

Our NHS, your HFMA

# Brighter Together

## Annual conference 2018

5 - 7 December, Hilton London Metropole



hfma

# HFMA Annual Conference 2018

5-7 December 2018, Hilton London Metropole  
Conference Programme

## Wednesday 5 December

### 10.00 **The NHS Operating Game, Integrated health & social care**

*Tracy Smith, training development and delivery manager, HFMA and Chris Calkin, past president, HFMA*

After years of working as independent organisations working to meet their own objectives, one of the main challenges faced by STPs is understanding the impact decisions made by one organisation is having on the whole health and social care system.

The NHS Operating Game – Integrated Health and Social Care allows participants to understand and experience the role of different organisations in the system and how the patients and money flow between them. The NHS Operating Game is an interactive board game where services and organisations are visually represented requiring participants to work together to plan service delivery over several rounds of the Game. Each round representing a month.

This three-hour session will give you the opportunity to sample the game and to appreciate how it can help both finance and non-finance professionals to understand more about NHS finance and their role in adding value for patients. This is a powerful tool that offers a very different and effective kind of learning experience.

### 12.00 **Personal Development Session**

*Matt King OBE*

An interactive journey reflecting upon the experiences – positive, negative, emotion churning – which have taken Matt from lying on the pitch as a 17-year-old boy with a broken neck, through to reading law university, qualifying as a solicitor now working for the Williams Martini Racing Formula One team, completing the New York Marathon, skiing the slopes of Sweden, mentoring newly spinal-cord injured individuals, releasing his autobiography and being the youngest person ever to be awarded an OBE at the age of just 26.

13.00 Lunch, exhibition and networking

14.00 **Workshop session 1**

15.00 Refreshment, exhibition and networking

15.30 **Workshop session 2**

16.30 Transit to next workshop

16.35 **Workshop session 3**

17.35 Exhibition and free time

19.00 President's welcome dinner and HFMA qualification graduation

# Thursday 6 December

## 08.00 Breakfast workshop sessions

### 09.30 HFMA President welcome

**Alex Gild**, chief financial officer, Berkshire Healthcare NHS FT

### 09.40 Opening address: Diversity in leadership

**René Carayol MBE**, **Elizabeth O'Mahony**, chief finance officer, NHS Improvement, **Hardev Virdee**, chief finance officer, Central and North West London NHS FT and **Sandra Easton**, chief finance officer, Chelsea and Westminster NHS FT

Opening this year's conference with a bang is René Carayol, worldwide business and leadership speaker, broadcaster, columnist and author.

In a new age where finance professionals are moving from being experts in their field to being leaders in system redesigns and patient experiences; René will explore how to juggle the new skills and additional time that these demand. Whilst being mindful of the strain and challenges currently facing our NHS, René will explore what he describes as 'contemporary leadership' whereby collaboration is the new leadership.

For the latter part of the session, René will shine a light on diversity within the NHS, focusing on the tangible benefits of creating an inclusive and diverse culture. He will be interviewing Elizabeth O'Mahony, as a prominent female finance leader in a national role, Hardev Virdee as a newly appointed diversity lead for London alongside Sandra Easton, a prominent FD who is leading the way in gender diversification in finance.

The more inclusive and diverse we are then the better the decision making; this session will no doubt motivate delegates, focusing on why we are not only stronger together, but the future is brighter together.

## 10.40 Refreshments, exhibition and networking

### 11.20 Reimagining healthcare delivery: HFMA snapshot sessions

Chaired by **Mark Orchard**, director of finance, Poole Hospital NHS FT

#### 1. Leading an integrated health service organisation: Reflections from the top

**Kevin Brennan**, chairman, HFMA USA

Until this year, Kevin Brennan had served as the Executive Vice President of Finance and CFO of Geisinger Health System Foundation for over 23 years. His time at the organisation made him the longest CFO Geisinger had ever seen, and he was an indispensable part of helping the \$7 billion organisation earn numerous accolades for financial leadership. Kevin will join us to give his reflections from his time at Geisinger and discuss what his HFMA USA presidential theme 'Imagining Tomorrow' means, including a discussion of creating a solid foundation for effective execution of that vision.

#### 2. If I can do it, so can you

**Dr Sue Black OBE**, technology evangelist, digital skills expert, social entrepreneur, consultant

"If I can do it, so can you" is the inspiring and motivating story of one woman's determination to succeed. 25 years ago, Dr Sue Black was a single parent with three small children living on a council estate in Brixton. She is now one of the top 50 women in tech in Europe, received an OBE and just been appointed to the Government Advisory body shaping digital services. Sue talks about how she brought her family out of poverty and built a successful career through education, passion and a determination to succeed.

#### 3. From national projections to local projects: Reimagining patient care through social prescribing

**Dr Michael Dixon**, national clinical champion for social prescribing, NHS England

Whilst GPs and NHS organisations have already been involved in patient referral schemes in some way, shape or form, many are now becoming increasingly interested in how social prescribing at scale can help meet the demands of their local STP. In this session, Michael will be offering the national perspective on the social prescribing agenda and the plans for implementation going forward. Michael will incorporate his clinical experience and how he envisages the bridging of the gap between primary care, secondary care and more broadly, health and local authority.

#### 4. The year ahead for healthcare economy

**Anita Charlesworth**, director of research and economics, The Health Foundation

The NHS faces an enormous challenge as pressures on the service grow rapidly while funding fails to meet the pace. Anita will join us to give a transparent analysis of the nation's financial health and a snapshot on the healthcare economy for the next year.

12.30 Lunch, exhibition and networking

**13.50 A mental health and social care agenda fit for the future**

**Rt Hon Norman Lamb MP** and **Claire Murdoch**, CEO, Central & North West London NHS FT and national mental health director, NHS England

With the Five Year Forward View entering its final year, Claire and Norman will join us to reflect on some of the key recommendations set out in the publication and question to what extent the NHS has achieved these. This session will examine how embedded mental health & social care has become integral to the agenda for change and what we, as healthcare professionals, should be doing to enhance this key aim.

When in post as Health Minister, Norman had previously challenged the NHS to ensure that mental health was treated with the same priority as physical health, including the introduction of access and waiting standards in mental health for the first time. This session will offer an opportunity for reflection from both Claire and Norman, with time for both to take questions from the floor before Claire joins the wider panel below.

**14.30 Connecting the dots: a brighter future together**

**This panel session will be chaired by Alex Gild**, chief financial officer, Berkshire Healthcare NHS FT. **Caroline Clarke**, deputy chief executive, Royal Free London NHS FT, **Claire Murdoch**, CEO, Central & North West London NHS FT and national mental health director, NHS England, **Anita Charlesworth**, director of research and economics, The Health Foundation and **Professor Nick Harding**, GP, chair of NHS Sandwell and Birmingham CCG and senior medical advisor (for integrated care systems), NHS England

This panel session will focus on the key issues currently affecting the NHS and how different sectors can start to work together to tackle these. Delegates will have the opportunity to ask key leaders from different sectors of healthcare how they believe the 10 year plan will help tackle the pressures currently faced in primary care, backlog maintenance, waiting time standards and most critically; funding.

15.10 Refreshments, exhibition and networking

**15.50 Creating the conditions for success: What the next 10 years holds for NHS workforce**

**Calum Pallister**, director of finance and **Rob Smith**, director of workforce planning, Health Education England

It is undeniable that workforce has become one of the biggest issues currently facing the NHS, closely following service redesign. How we as employers attract and retain staff within a global and highly competitive job market is a challenge that needs addressing now. Calum and Rob will join us to discuss the workforce strategy stemming from the forthcoming NHS Long Term Plan and both the immediate and long term recommendations surrounding; short term supply, long term demand, productivity, retention, and workforce transformation.

This session will give delegates an insight into significant developments surrounding education tariffs and place based funding that are likely to impact all providers in both primary and secondary care. Both Calum and Rob will also discuss how the 10 year workforce strategy will support the NHS's highly anticipated 10 year plan.

**16.20 Closing address**

**Ian Dalton CBE**, chief executive, NHS Improvement

16.50 Exhibition and free time

18.45 Pre-dinner drinks reception

19.30 Gala dinner and awards ceremony followed by after-dinner party

# Friday 7 December

08.30 Refreshments, exhibition and networking

09.15 **HFMA AGM**

09.40 **Opening conference speech from HFMA President**

*Bill Gregory, chief finance officer, Lancashire Care NHS FT*

10.00 **The journey to integrated care continues: how we turn challenges into opportunities**

*Matthew Swindells, deputy chief executive & national director of operations and information, NHS England and Jon Rouse, chief officer, Greater Manchester Health & Social Care Partnership*

In April 2016, Greater Manchester started to take charge of its own health and social care and embarked on a massive transformational change that would affect everyone living in the region. The partnership brought together 37 different health and social care organisations for the first time and integration and collaboration became at the heart of what they did.

Jon will join us to give his perspective as a CEO 'on the ground' and discuss the progress made so far in Greater Manchester, Jon will also look to the future of and continuing journey towards patient centred care. Matthew will then discuss what's next for the integration agenda from 'the top.' Along with this, both Matthew and Jon will share their thoughts on whether devolution is the answer for the rest of the NHS, envisaging how a 10 year plan will shape the NHS and how sector partners start working together to deliver this vision.

10.40 **NHS Innovation: past, present & future**

*Professor Tony Young, national clinical lead for innovation, NHS England, consultant urological surgeon and clinical lead for innovation, Southend University Hospital NHS FT and innovation lead for Mid & South Essex STP & Anglia Ruskin University*

As a practicing NHS surgeon, Tony Young was then appointed to his role of National Clinical Lead for Innovation at NHS England in 2016. In this new role, Tony established the NHS Clinical Entrepreneur Training Programme, which provided junior doctors with the opportunity to develop their entrepreneurial aspirations during their clinical training period. This programme has brought with it a series of positive effects for the NHS, for example, an increased opportunity for doctors to enrich practices in the NHS through learning from commercial sectors, research funding for new treatments and improved staff retention and recruitment.

Tony is heavily involved with the Academic Health Sciences Networks (AHSN) which were established by NHS England in 2013 to spread innovation to improve health and generate economic growth. With a wealth of experience to bring to the session, Tony will be using this time to update delegates on NHS England's national innovation agenda, including an exploration of the impact of the AHSN and the clinical entrepreneur programme.

11.15 Refreshment, exhibition and networking

12.00 **The Gloves are off: A round with Nicola Adams**

*Pro female boxer and double olympic champion hosted by René Carayol MBE*

Nicola Adams OBE is an Olympic Gold Medallist and is officially Great Britain's most successful female boxer of all time. This session promises to be a knockout and the perfect way to end the conference. In August 2016, Nicola achieved what was the proudest moment of her career so far, in becoming the first British boxer to successfully defend their Olympic title for 92 years. She is a true champion in every sense of the word, having overcome both injury and adversity early in her career; Nicola fought back from a career threatening injury in 2009 to win a silver medal at the 2010 World Championships and gold at the European Amateur Championships, subsequently qualifying for London 2012. Nicola also won gold at both the 2014 and 2015 Commonwealth Games and has been awarded both an MBE and OBE in honour of her achievements.

Hosted by Rene, Nicola will join him on stage to share with delegates her unique journey to success; exploring how she refused to throw in the towel, overcoming every obstacle in her way to win gold.

13.00 **Chair's closing remarks**

*Bill Gregory, chief finance officer, Lancashire Care NHS FT*

13.15 Lunch and exhibition prize draw

14.00 Conference close

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# Learning lab programme

## Full synopsis for all sessions on following pages

### 10.00 – 13.00 **The NHS Operating Game, Integrated health & social care**

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An interactive journey reflecting upon the experiences – positive, negative, emotion churning – which have taken Matt from lying on the pitch as a 17-year-old boy with a broken neck, through to reading law university, qualifying as a solicitor now working for the Williams Martini Racing Formula One team, completing the New York Marathon, skiing the slopes of Sweden, mentoring newly spinal-cord injured individuals, releasing his autobiography and being the youngest person ever to be awarded an OBE at the age of just 26.

<b>WORKSHOP SESSION 1</b> <b>Wednesday 14:00 – 15:00</b>	<b>WORKSHOP SESSION 2</b> <b>Wednesday 15:30 – 16:30</b>	<b>WORKSHOP SESSION 3</b> <b>Wednesday 16:35 – 17:35</b>
<p><b>(1A) How a medical locum bank delivered real savings: Learning from Lancashire</b></p> <p><i>Mick Whitley, group commercial director, Kelly Lyon, healthcare senior client relationship manager, Jan Truter, Medacs Global Group financial director, Medacs and Lisa Eccles, medical workforce manager, Lancashire Teaching Hospital NHS FT</i></p> <p>Sponsored by:</p> 	<p><b>(2A) The unsung benefits of subsidiaries: bringing money back into the NHS family</b></p> <p><i>Lorraine Christopher, managing director, Barnsley Facilities Services</i></p>	<p><b>(3A) How to make better decisions with your data</b></p> <p><i>Sam Riley, Head of improvement analytics, NHS Improvement</i></p>
<p><b>(1B) Transforming patient pathways through patient-level data</b></p> <p><i>Lucy Billington, assistant finance director, Marie Embery, senior financial advisor, Lancashire Teaching Hospitals NHS FT and Richard Sawyer, institute relationship manager, HFMA</i></p>	<p><b>(2B) Corporate services transformation and the role of automation</b></p> <p><i>Simon Collier, partner, PA Consulting</i></p> <p>Sponsored by:</p> 	<p><b>(3B) Driving value across systems: The Camden Population Management Tool</b></p> <p><i>Caz Sayer, chair, Haverstock Healthcare and Richard Sawyer, institute relationship manager</i></p>
<p><b>(1C) What is your role, in supporting and implementing new research and practices to facilitate service improvement?</b></p> <p><i>Dr Patricia Oakley, director and workforce planning and policy and research development specialist</i></p>	<p><b>(2C) Using new information technologies to drive quality and patient throughput while reducing cost</b></p> <p><i>Barry Chaiken, chief medical information officer, Infor</i></p> <p>Sponsored by:</p> 	<p><b>(3C) Look ahead: working with accommodation partners to support successful patient discharge in to the community</b></p> <p><i>Irmani Smallwood, director of business development and innovation and Angelina Morgan, head of operations, Look Ahead</i></p>

<p><b>(1D) Supporting savings through identifying unwarranted variation</b>  <i>Nina Monckton, NHS BSA</i></p> <p>Sponsored by:</p> 	<p><b>(2D) Right care, right place, right time: delivering acute care in the community</b></p> <p><i>Jamie Bewick, head of financial accounts, Sussex Community NHS FT, Mairead Dolman, Hospital at Home Team lead, Sussex Community NHS FT &amp; Sarah Day, Policy &amp; Research Manager, HFMA.</i></p>	<p><b>(3D) Brexit: what will this mean for the NHS?</b></p> <p><i>Dr Layla McCay, Head of International Relations, NHS European Office &amp; Member of the Brexit Health Alliance</i></p>
<p><b>(1E) How to use the new Model Hospital site: navigating the new features and designs</b></p> <p><i>Dr David Ashby, associate director, Model Hospital</i></p>		<p><b>(3E) Creating a finance function fit for the future</b></p> <p><i>David Ellcock, programme director, Future-Focused Finance, Damien Ashford, partner, Simon Weiss, director, Josh Walker, senior manager and Nilam Tai, senior associate, PwC</i></p>
<p><b>(1F) Transforming culture with lean methodology: revisiting the Virginia Mason pilots 3 years on</b></p> <p><i>Mark Songhurst, workstream lead Scan4Safety, The Leeds Teaching Hospitals NHS Trust and Pam Kaur, commercial finance manager, University Hospitals Coventry and Warwickshire NHS Trust</i></p>	<p><b>(2F) The role of finance professional as a leader of quality and service improvement</b></p> <p><i>Stephanie Reid, head of improvement science, Jenny Davies, programme director – clinical reconfiguration and redesign NHS Improvement</i></p>	<p><b>(3F) Harnessing the value of estate to deliver your strategic plan</b></p> <p><i>Vikki Town, group finance director and Leighton Chumbley, chief executive, Prime</i></p> <p>Sponsored by:</p> 

<p><b>(1G) From referral to report; continuous improvement in radiology</b></p> <p><b>Nick Bultitude</b>, transformation programme manager – clinical imaging and medical physics, Guy's &amp; St Thomas' NHS FT and <b>John Wilkinson</b>, head of healthcare consulting and transformation, Siemens Healthineers</p> <p>Sponsored by:</p> 	<p><b>(2G) Lessons learned from IR35 and considerations for the future</b></p> <p><b>Matt Fryer</b>, group compliance director, Brookson Direct</p> <p>Sponsored by:</p> 	<p><b>(3G) Building Financial Resilience through Personalised Approaches</b></p> <p><b>Sue Bottomley</b>, head of finance, commissioning &amp; contracting and <b>Jim Manton</b>, senior delivery manager (finance &amp; commissioning), NHS England</p>
<p><b>(1H) Delivering child and adolescent mental health services in schools</b></p> <p><b>Julia Ford</b>, CAMHs in schools lead, North Staffordshire Combined Healthcare NHS FT &amp; <b>David Hewitt</b>, chief information officer, North Staffordshire Combined Healthcare NHS FT</p>	<p><b>(2H) Lessons learnt from the Buckinghamshire ICS</b></p> <p><b>Louise Watson</b>, managing director, Buckinghamshire ICS and <b>Rachael Backler</b>, Deputy Director, System Transformation Group, NHS England</p>	<p><b>(3H) Success Story Spotlight': Medical Devices - Delivering a centre of excellence at Guy's Hospital</b></p> <p><b>Stephen O'Callaghan</b>, senior director, Johnson &amp; Johnson and <b>Neil Wright</b>, deputy director, commercial directorate, Guy's and St Thomas' NHS FT</p> <p>Sponsored by:</p> 

**Full synopsis for all sessions on following pages**

# Workshop session 1

## Wednesday 14:00 – 15:00

### (1A) How a medical locum bank delivered real savings: Learnings from Lancashire

**Mick Whitley**, group commercial director, **Kelly Lyon**, healthcare senior client relationship manager, **Jan Truter**, Medacs Global Group financial director, Medacs and **Lisa Eccles**, medical workforce manager, Lancashire Teaching Hospital NHS FT

In March 2018, Lancashire Teaching Hospital NHS FT and Medacs Healthcare joined up to launch one of the first Flexible Bank Pilot schemes in a NHS Trust. The pilot aimed to improve and maintain the supply of healthcare staff whilst also making significant cost savings and efficiencies. This session will detail the background to the pilot, progress to date including the fill rates and savings targets achieved. In this session, delegates will have the opportunity to explore how the financial benefits were tracked and realised.

### (1B) Transforming patient pathways through patient-level data

**Lucy Billington**, assistant finance director, **Marie Embery**, senior financial advisor, Lancashire Teaching Hospitals NHS FT and **Richard Sawyer**, institute relationship manager

Lancashire Teaching Hospitals NHS Foundation trust are on a journey to transform their costing, reduce clinical variation and improve patient pathways. To do so, the trust has moved service-line reporting (SLR) from an annual to quarterly basis and worked with clinicians to validate the data. The costing team has used an evidence-based approach to demonstrate to the board a clear picture of the service and use patient-level deficit information to challenge clinical practice.

Lucy and Marie will join us to share the challenges they have overcome and the progress they have made in their costing journey so far, including how they are utilising Model Hospital data. This workshop is aimed at all levels of finance staff and will be an opportunity for delegates to hear how beneficial costing information can be. Delegates will also hear simple and practical tips on how to improve costing processes.

### (1C) What is your role, in supporting and implementing new research and practices to facilitate service improvement?

**Dr Patricia Oakley**, director and workforce planning research and policy development specialist.

Dr Oakley is a strategic service and workforce policy analyst and development specialist and a research fellow at King's College London University with over 40 years' health and public service experience. In the last 10 years she has worked on the national workforce policy programmes for medical, nursing, midwifery, pharmacy, and science workforces. She is one of the founding directors of Practices Made Perfect Ltd., whose focus is to work with public service organisations to help them develop their service strategies and workforce development plans.

With a wealth of experience to bring to the session, Dr Oakley will:

- Explore the challenges facing the NHS and the workforce requirements of the future
- Discuss the potential impact of the new science and big data strategies on how the workforce is organised and developed in the future.
- Outline the role of the board in supporting and implementing a workforce development agenda

### (1D) Supporting savings through identifying unwarranted variation

**Nina Monckton**, NHS BSA

In an environment with fragmented systems where data is created both inside and outside of those systems, how can we harness the value of data such that it can answer key questions and deliver evidence-based information to drive forward how things (any things) could be done differently?

Identifying unwarranted variation is a key theme in supporting the case studies that will be discussed in this session, including how data can better support patient care and how finding anomalies in vast data sets is leading to huge savings for the NHS.

**(1E) How to use the new Model Hospital site: navigating the new features and designs**  
*Dr David Ashby, associate director, Model Hospital*

The Model Hospital is an online tool provided by NHS Improvement to support providers to understand and identify improvement opportunities. This session will help participants explore and navigate the new Model Hospital site which has been made easier to use with a specific focus on how to make the most of the new features and designs. These include support articles, videos and tips, a new browse and metric search, clear and comprehensive metric pages.

David will talk through the new 'opportunities' feature and how it can be used to help trusts improve productivity. Delegates will also learn how to effectively navigate the redesigned metric pages and new search functionality, with an opportunity to ask questions on any aspect of the new site.

Delegates that attend this session will:

- Learn how we developed the new site in line with user testing and feedback
- Understand all the new features and designs
- Understanding and interpret the new 'opportunities' feature
- Learn how to make the most out of the new features

**(1F) Transforming culture with lean methodology: revisiting the Virginia Mason pilots 3 years on**  
*Mark Songhurst, workstream lead Scan4Safety, The Leeds Teaching Hospitals NHS Trust and Pam Kaur, commercial finance manager, University Hospitals Coventry and Warwickshire NHS Trust*

2015 saw the five year partnership between The Virginia Mason Institute and the NHS established. Five trusts in England were chosen to lead the initiative, benefitting from the influence of healthcare experts in the US. The partnership's main aim was to share the learnings from Virginia Mason to the NHS in order to improve quality of care.

One key process adopted from Virginia Mason was the Lean Methodology, which aims to bring lasting cultural change to an organisation, rather than just finding a short term easy fix to a problem. Pam and Mark will join us to:

- Outline the key principles of the lean methodology
- Explore their original organisational structure, examining some of their productivity barriers
- Analyse the results of implementing lean methodology thus far

**(1G) From referral to report; continuous improvement in radiology**  
*Nick Bultitude, transformation programme manager – clinical imaging and medical physics, Guy's & St Thomas' NHS FT and John Wilkinson, head of healthcare consulting and transformation, Siemens Healthineers*

The team at Guy's and St. Thomas' NHS Foundation Trust have worked to improve the performance of the clinical imaging and medical physics department (CLIMP) and establish a culture of continuous improvement. This session aims to share the team's experience of the first year of their transformation programme in partnership with the Siemens Healthineers Healthcare Consulting and Transformation team (in partnership with Simpler Consulting, And IBM Watson Health company).

The programme has delivered significant improvements to clinical, operational and financial benefits across a range of imaging modalities. These include financial benefits of over £900k (FYE) at a return of investment of over 5:1 and represent a blend of cash releasing and non-cash releasing benefits. The partnership has recently been extended for a further three years.

## **(1H) Delivering child and adolescent mental health services in schools**

**Julia Ford**, CAMHs in schools lead, North Staffordshire Combined Healthcare NHS FT & **David Hewitt**, Chief Information Officer, North Staffordshire Combined Healthcare NHS FT

Child and adolescent mental health services (CAMHs) has been described by NHS Providers as the true Cinderella of the healthcare provision in terms of accessing funding. Alongside this, in an ever changing world and with the prevalence of social media, it has proven difficult to engage with young people effectively, the NHS is having to adapt their services to meet the demand.

With this in mind, North Staffordshire Combined Healthcare NHS FT (NSHCHT) have launched their 'CAMHs in schools' pilot across their geographical patch. David will begin the session by outlining the NSCHT's workstreams under the Global Digital Exemplar framework, of which the CAMH's in schools' pilot is one. Julia will then explain the project, outlining the practicalities of joint working with schools and other agencies as well as exploring the impacts and changes for young people accessing these services.

## **Workshop session 2** **Wednesday 15:30 – 16:30**

### **(2A) The unsung benefits of subsidiaries: bringing money back into the NHS family**

**Lorraine Christopher**, managing director, Barnsley Facilities Services

In this session, Lorraine will join us to share the progress that Barnsley Facilities Service (a subsidiary of Barnsley Hospital NHS FT) have made since their restructure in September 2017. Lorraine will do some 'myth busting' and explore the positive results of the subsidiary, such as the rise in efficiency and increasing engagement and satisfaction from staff.

Lorraine will share the results being seen at Barnsley through collaboration with partners and how this has led to a more innovative way of working. Delegates will hear examples of how previously outsourced contracts are now being fulfilled from within the NHS. Lorraine will also explain the ways in which the local community are starting to see the difference, with feedback thus far being positive.

### **(2B) Corporate services transformation and the role of automation**

**Simon Collier**, partner, PA Consulting and **Oli Morris**, National lead for robotics and automation, NHSI

NHS corporate services must deliver increasing value to meet growing workforce challenges; deliver improved financial planning, analysis and grip; achieve procurement savings; and enable wider transformation through better IT systems and support. They also must do this at a reduced cost.

National data shows considerable progress in this. But the biggest improvements will come from transformational redesign, often involving multiple organisations and enabled by automation technologies such as robotics, advanced analytics and AI.

This case study led session will share insights and learnings from PA Consulting and MSB. Jonathan Dunk, Chief Commercial Officer at MSB Group and the Executive SRO for Corporate Services transformation, will be joining us in this session. We will discuss:

- how STPs are developing corporate services collaboration plans across several priority areas
- forming a hospital group by consolidating and transforming their corporate services at pace, which are currently in their implementation phase
- how Trusts using robotics and advanced analytics to automate manual processes in HR and finance.

The session will show attendees:

- how collaboration can be achieved at real scale, and the pitfalls that should be avoided when working across organisations
- how service transformation can be achieved at pace, modernising corporate services and making significant cost reductions
- real examples of how Trusts have automated transactional processes and how that was practically achieved

**(2C) Using new information technologies to drive quality and patient throughput while reducing cost**  
**Barry Chaiken**, chief medical information officer, Infor

While other industries quickly embrace advances in information technology (IT) that improves product and service quality, enhances worker productivity, and reduces costs, healthcare lags in the application of IT to improve and expand patient care. Technologies such as cloud storage and computing, linkage of disparate data sources, refinement of workflow and processes, and sophisticated analytics offers healthcare organizations the opportunity to deliver better clinical outcomes at lower costs while offering healthcare staff new roles and responsibilities that enhance their working environment.

In this session attendees will:

- identify emerging technologies such as cloud and analytics that can transform care delivery
- investigate the power of real-time analytics to better manage resources to deliver care
- review the role of IT to effectively design workflows and processes to enhance productivity
- explore how interoperability across multiple data sets can help organizations better choose and deploy employees, and manage patient care

**(2D) Right care, right place, right time: delivering acute care in the community**  
**Jamie Bewick**, Head of Financial Accounts, Sussex Community NHS FT, **Mairead Dolman**, Hospital at Home Team lead, Sussex Community FT, and **Sarah Day**, HFMA Policy and Research manager

The HFMA's **Healthcare in the community special interest group** focuses on the vital role the community sector has to play in the whole healthcare system. Sarah Day will talk about the group's research and report into "is out of hospital care of better value". The session will look at examples where financial and other benefits have been achieved through providing healthcare in a community setting.

A case study is the joint Hospital at Home (H@H) team, which is a partnership between Sussex Community NHS FT and Brighton & Sussex University Hospitals NHS Trust. The aim of the partnership is to provide complex care to patients, reduce long avoidable hospital stays, reduce the risk of hospital acquired infection and maximise the potential of retaining or enhancing independence for patients. Now delivering more than 500 contacts per month, the success of the scheme continues to grow financially alongside patient experience and staff job satisfaction.

In this session, Jamie and Mairead will explore why the partnership has been so successful, exploring the potential savings and discuss the practicalities of delivering a service across two different providers and the impacts on the patients. The scheme also supports the health economy by providing complex care in the community, joining up health and care services, ensuring the needs of patients are front and centre and working with absolute commitment with partners.

**(2F) The role of finance professional as leaders in quality and service improvement**  
**Stephanie Reid**, head of improvement science, ACT Academy, NHS Improvement and **Jenny Davies**, programme director – clinical reconfiguration & redesign, Basildon and Thurrock University Hospitals NHS FT

It is now widely acknowledged that every member of staff working in health and care should have some knowledge of quality and service improvement. The 'Next steps on the Five Year Forward View' has reinforced the importance of building improvement skills for NHS staff from all disciplines and at all levels.

In 2017, NHS Improvement's ACT Academy co-produced a QSIR cohort with the HFMA and FFF. The programme allowed finance professionals to attend the five-day QSIR practitioner programme along with a clinical or managerial colleague. Stephanie and Jenny will join us as both finance professionals and service improvement experts, to discuss their own experiences and how the QSIR programme enhanced their knowledge.

**(2G) Lessons learned from IR35 and considerations for the future**

**Matt Fryer**, *group compliance director, Brookson Direct*

In this session, Matt will discuss the impact IR35 legislation has had on the public sector since its introduction and will be examining further potential changes that will be affecting the taxation of off-payroll workers in both the public and private sectors.

**(2H) Lessons learnt from the Buckinghamshire ICS**

**Louise Watson**, *managing director, Buckinghamshire ICS* and **Rachael Backler**, *Deputy Director, System Transformation Group, NHS England*

Buckinghamshire ICS operates in a financially challenged system. Although it was one of the ten wave one ICS systems, it did not transition from shadow to full ICS status in April 2018, because of the difficult financial positions of the CCG and the Trust. An intensive review of the system took place in March/April resulting in the implementation of a recovery plan across the system

The session will explore how the system has developed over the last year, how the challenges have been met, what were the lessons learnt for integrated care systems, and what would Buckinghamshire have done things differently with the benefit of hindsight?

## **Workshop session 3**

### **Wednesday 16:35 – 17:35**

**(3A) How to make better decisions with your data**

**Sam Riley**, *Head of improvement analytics, NHS Improvement*

This session will provide an explanation of the limitations of traditional ways of analysing data within the NHS, introduce an alternative approach to analysing data, and provide an overview of an interactive toolkit to help you make better use of your data.

**(3B) Driving value across systems: The Camden Population Management Tool**

**Caz Sayer**, *chair, Haverstock Healthcare* and **Richard Sawyer**, *institute relationship manager*

Richard will begin this session by giving a brief introduction to the HFMA Healthcare Costing for Value Institute and explain the ways they are helping NHS organisations to manage the limited resources that are available more effectively so that they can deliver the best possible outcomes for patients. The Institute helps support members by to turn the theory of value into practise but using case studies such as Camden CCG to illustrate best practice. These are all available on the Institute's website.

Caroline was very closely involved with the work in Camden which looked at value at population level. Caroline will share with delegates how the increasing pressure on health and social care services led Camden CCG to adopt an innovative approach to commissioning healthcare. The CCG developed a new population management approach focusing on value that helped commissioners to segment the population by developing groups based on similar health needs. The aim was to understand what drives patients to fit into one of the groups, for example a combination of disease and demographic factors. Caroline will outline how they developed local outcomes directly with patients and used the population health management tool to re-design services based on the needs of the population, which can then be measured in success by the related outcomes and costs.

**(3C) Look ahead: working with accommodation partners to support successful patient discharge in to the community**

*Irmani Smallwood, director of business development and innovation and Angelina Morgan, head of operations, Look Ahead*

Look ahead have been delivering supported housing and community services for people with mental health issues alongside other vulnerable adults and young people for over 40 years. In all of these services, Look Ahead act as part of the supply chain to help people either avoid admissions in crisis or to support individuals to re-enter the community, in many cases after many years in secure units or residential care.

In the last ten years, they have developed a range of services funded by CCGs and foundation trusts. The session will cover the development of Look Ahead's services in East London in partnership with Tower Hamlets CCG (and its predecessor PCT) and Look Ahead's close working relationship and contracting arrangements with ELFT. Irmani and Angelina will cover the outcomes achieved for patients in the mental health pathway, including improvements in independence, and cost savings where people have been able to live successfully in the community coming from secure settings and hospital. Irmani and Angelina will also talk about the key elements of a successful partnership and how this might be replicated elsewhere, with particular focus on the services for forensic mental health and community-based crisis provision, including outpatient titration onto clozapine.

**(3D) Brexit: what will this mean for the NHS?**

*Dr Layla McCay, Head of International Relations, NHS European Office & member of the Brexit Health Alliance*

Brexit has brought about a time of uncertainty for healthcare in the UK, particularly for the workforce that keeps it running. Many unanswered questions still remain, as government policies and strategies for a deal or no deal are still being ironed out. What impact will this have on patients and staff? What about innovation, supply chains and budgets? Will patients still have access to new medicines?

This session will address these fundamental questions in more detail, assessing some of the potential Brexit outcomes, and exploring the implications as the NHS prepares for life after Brexit.

Working on behalf of the NHS Confederation's European Office and as part of the Brexit Health Alliance, Kate will be taking the Eurostar from Brussels to give delegates the opportunity to provide feedback on what support and help trusts will need post-Brexit, as well as bringing delegates bang up to date on one of the most topical challenges facing the NHS at the moment.

**(3E) An NHS finance function fit for the future**

*David Ellcock, programme director, Future-Focused Finance, Damien Ashford, partner, Simon Weiss, director, Josh Walker, senior Manager and Nilam Tai, senior associate, PwC*

There is significant change on the horizon for healthcare, from the way that we work as a system, to the technology that we use and what patients expect from the NHS. What do these changes mean for finance, and how should we prepare?

Following on from the NHS @ 100 report FFF is carrying out an NHS-wide research project to consider how the NHS finance function should respond to current and future changes covering system, technology and people.

Join us for an interactive discussion on:

- Major changes that will affect the NHS finance function
- Actions that the NHS finance function/professional needs to take in response to these

As well as an opportunity for a stimulating discussion your input will help to shape our thinking and research for a report due for publication in the New Year.

### **(3F) Harnessing the value of estate to deliver your strategic plan**

**Vikki Town**, group finance director and **Leighton Chumbley**, chief executive, Prime

How do NHS leaders use their estate as a catalyst for transformation? Where can the capacity and capability to achieve this come from? How do providers optimise value from NHS and private funding to improve commercial outcomes? This session covers practical advice on where to start, how to achieve early wins to generate momentum and how to stay on track with your strategic plan.

### **(3G) Building Financial Resilience through Personalised Approaches**

**Sue Bottomley**, head of finance, commissioning & contracting and **Jim Manton**, senior delivery manager (finance & commissioning), NHS England

The session will give an overview of the long-term plan for the NHS in relation to the universal integrated personalised model, including the extending rights to have personal health budgets. Delegates will have the opportunity to explore the future contracting requirements for universal personalisation including integration.

Sue will present personalised contracting and financial methodologies with example of how this can work at individual and contract level including the available evidence on efficiency and personalised approaches. In this session delegates will increase their knowledge, skills and confidence in considering the use of Integrated Personalised Care to increase sustainability and build financial resilience. Delegates will also hear of sources of support and how NHS England can assist them.

### **(3H) Success Story Spotlight: Medical Devices - Delivering a centre of excellence at Guy's Hospital**

**Stephen O'Callaghan**, senior director, Johnson & Johnson and **Neil Wright**, deputy director, commercial directorate - Guy's and St Thomas' NHS FT

There is increasing demand from UK National Health Service hospitals to provide value-based healthcare to ensure that the right people, institutions, and resources deliver healthcare services that ultimately meet the health needs of the target population.

In this session, delegates will hear how Johnson & Johnson Managed Services have collaborated with Guys & St Thomas' NHS Foundation Trust in the transition towards providing value-based healthcare and has developed a broad set of capabilities that go beyond the product and establish the following three key principles:

- Promotion of excellence in healthcare
- Promotion of efficiency and cost savings for both participants
- Assisting both parties in increasing their respective revenues.