



# HFMA Annual Conference 2019

## 4-6 December 2019, Hilton London Metropole

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## Conference Programme

### Wednesday 4 December

**10:00**    **The NHS Operating Game, Integrated health & social care**  
*Keely Firth, Training Facilitator and Tracy Smith, Training Development and Delivery Manager, HFMA*

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

The integrated health and social care version of the HFMA's NHS Operating Game allows participants to understand and experience the role of different organisations in the system and how the patients, service users, individuals and money flows 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, each representing a month.

Services included are a primary care network, local authority, mental health trust, community trust and an acute trust which all collaborate with the CCG for funding and service delivery.

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**    **Embracing diversity in the workplace**  
*Karen Blackett OBE, Keynote speaker and Chair of MediaCom UK*

Karen Blackett OBE, UK Country Manager for WPP and Chairwoman of MediaCom UK & Ireland, is a renowned and proven business leader with a track record in creating vibrant cultures, energising teams and consistently delivering business growth and success.

With over 20 years' experience at the forefront of the media industry, and after an enormously successful period as CEO of MediaCom UK, in January of 2018 Karen became the first UK Country Manager for WPP, the world's largest communications network, overseeing 14,000 people across multiple operating brands. In this role Karen is responsible for delivering growth in WPP's second largest market, with revenue of £2 billion.

Named by Vogue as one of the 25 most influential and inspirational women of 2018 and ranked top of the EMpower 100 Ethnic Minority Executive Leaders list, Karen was appointed the Race Equality Business Champion by the UK Prime Minister in October 2018 and most recently as a director of the new Sussex Royal Foundation.

13:00    Lunch, exhibition and networking

**14:00**    **Learning labs 1**

15:00    Refreshments, exhibition and networking

**15:30**    **Learning labs 2**

16:30    Transition to next learning lab

**16:35**    **Learning labs 3**

17:35    Exhibition and free time

19:00    President's welcome dinner and HFMA qualification graduation

## Thursday 5 December

08:00    Registration & exhibition

**08:00**    **HFMA & Getinge Focus Group**

A discussion around managed equipment service and the value based health care offering (Invite only ) please email [paul.momber@hfma.org.uk](mailto:paul.momber@hfma.org.uk) if you are interested in attending

**09:30**    **HFMA President's welcome**

*Bill Gregory, Chief Finance Officer, Lancashire Care NHS FT*

**09:40**    **Black box thinking**

*Matthew Syed, Journalist, Author, Broadcaster and table tennis champion*

Matthew Syed is one of the world's most influential thinkers in the field of high performance and cultural change. He has worked with leading global organisations to build a mindset of continuous improvement.

A multiple award-winning journalist for The Times, he is a highly-acclaimed speaker and the author of five bestselling books. In his work, he explores a thought-provoking approach to success and high performance in the context of a complex and fast-changing world, looking at the scientific correlation between mindset and performance and how we cannot develop unless we are prepared to learn from our mistakes.

10:30 Refreshments, exhibition and networking

**11:10 Healthcare's best friend: the power of personal health budgets**

**Jax Kennedy**, Campaigner for Disability Rights & Equality, Hate Crime Champion, Co-Facilitator of Realising Change (Coproductio n Group) and **Kingston**, Service dog and companion

Having survived a serious attack in her role as a police officer, Jackie was left with brittle epilepsy which for years has meant trips in and out of hospital. When Jackie was then caring for her grandmother, she acquired a syndrome which damaged her back, leaving her disabled. After years of feeling isolated and disheartened by the health and social care support she was receiving, Jackie was granted a personal health budget, allowing her freedom to use the money allocated to her care creatively; accessing social prescribing and her beloved service dog, Kingston.

Jackie describes Kingston as a true friend and companion as well as a life saver, he has helped her to become independent, allowing her to get back into employment as well as expanding her social circle.

In this session, Jackie and Kingston will talk about their personal story as well as exploring the benefits of personal health budgets, such as the prevention of 64 ambulance visits to their home in 2018 and an £800,000 a year saving on Personal Assistant costs for Jackie. Although the financial savings are welcome, Kingston's role in giving Jackie her independence back is priceless.

**11:40 Reimagining healthcare delivery: HFMA snapshot sessions**

Chaired by **Mark Orchard**, Chief Financial Officer, Portsmouth Hospitals NHS Trust

**1. Dare you to move**

**Michael Allen**, Chief Financial Officer, OSF Healthcare and HFMA USA President

Michael will give a brief overview of his own organisation and health system. Michael's presidential theme is 'Dare you to move' which encourages finance colleagues and leaders to get things done. In a period of change and uncertainty within the NHS, he wants to challenge you to step out and step up, be willing to fail and take risks in the journey to improving healthcare.

**2. HFMA clinician of the year 2018 - clinical financial collaboration - eliminating waste and facilitating better patient care**

**David Berridge**, Clinician, Leeds Teaching Hospitals NHS FT

During this session David will talk about how he came to win the HFMA Clinician of the year award for his involvement with the implementation of the Scan4Safety programme which combined the work of clinicians, finance and procurement at Leeds Teaching Hospitals NHS Trust. This session will explore how this has improved efficiency and safety

within theatres, with all inpatients having a barcoded wristband allowing rapid product recall and individual patient identification, enabling consistent tracking of care within the hospitals.

David will talk about the challenges and outcomes the trust faced during the implementation process, how Scan4Safety helped reduce wastage, the cost savings involved and how the trust began to share its knowledge with other trusts and how it is now driving the Scan4Safety programme across West Yorkshire.

**3. Engagement Value Outcome – championing the understanding and use of cost data to support clinically-led service improvement and better patient care**

**Dr Clara Day**, *Nephrology Consultant & Associate Medical Director for Finance, University Hospitals Birmingham NHS FT*

This session will explore the progress being made by one trust currently piloting the Engagement Value Outcome framework (EVO) being developed and delivered by the HFMA Healthcare Costing for Value Institute and Future-Focused Finance. EVO facilitates the engagement of a multidisciplinary team in the understanding and use of patient-level information and costs, and its relationship to value in healthcare. The ultimate purpose is to achieve the best outcome for the patient within the resources available.

Clara will talk about University Hospitals Birmingham NHS Foundation Trust as a pilot site for EVO. The trust is undergoing a substantial transformation programme requiring close examination of all relevant data with the entire service level team including clinical, operational and financial. The trust plans to use EVO to allow integration of patient-level information and costing data, and indeed other relevant data, to support the trust's transformation programme.

12:40 Lunch, exhibition and networking

**14:05 NHS innovation and unlocking the potential digital opportunities**

**Professor Tony Young OBE**, *National Clinical Lead for Innovation, NHS England and NHS Improvement, Consultant Urological Surgeon and Associate Medical Director Mid & South Essex University Hospitals & Director of Medical Innovation Anglia Ruskin University*

Returning to the HFMA conference for a second year, Tony will be updating delegates on the national NHS innovation agenda. This year, has seen Tony also take on a new medical director role within the Mid and South Essex University Hospitals Group, overseeing a population of 1.2 million.

As a pilot innovation site, Tony will be able to provide concrete examples of how the latest technology is currently being used in the NHS as well as discussing the possibilities nationally and internationally.

**14:45 An optimist's tour of the future in the context of the NHS**

**Mark Stevenson**, *Futurist, Author & Entrepreneur*

With a varied background as a Public Speaker, Author, Advisor as well as previously a comedian. Mark will shine a light on the key principles and values of our system, exploring examples of organisational work and the routes to success.

The NHS is in a period of change, moving towards system working, Mark will further discuss the organisational culture and bottom up diversity required to enable system change as well as challenging how we view leadership.

15:30 Refreshments, exhibition and networking

**16:00 Looking to the future of NHS finance**

*Dr Sanjay Agrawal, Consultant Respiratory Intensivist, University Hospitals of Leicester NHS Trust, **Caroline Clarke**, Group Chief Executive, Royal Free London NHS FT, **Simon Worthington**, Director of Finance, Leeds Teaching Hospitals NHS FT, **Kathy Roe**, Chief Finance Officer, Tameside & Glossop CCG and Tameside & Glossop Metropolitan Council*

Chaired by Bill Gregory, this panel session will bring together senior NHS leaders to discuss some of the key issues currently facing the finance function within their own localities, with a look to the future.

This session is being held in conjunction with the launch of the joint HFMA, FFF and PwC report *NHS finance: designing our future*. As well as highlighting some of the key themes from the report, this distinguished panel will provide a series of unique perspectives from their own areas, sharing key examples of good practice.

17:15 Exhibition and free time

18:30 Pre-dinner drinks reception

19:15 Gala dinner and awards ceremony followed by after-dinner party

## Friday 6 December

08:30 Refreshments, exhibition and networking

**09:15 HFMA AGM**

**09:40 Opening conference speech from HFMA President**

*Caroline Clarke, Group Chief Executive, Royal Free London NHS FT*

**10:00 What does the general election mean for NHS finance?**

*Dr Jennifer Dixon, Chief Executive, The Health Foundation*

With Brexit shaping up to take centre stage in the current election campaign, public opinion is polled as holding the NHS as the second most important area of interest. But what are each of the main parties pledging in terms of funding and commitment to the NHS in the next government?

In this session, Dr Dixon will provide an overview on behalf the Health foundation, cutting through the media storm and offering an impartial look at the main pledges to health and social care. Dr Dixon will summarise key manifesto issues against a background of investment and projections for what this would be mean on the ground.

**10:40 Solving the global workforce crisis in healthcare**

*Dr Mark Britnell, Global Chairman and Senior Partner at KPMG*

By 2030, the world will be short of 18 million health workers – a fifth of the total capacity to care. Global healthcare leader and award-winning author, Mark Britnell draws on his work in 77 countries to offer solutions to this growing crisis and present unique insights into what works, and what does not.

Reframing the global workforce challenge to one of health and national wealth, his forthcoming book 'Human: Solving the global workforce crisis in healthcare' invites us to refashion this wicked problem in new, adaptive ways in order to enhance productivity and prosperity. Harnessing technology, Mark asks us to imagine new models of care and levels of workforce agility, whilst always remembering that the kind heart of a human is the essence of care.

11:25 Refreshments, exhibition and networking

**12:10 Closing address**

**Katya Adler**, *Europe Editor*

Current BBC Europe Editor Katya Adler has worked for the BBC since 1998. She is the BBC's leading voice on Brexit and the EU; her extensive interviews with political leaders across the continent have given her unique insider knowledge on European attitudes and intentions regarding a Brexit deal.

In 2017 the BBC broadcast Katya's documentary 'After Brexit: the Battle for Europe' where she examined the challenges facing the European Union over the coming years. Summarising that 'Europe's decision-makers face an unprecedented challenge. Our thorny national debate about Brexit could turn out to be irrelevant. Sooner or later the EU as we know it may no longer be there for us to leave.'

Katya will close this year's conference by reflecting on 2019's political landscape, commentating on what the future holds for the NHS in light of Brexit. Katya has been awarded honorary doctorates from both Bristol University and the University of London in laws and literature, highlighting the importance of her contribution to UK journalism.

**13:10 Chair's closing remarks**

**Caroline Clarke**, *Group Chief Executive, Royal Free London NHS FT*

13:15 Lunch, exhibition and networking

14:00 Conference close

***See below for learning lab programme and options***

*\*this programme is subject to change if speakers are no longer available*



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## Learning lab programme

Full synopsis for all sessions on following pages

**10.00 – 13.00** **The NHS Operation Game, Integrated health & social care**  
*Keely Firth, Training facilitator and Tracy Smith, training development and delivery manager, HFMA*

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

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**12.00 – 13.00 Embracing diversity in the workplace**

**Karen Blackett OBE**, *Keynote speaker and Chair of MediaCom UK*

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<p><b>LEARNING LAB 1</b> Wednesday 14:00 – 15:00</p>	<p><b>LEARNING LAB 2</b> Wednesday 15:30 – 16:30</p>	<p><b>LEARNING LAB 3</b> Wednesday 16:35 – 17:35</p>
<p><b>(1A) Driving digital transformation in the NHS</b></p> <p></p>	<p><b>(2A) Productivity in Pathology – Getting what you pay for &amp; paying for what you get</b></p> <p></p>	<p><b>(3A) Clinical and commercial Co-Operation to drive best values in an elective Procedure Centre</b></p> <p></p>
<p><b>(1B) CANCELLED</b></p>	<p><b>(2B) Our PLICS journey for Engagement, Value, Outcome</b></p> <p></p>	<p><b>(3B) Investigating inefficiencies through patient-level costing</b></p> <p></p>

<p><b>(1C) Financial control and performance improvement: impact, results and best practices from 10 years of analysing and benchmarking performance in the Netherlands</b></p> 	<p><b>(2C) HFMA Qualifications &amp; Apprenticeships drop in session</b></p>	<p><b>(3C) Collaborative procurement: how to obtain best value</b></p>  <p>NHS Supply Chain</p>
<p><b>(1D) Investing in new technologies and the opportunities offered by start-up companies</b></p>	<p><b>(2D) Building sustainable providers by using automation to release resources and support patient care</b></p> 	<p><b>(3D) Transgender awareness in NHS Finance</b></p> 
<p><b>(1E) Aligning health with economic growth</b></p>	<p><b>(2E) The NHS as an anchor</b></p>	<p><b>(3E) Delivering integrated care: the role of system financial management</b></p> 
<p><b>(1F) Environmental protection learning lab</b></p>	<p><b>(2F) Role of the NHS finance business partner</b></p> 	<p><b>(3F) Manchester Resilience Hub</b></p>

<p><b>(1G) Time to change: the growing social movement</b></p>	<p><b>(2G) TB care pathways in a low TB incidence rural county</b></p>	<p><b>(3G) How Finance links to Personalised Care – next steps</b></p> 
<p><b>(1H) Advocating Servant Leadership – Exploring the relationship between authority and leadership and how to coach team members to achieve their full potential.</b></p>	<p><b>(2H) Investing in new technologies and the opportunities offered by start-up companies</b></p>	<p><b>(3H) A case study from Bermuda Hospitals Board</b></p>

# Learning lab 1

## Wednesday 14:00 – 15:00

### (1A) Driving digital transformation in the NHS

**Anne-Marie Vine Lott**, NHS Key Account Director, Oracle, **Simon Josepchs**, ERP Account Director, Oracle, **Simon Walker**, Senior Executive, DXC & **Martin Hendrick**, Management Consultant, DXC

There is really no question that digital transformation can – and will – provide huge opportunities and savings for the NHS and enable collaborative work across organisational boundaries.

This session is aligned to the recent paper co-published by HFMA and Oracle and focuses on providing practical examples and explanations of current and emerging technologies and how they are being used today. As a ‘Global Digital Exemplar’ (GDE), the University Southampton NHS FT approach to moving to cloud financials will also be discussed.

### (1B) CANCELLED - The model hospital: PLICS and the model health system

### (1C) Financial control and performance improvement: impact, results and best practices from 10 years of analysing and benchmarking performance in the Netherlands

**Rikkert Paping**, Principal, LOGEX and **Phil Garland**, Prodocapo

With continuous pressure on the NHS to improve patient outcomes and financial efficiency, Rikkert will explain how the models used in the Netherlands by over 60 healthcare trusts enabled the organisations to improve financial control and patient outcomes.

We will look at different aspects of performance in a coordinated way and identify a range of opportunities for performance improvement including best practices for how to involve clinicians.

This will include:

- Budgeting and forecasting the financial resources required to provide the desired standards of care
- How to define appropriate care and which metrics to use (for example: volume variations, resources and costs)
- Assessing & benchmarking the costs of care
- Improving efficiency and compliance to best practices
- Improving process and practice variation
- Value Based Healthcare: from concept to implementation. What can we already do?
- Keeping clinical colleagues informed and engaged during this whole process

### (1D) Investing in new technologies and the opportunities offered by start-up companies

**Dan Cowell**, CEO, Psymics and **Jamal Butt**, Non-Executive Director, Croydon NHS hospital NHS FT, UCL Academic board and Commercial Director, MedAdvisor UK

Joining delegates today, Jamal is a Non-Executive Director at an NHS trust, will be discussing his role in supporting start up technology companies alongside Cambridge University. Presenting alongside a case study from Psymics, a Cambridge University spin off, that has developed a digital app solution to help with early diagnosis of mental health. This service simulates a psychiatrist consultation (the founder is Cambridge Professor and Psychiatrist, Sabin Bahn) and along with a novel blood biomarker can accelerate diagnosis of conditions such as bipolar disorder. Dan will explore the opportunities, benefits and potential savings that working with start-up companies can present to NHS organisations, plus discuss the challenges that early health start-ups experience.

Dan can share some case study information and the proposed customer proposition that will ultimately provide better outcomes in mental health through prevention, early diagnosis and fast access to the right support. This has potential to be truly transformative and I think the audience will find the learnings very useful, especially as we begin to implement system level services for ICOs and ICPs.

**(1E) Aligning health with economic growth**

**Michael Wood**, *Head of Health Economic Partnerships, NHS Confederation*

The immediate focus of our STPs and ICSs has, understandably, been on the integration of local health and care services. While this remains a priority, there is an increasing realisation that moving from system to place-based working will require a much greater focus on the economic and social development of the local area. A critical part of taking this next step is a better understanding of both the value of the NHS to the local economy and how to engage the local partners that matter.

In this session Michael will discuss his role supporting place-based partnerships that have health and care at the centre of their local industrial strategies. While these partnerships may differ in terms of organisations involved and agreed priorities, they are all focused on addressing critical local issues such as skills, infrastructure, population health, innovation, transport and finance.

**(1F) Environmental protection learning lab**

**Andrew Monahan**, *Policy & Research Manager, HFMA*, **Rod Smith**, *Project Director, East Sussex Healthcare NHS Trust*, **Jimmy Greer**, *Head of Sustainability, ACCA* & **John Lelliott**, *Non-executive Director, Royal Bournemouth and Christchurch hospitals NHS FT*

Concerned about our environment? Worried about too much plastic & carbon emissions? The HFMA's environmental sustainability special interest group will be hosting a workshop covering the following areas,

- The UNs 17 sustainable development goals
- The drivers for environmental change
- Why finance? – what role should finance professionals be expected to take in environmental sustainability
- Interactive element to understand participants views on finance and sustainability
- The role of the NHS as anchor organisations
- A relevant case study from an NHS organisation (tbc)
- Addressing how HFMA themselves are pulling their environmental socks-up!

**(1G) Time to change: the growing social movement**

**Dominic Arnall**, *Head of Programme Management, Time to Change*

Time to change are a national anti-stigma and discrimination campaign aimed at changing the way we all think about mental health. Funded by the department of health, Comic Relief and Big Lottery, the organisation works with employers to develop and implement an individual action plan for organisations. Today they will discuss how prevention can play a key role in managing mental health for the workforce and give an example of their work with an NHS trust.

**(1H) Advocating Servant Leadership – Exploring the relationship between authority and leadership and how to coach team members to achieve their full potential**

**Jeremy Knight**, *Executive Coach, Leadership & Performance Consultant and Healthcare Asset Finance Expert*, **Claire Merrick**, *Executive Coach and Talent Management Enthusiast at CM Consulting Limited*, **Stephen Smallwood**, *Deputy Director of Finance, Financial Planning & Strategy, Birmingham Community Healthcare NHS Trust*

Looking at the direction of travel being set by Prerana Issar, Chief People Officer, Jeremy Knight shares and compares his perspective from 25 years of corporate leadership experience in the private sector with GE Healthcare. Claire Merrick delves into her knowledge of senior finance leadership appointments acquired in talent management roles at HFMA/ Future Focused Finance (FFF) and The NHS Leadership Academy exploring diversity, equality and inclusion in the NHS workplace.

Stephen Smallwood shares his experience of how a coaching leadership style can improve team effectiveness, the work experience of all involved and support FFF Accreditation. Dr Bola Owolabi talks about her experience of Executive Coaching and shares her thoughts on how coaching can support effective leadership in the NHS. Workshop participants will have the opportunity to:

- sharpen their existing leadership skills
- “dip their toes” into the concept of servant leadership
- examine how servant leadership aligns with positive cultural change
- leave with a renewed energy and focus for their role as a finance leader
- take away a couple of practical coaching tools that can easily be applied back in the day job

## Learning lab 2

### Wednesday 15:30 – 16:30

**(2A) Productivity in Pathology – Getting what you pay for & paying for what you get**  
**Saghar Missaghian-Cully**, *Managing Director, North West London Pathology* and **Gareth Jenkins**, *Chief Executive, Meridian Productivity Ltd*

Working in partnership, Meridian and NWLP came together to develop and run a productivity programme to help establish a productive and efficient management control system to ensure that each lab in each department across 7 different sites – a complex footprint borne from the hub and spoke model – has the right resources, in the right place at the right time, for the right cost to ensure that the quality of service to the patients and partner Trusts is delivered in the most optimum way.

While the organisation has a longer-term strategic plan to modernise and centralise services, NWLP worked with Meridian to deliver real change, and deliver real savings, in the short-term; embedding management change and practices that will perpetuate into the longer term strategy.

Saghar and Gareth will discuss the relationship, sharing the practicalities, challenges and success of the project, which will help provide insight and information to other professionals with similar challenges.

**(2B) Our PLICS journey for Engagement, Value, Outcome**  
**Paul Miller**, *Non-Executive Director, Salisbury NHS Foundation Trust* and *EVO facilitator*, **Lucie Westwood**, *Lead Costing Development Accountant, Great Western Hospitals NHS Foundation Trust*

This workshop will introduce the Engagement, Value, Outcome (EVO) framework being developed and delivered by the HFMA Healthcare Costing for Value Institute and Future Focused Finance. The aim is to improve NHS professionals’ understanding of patient-level information and costing (PLICS) data, so that they start using it on a regular basis to support improvements in the efficiency and effectiveness of how patient care is delivered.

We will hear from Great Western Hospitals on their PLICS journey so far and the work they undertook as an EVO pilot site to engage a multidisciplinary team in the understanding and use of patient-level information and costs for gynaecology, trauma & orthopaedics and cardiology. The session will explore

the challenges and successes experienced through the process, and will discuss the trust's PLICS action plan going forward.

## **(2C) HFMA Qualifications & Apprenticeships drop in session**

**Steve Horler**, *Apprenticeship Manager, HFMA*

Since the start of April 2017, organisations in the UK with a payroll over £3 million have been paying 0.5% of their payroll value into an apprenticeship levy. This money can only be spent on formal apprenticeship programmes with registered training and employer providers. There has been disappointment that the levy has not been able to be used to its full extent, so it is, at the moment, a cost pressure for organisations.

This session will discuss the topic of apprenticeships and give delegates an understanding of how their organisation can best utilise the levy. The workshop will also introduce the HFMA's new healthcare-focused Level 4 Accountancy Apprenticeship, attendees can expect to have the following questions answered:

- What is the levy and how does it work?
- Who is eligible?
- What is the Level 4 Apprenticeship in Accounting?
- What is the structure of the programme?
- What is the time commitment?
- What are the business benefits of the programme?

## **(2D) Building sustainable providers by using automation to release resources and support patient care**

**Simon Collier**, *PA Healthcare expert, PA Consulting*, **Daryl Perry**, *Healthcare Expert, PA Consulting* & **Vince Lammas**, *HR Programme Lead, Moorfields Eye Hospital NHS Foundation Trust*

NHS Trusts face the challenges of reducing the cost of services but maintaining or improving the quality of services.

Taking traditional approaches to process redesign only goes so far. We believe, to really move the dial and see genuine improvement Trusts need to embrace automation.

PA's research has shown that 34% of organisations are seeing an income benefit from AI and Automation. And for 45% of workers affected by AI and automation their work has sped up.

But how do you pick which process to start, and which processes and services could be improved by introducing automation? In this session we will share insight and lessons learned from a number of NHS case studies where automation has been applied.

This session will show attendees:

- an introduction to automation and RPA without the confusing jargon
- an approach for prioritising processes which could be right for RPA automation
- real examples of how Trusts have automated processes – the practical steps and key lessons learned
- how to take evidence from automation proof of concepts and build this into a roadmap for automation within NHS Trusts

## **(2E) The NHS as an anchor organisation**

**Sarah Reed**, *Improvement Fellow, The Health Foundation*

This session will explore the NHS as an anchor organisation, and how the NHS can influence economic conditions that determine the very basis of health in the UK. Sarah Reed, Author of 'The NHS as an

anchor – taking forward the long-term plan’ will discuss the opportunities to release this potential and the support required to make this successful and impactful.

**(2F) Role of the NHS finance business partner**

**Andrew Monahan**, Policy & Research Manager, HFMA and **Clive Webb**, Head of Business Management, ACCA

The HFMA, Future-Focused Finance (FFF) and the Association of Chartered Certified Accountants (ACCA) have worked together to produce guidance on the role of the NHS finance business partner (FBP), which will be released near to the date of the national conference.

Across the NHS, the FBP plays a key role in supporting the delivery of safe, effective and financially sustainable clinical services. They also have a critical role in supporting the decision-making of the clinicians and operational managers with whom they work.

For many finance professionals progressing through their careers, the FBP role will be the first role which predominantly requires a skillset beyond standard reporting and data analysis.

The workshop is aimed at both existing and aspiring FBPs, as well as other finance and non-finance colleagues keen to understand more about the role. It will be led by the HFMA and ACCA, and will include a summary of the research findings and a number of case studies from both the NHS and the private sector across the United Kingdom.

**(2G) Tuberculosis care pathways in a low Tuberculosis incidence rural county**

**Sue Silvester**, TB Lead Nurse Lincolnshire Community Health Services NHS Trust

During this workshop Sue will share the TB care pathways that have been successfully set up at Lincolnshire Community Health Service NHS Trust. This Tuberculosis service was set up 2010 by Sue and after 6 years she managed to secure funding from the commissioning service, which allowed them to expand the team and she now runs a rapid access response service, amongst other projects, for patients.

This service sees the patients through diagnosis, from the start to the end of treatment, providing screenings, education, health promotion and advice for all in the community. Sue will talk about the work involved within these projects, the work they are doing within the homeless community and the service they provide to support workers from local factories. A holistic and collaborative approach allows successful screening and TB management, thus speeding up any health issues and freeing up time for local GP practices. This session will go into detail on how the projects were implemented, the challenges faced, the outcomes from the delivery and the future expansion.

**(2H) Investing in new technologies and the opportunities offered by start-up companies**

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## Learning lab 3

### Wednesday 16:35 – 17:35

#### **(3A) Clinical and commercial co-operation to drive best value in an elective Procedure Centre**

**Professor Kader**, Knee Anthroplasty & Anthroscopy Surgeon, Deputy Medical Director, South West London Elective Centre

The relationship between clinician and management – particularly financial management - has sometimes become a little fraught when conversations turn to the subjects of ‘best value’ and ‘clinical choice.’

Professor Kader has worked closely with the management of the South West London Elective Orthopaedic Centre and its Managed Service provider, Genmed, to enable costs to be driven down in such a way that best value is demonstrated but clinical choice preserved.

#### **(3B) Investigating inefficiencies through patient-level costing**

**Stephen Dunham**, Assistant Director of Finance & Commercial Development, **Mark Wykes**, Technical Accountant and Clinical Lead for sepsis, West Hertfordshire Hospitals NHS Trust and **Jack Hardman**, Costing Lead at NHS England and NHS Improvement

Jack will be joined by colleagues from West Hertfordshire Hospitals NHS Trust, who will describe how they in partnership with NHSI investigated National Cost Collection (NCC) patient-level costs (PLICS) data to help them to understand why they appeared to be a cost outlier in geriatric medicine.

The session will look at how we use Model Hospital (based on 2017-18 reference costs data) combined with PLICS data (based on the NCC PLICS collection in 2017-18), to better understand the forces that are driving cost differentials in geriatric medicine in West Hertfordshire Hospitals.

#### **(3C) Collaborative procurement: how to obtain best value**

**Neil Hind**, Procurement lead – corporate services, Greater Manchester Health & Social Care Partnership & **Hamish Makanji**, Head of account management, NHS Supply Chain

Collaborative procurement is a means to deliver greater efficiencies through combined purchasing power.

This session will provide an overview of the overall Greater Manchester programme with specific examples focusing on the projects that have delivered with NHS Supply Chain such as clinical areas such as standardised wound care and orthopaedics but also nonclinical areas such as food & printing. It will outline the activities taken to create a true collaborative regional programme that has delivered additional savings and efficiencies to the region.

#### **(3D) Transgender awareness in NHS Finance**

**Rikki Arundel**, Speaker, Coach and Diversity Consultant

In this workshop, Rikki will explore sex and gender and the differences between gender identity and sexual orientation, which is still a major cause of confusion for people. Rikki will help delegates to make

more sense of the multitude of labels, terms and identities now emerging within the LGBT+ community, and will share insight into:

- Benefits of transgender inclusivity in the workplace - both the business case and culture perspectives
- Sharing good practice of ways and techniques to communicate with transgender colleagues
- How this is relevant to the NHS and NHS Finance in particular

Delegates will also have the opportunity to ask questions throughout the session.

### **(3E) Delivering integrated care: the role of system financial management**

**James Illott**, Head of System Development (System finance), Primary Care and System Transformation, NHS England and Improvement and **Nikki Rowland**, Deputy Chief Financial Officer, Dorset CCG

The long-term plan sets out the ambition for all systems to be ICSs by 2021. Getting the financial architecture right is essential to support system development, integrated models of care and improve population health outcomes. This session will explore how systems can approach system financial management to deliver better decision making and use of resources. This session will cover the latest national policy and provide a chance to hear from an ICS on how they have approached these challenges.

This session will offer the opportunity to delegates to focus on system financial management through questions and discussion.

### **(3F) Manchester Resilience Hub**

**Helen Lambert**, Service Lead, **Dr Kate Friedmann**, Deputy Clinical Lead CYP Resilience Hub, Pennine Care NHS Foundation Trust

The Manchester Resilience Hub was set up in response to the Manchester Arena attack in 2017 to coordinate care and support for thousands of children, young people and adults whose mental health and/or emotional wellbeing was affected.

Helen Lambert, Service Lead and Dr Kate Friedmann, Deputy Clinical Lead CYP, will join us to discuss the successes of the service and how collaboration between the 4 mental health provider trusts in Manchester has enabled them to further develop this programme. Clients can use the phone screening service and talk to a qualified mental health professional, where they are assessed and if evidence-based treatment is required they are then assisted into their local NHS to provide these services. The resilience hub has supported those impacted using psychological consultations, trauma workshops and virtual reality. The potential has been evident and has led to other boroughs developing complex safeguarding team & trauma-based functions.

### **(3G) How Finance links to Personalised Care – next steps**

**Jim Manton**, Senior Delivery Manager, **Jitesh Sudera**, Senior Finance Manager (finance, contracting and commissioning), **Amanda Hughes**, Senior Delivery Manager (finance, contracting and commissioning), & **Hugh Groves**, Finance Lead and Advisor, NHS England & NHS Improvement Personalised Care Group

With personalised care now embedded in the NHS Long Term plan as one of the 5 key changes there are significant expectations on both Commissioners and Providers to implement the Universal Model. Finance leaders have a vital role to play in this programme. Finance, Commissioning and Contracting which sits at the heart of all we do in the NHS will be pivotal in facilitating the required changes.

Delegates will have the opportunity to explore the future contracting requirements in relation to personalisation including new care models, NHS standard contract, GMS and Primary Care Networks. Delegates will learn the importance of involving Local authority colleagues, CCG Commissioners and Providers in developing new approaches to joint working. As the session develops delegates will have

the opportunity to explore options for modelling personalised care commissioning, contracting and finance systems including the available evidence on efficiency and personalised approaches, including the use of case studies.

Delegates will learn of the support available to them from the NHS England & Improvement Personalised Care Group.

### **(3H) A case study from Bermuda Hospitals Board**

**Bill Shields**, *Chief Financial Officer, Bermuda Hospitals Board*

In April 2017, after 30 years working in NHS finance, former HFMA President Bill Shields moved to Bermuda as Chief Financial Officer of the territory's hospitals board.

Bermuda has a population of 60,000. The British overseas territory is in the North Atlantic 600 miles East of North Carolina. It has one of the highest costs of living in the world and is consistently towards the top of the OECD rankings for health spending.

Despite being thousands of miles away, Bermuda does share some of the same pressures as the UK such as winter bed pressures and is currently exploring alternative funding models aimed at moving away from payment for volume to reimbursement based on the creation of value in healthcare. This builds, not only on local experience, but also extensive exposure to the US where most tertiary care is provided.

In this session, Bill will share a case study from the Bermuda Hospitals Board, exploring both the opportunities and challenges and question what the UK can learn from this international healthcare system.