in October 2017.

**South Central** annual conference had 136 delegates, providing 1564 CPD hours.

4175 CPD hours throughout the year were provided by the **South West** branch in 2017-18. 2750 of those were provided to the 220 delegates that attended the annual conference in 2017.

The **Wales** branch annual conference continues to grow year on year with 225 delegates from across the nation.

Three projects were registered by the **West Midlands** research and development committee: STP Process, New Models of Care, Delayed Transfers of Care. The branch also held a hugely successful annual conference with 320 delegates in attendance.

The **Yorkshire and Humber** branch annual conference took place in January 2018 and attracted 160 delegates and received 100% good/excellent feedback.

## Policy and Technical

**During 2017/18, the HFMA's policy and technical team produced 44 publications and submitted seven responses to consultation documents issued by stakeholders. The continued support from, and expertise of, our committees, which contribute to the thought leadership of the association, allow us to produce a wide range of publications.**

We continued to communicate the concerns of NHS finance directors through our NHS financial temperature check surveys. We produced a range of briefings on technical matters aimed at supporting members as they go about their work. The topics covered included accounting for the apprenticeship levy, leases, ethics and conflicts of interest. During 2017/18 we updated the NHS audit committee handbook and produced briefings for members working in Scotland, Wales and Northern Ireland. We also published a briefing to mark the 70th birthday of the NHS which considered what the next 30 years might bring.

The reach and depth of HFMA networks provides us with invaluable expertise and knowledge, adding value to our collaboration with a wide range of partners. For example, we published a report with PwC Making the money work in the health and care system, continued to update our NHS efficiency map with NHS Improvement and carried out a review of the challenges facing general practice with Future-Focused Finance.

Our policy and technical outputs continue to be well received by members, with 92% rating them as either very high or high quality.

### Our networks

The Provider Finance Faculty & Commissioning Finance Faculty came together for the first year to host a joint Summer Conference; 'Convergence.' The event was highly attended by delegates from both sectors and was so successful it has been decided to do this again in the future. The faculty also facilitated the sharing of best practice on the topic of 'Making STP finance a reality' at the September Technical forum. The Faculty joined up with the Healthcare Costing for Value Institute for the October's Directors forum to give our members the opportunity to attend the International Symposium. The March technical forum provided a platform to discuss and learn from experienced trusts about NHSI's Use of Resources assessment while May's Directors forum focused heavily on the topic of funding and launched the joint report from HFMA & PwC on 'Making money work in the health and care system'

The highlight of the Mental Health Faculty's year was its annual conference in September,

which included a keynote address from Professor Tim Kendall and an interesting patient story from Lisa Rodrigues and her experiences as an NHS Chief Executive struggling with depression. The group continued its work on developing mental health outcome measures as well as following and supporting the publication of the Carter summary for mental health and community services. The faculty coordinated sessions at our forums and conferences which reflected on the progress of the five year forward view, including a keynote session at our annual conference with Rt Hon Norman Lamb MP and Claire Murdoch. The faculty have sought to develop and influence on mental health's role within the integrated care agenda as well as exploring links with social care and the prevention plan. Recently, the mental health faculty have teamed with NHS England to offer feedback on the mental health investment standard.

The Chair, Non-executive Director and Lay Member Faculty offers a rich and unique network for information sharing and education. Discussion points this year include; transformational leadership, new care models, Diversity, engagement and integration. Members reflecting on their experiences of workforce challenges, counter fraud, mental health and social care reform. In January we are also pleased to welcome Peter Wyman, Professor Tony Young and Baroness Dido Harding to our annual chair's conference, alongside sessions focusing on diversity in leadership and integrated care governance.

The Commissioning Finance Faculty continued the theme of collaborative working from the Summer Conference in July through to the HFMA/ CIPFA annual health and social care conference in September. Delegates discussed the challenges facing health and social care and how both sectors are increasingly becoming aligned through shared budget systems, integrated personal commissioning (IPC) and social prescribing. November's faculty forum looked at the future of primary care and how this will impact commissioning, with a detailed look at best practice in prescribing in May. The Technical Issues Group (TIG) also met at the HFMA Annual Conference to discuss the ACS programme, NHS Property Services,

local STP progress and various ongoing topics in the faculty's work programme.

The Healthcare Costing for Value Institute continues to provide a wide range of networking and training opportunities for the improvement of patient-level costing, the use of patient-level data as powerful intelligence and the application of value-based healthcare in practice.

Flagship events included the annual costing conference which supports NHS staff to improve their costing, and the International symposium which presents examples of value-based healthcare from across the globe. The Institute's first clinical forum 'Harnessing the power of clinical and financial collaboration to drive value' took place in March 2018, aimed at all clinical staff with an interest in quality improvement, the effective use of resources and the practical implementation of value-based healthcare.

The community services PLICS toolkit supported trusts to turn patient-level costing data into operational intelligence, and a costing briefing for clinicians provided a high-level overview of what PLICS is and how it can support clinicians to improve patient care. A number of case studies described how NHS organisations are overcoming challenges and achieving success in costing and value.

The Institute delivered the NHSI Costing Regional Forum (CRF) and National Sector Forum (NSF) programmes from September 2017 to March 2018, and also delivered the Future-Focused Finance Best Possible Value Toolkit project between June 2017 and March 2018.

The Institute introduced a new form of membership for organisations to become Associates of the Institute, made available to arms-length bodies (ALB) and relevant membership organisations. The Institute also re-established an independent costing group to share best practice, support the Institute programme and provide a cross-sector industry representation for NHS costing.