



5-6 July 2018
Convergence
2.0

Our summer conference
Coming together to collaborate and share learning

Back for a second year, the convergence conference returns, encompassing the annual provider and commissioning conferences. Bringing providers and commissioners finance professionals together to facilitate networking and shared learning.

Since the creation of STPs and with the movement towards accountable care, roles of providers and commissioners are becoming increasingly blurred. National policy is aligning more organisations from health and care. Systematic issues around governance, payment and contracting are being discussed at length, without a “one size fits all” solution. Cultural issues around different organisations working together is introducing a wave of fast-paced and widespread change to peoples everyday working lives, which newly appointed system leaders need to manage effectively.

Provisional programme

Thursday 5 July

- 09:00 Registration opens, exhibition and networking
- 09.30 **Breakout workshop sessions**
- 10.30 Refreshments, exhibition and networking
- 11:00 **Chair’s welcome**
Suzanne Tracey, CEO, Royal Devon and Exeter NHS FT
- 11:10 **Opening keynote**
Jim Mackey, CEO, Northumbria Healthcare NHS FT

After a two-year secondment as Chief Executive of NHS Improvement, Jim returned to his previous role at Northumbria Healthcare NHS FT in November 2017; a post he had previously held for over ten years. Jim will be setting the scene, offering his reflections from his time at NHS Improvement, his personal views on the future of integrated care and how Northumbria fit into the wider national agenda.

12:00 Built to last: Nottinghamshire's unified vision of healthcare

David Pearson, Chair, **Marcus Pratt**, Finance Lead & **Tim Guylor**, Director of Improvement and Integration, Nottingham & Nottinghamshire Health & Care STP, **Simon Crowther**, Director of Finance, Nottinghamshire Healthcare NHS FT & **Tracy Taylor**, CEO, Nottinghamshire University Hospitals NHS FT

As one of Simon Steven's first wave Integrated Care Systems (ICSs), and the host county to this year's Convergence Conference, colleagues from Nottinghamshire will be sharing their progress from their local NHS organisations, with reference to the wider STP and the ambitious plans for the region. Marcus, David and Tim will be discussing the progress and plans of the STP, and how the region is moving towards a more population health focus. Tracy will provide a perspective from her role as CEO of the local FT and how her role fits into the priorities of the STP. Nottinghamshire are renowned for their forward-thinking approach to mental health services; Simon will be on-hand to provide an update to demonstrate how vital mental health is within the wider integration agenda. Following the presentation, there will be a valuable opportunity to ask questions to the panellists.

12:40 Panel discussion & Q&A

13:00 Lunch, exhibition and networking

14.00 Transit to workshops

14:05 Breakout workshop sessions

15.00 Transit to workshops

15.05 Breakout workshop sessions

16:00 Refreshments, exhibition and networking

16:30 The NHS at 70 and how we make it to 100

Anita Charlesworth CBE, Director of Research & Economics, The Health Foundation
Mike Hannay, Managing Director, East Midlands Academic Health Science Network & member of the Health Innovation Network
Claire Murdoch, CEO, Central & North West London NHS FT and National Mental Health Director for NHS England
Elizabeth O'Mahony, Chief Finance Officer, NHS Improvement

Convergence 2.0 sees the NHS turning 70 years old. Many commentators, including the HFMA, have called for a long-term plan to carry us through to 100 years and not just focus on the next two, three or five years.

With hospitals spending around 70% of their budget on staff, workforce productivity and supply is imperative to the longevity and survival of the NHS. Anita will be discussing the problems of staff shortages, and why investment needs to go towards more qualified nurses to ultimately raise standards and improve productivity. With the ever-increasing demands on the NHS and an aging population, becoming more efficient at what we do is essential but not sufficient enough. Mike will discuss how innovations in technology are the only way to sustain the NHS for another 30 years. Population health is becoming increasingly multifaceted, with housing, justice and benefits offering just some examples of how a person's health can be determined. Claire will be discussing how the national bodies can shift control to the citizen and embed themselves in personalised health and social care. Bringing all these themes together, Elizabeth will be offering her thoughts on how the finance function will change in the context of integrated health and the wider societal changes predicted over the next 30 years.

17:30 **Panel discussion & Q&A**

18:00 Close

19:30 Drinks reception

20:00 Networking dinner with after dinner speaker and comedian, **Jo Caufield**

Friday 6 July

08:00 Registration opens, refreshments, exhibition & networking

08:00 **Optional breakfast sessions**

8.55 Transit to workshops

9.00 **Breakout workshop sessions**

9.55 Transit to main session

10.00 **Chair's welcome**

David Chandler, Chief Finance Officer, NHS Sunderland CCG

10.10 **Miracle Man Anthony Bennett**

Taking his audiences on a powerful journey, storytelling his multiple brushes with death and being brought back to life by a team of people, Anthony gives all members of any team a deeper appreciation of the vital part they all play in the wider system.

In doing so, he gives everyone an insight into the superpower that they have whether they appreciate it or not on a daily basis. Everyone in any organisation achieves miracles, they might just not know it yet.

10:30 **Integrated care systems: moving from theory to practice**

Rebecca Clegg, Chief Finance Officer, Berkshire West CCGs

Nigel Foster, Director of Finance and IM&T, Frimley Health NHS FT

Mark Orchard, Director of Finance, Poole Hospital NHS FT

With the recent change to integrated care systems (ICSs), formally known as accountable care systems (ACSs), there is an ongoing appetite across the finance community for clarity on how these systems work in practice. Throughout the country we are seeing a more joined up approach towards health and care; some health organisations have established formal mergers and others are working within closer partnerships. With no blueprint, or 'one size fits all solution', sharing best practice is imperative during this turbulent period of transition and high expectation. You will hear from three of the first wave ICSs on their progress to date, how they created their integration structure and what challenges they encountered along the way.

11:30 **Panel discussion & Q&A**

12.00 Refreshments, networking and exhibition

12:30 FIT for the future Kriss Akabusi MBE

Hurdles are part of everyone's life. These are what make people strong. Kriss was no exception to the rule. When it came to hurdles, he had battled them both physically and emotionally, which is why he has earned the right to become one of the leading motivational speakers.

Born in Nigeria, he was part of the Igbo tribe, but at a very young age, he was sent to the UK where he was first raised by his brother and then his uncle. Eventually he was left to fend for himself and ended up spending 9 years in a children's home.

During his active years in sports, he broke several records and garnered medals. He is best remembered for helping Britain clinch the gold and beat the Americans in the World Championships 4x400 metre relay in Tokyo in 1991. He won Olympic silver in Los Angeles and two bronze medals in Barcelona in 1992.

Kriss has served as an inspiration to those who had nothing. Life had served him lemons, and this Olympian is one shining example that you can truly succeed if you remain committed. Kriss shares his vision of leadership, teamwork, and strength with a vibrance and personality that is truly unique.

13.30 Chair's closing comments

13.35 Lunch, exhibition and networking

14.00 Prize draw and conference close

**This programme has been finalised with speakers, however in unforeseen circumstances this could be subject to change prior to the event.*



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Workshop programme

Thursday 5 July

Workshop sessions (09.30 – 10.30)

- (1A) **Reimagining NHS Shared Service**
Charles Robinson, account director, Advanced & trust tbc

Challenged by an ageing population, the rising cost of medication, high service expectations and restricted government spending, there's a crucial need within the NHS to drive down costs and improve efficiencies. NHS Improvement are encouraging NHS Trusts to achieve this through comparison of best practice and consolidation of corporate services at an STP level or other grouping.

In addition, the Carter Review recommends targets for corporate and administrative functions, it should not exceed 7% of their income by April 2018 and 6% of their income by 2020. In order to achieve cost-cutting results, Trusts should look to standardise procedures, improve transparency, and collaborate closely with neighbouring NHS trusts. One way of ensuring that targets are achieved is through shared service.

This case study led session will share how this trust have reimagined their back-office operation by joining a National Shared Service, their journey through the process and lessons learned. This presentation will also provide case study examples of alternative options that are available to support your STP agenda.

Workshop sessions (14.05 – 15.00)

- (2A) **Integrated Support and Assurance Process (ISAP): Co-ordinated and collaborative contracting**
Matthew Gamage, head of financial management, NHS Dudley CCG and Paul Twigg, senior finance lead, NHS England

Following the collapse of the Uniting Care Partnership contract, NHS England and NHS Improvement established a group to design a consistent, streamlined process for supporting and assuring procurements for complex contracts. This group designed the Integrated Support and

Assurance Process (ISAP). The ISAP provides a co-ordinated approach to reviewing the procurement and transactions related to complex contracts. It will enable all parties to learn from previous successes and failures and implement best practice. The ISAP has two purposes: to support the work of local commissioners and providers in creating successful and safe schemes, and to provide a means of assurance that this has happened.

Paul will be outlining the ISAP guidance and process and Matthew will discuss the Dudley MCP procurement and how they have approached ISAP.

The workshop will include the opportunity for delegates to raise their own questions around ISAP for wider discussion.

(2B) The journey to integrated care

Rebecca Larder, programme director, Greater Nottingham Transformation Partnership

Greater Nottingham Transformation Partnership (GNTP), as part of the Nottingham and Nottinghamshire STP, has embarked on an ambitious journey of integrated care. It has set out a vision which encompasses population level outcomes, patient accessibility and transforming patient experience by delivering the right health and social care in the right settings. This session will include speakers from the GNTP who will discuss the different strands of their integrated care programme of work and some of the quick wins and the longer term challenges to overcome.

(2C) The role of the commissioner

Laura Whitton, chief finance officer, NHS North East Lincolnshire CCG

More information to follow

(2D) Alliance contracting – can it help partners to deliver integrated care?

Jamie Foster, partner, Hempsons, and **Rebecca Murphy**, programme director, Healthier Wigan Partnership.

In 2018, Healthier Wigan Partnership put in place a comprehensive alliance contract to help deliver the integration of health and care services between commissioners and providers.

Rebecca led this project within Wigan and will join us to share:

- what alliance contracting is and how can it help partners to deliver integrated care?
- the lessons learnt from the Healthier Wigan Partnership
- how delegates can put an alliance contract in place within their organisation?

(2E) Integrated Care Systems (ICSs): Developing payment systems

Gary Andrews, senior pricing development manager, NHS England, **Fiona McMillan-Shields**, associate director of integration, Luton CCG and Luton Borough Council and **Jonathan Dunk**, finance lead, Bedford, Luton and Milton Keynes STP

The NHS England /NHS Improvement Joint Pricing Team are taking a significant role in emerging Integrated Care Systems (ICSs). New models of care are directly linked to capitated payment systems which are incentivising both commissioners and providers to focus on patient outcomes rather than activity. Whilst the benefits of these systems are clear, innovation is required to ensure all parties are working together under an effective national framework.

Gary will be providing an update on national system operating plans and payments development; with reference to system control totals, system efficiencies and capital. Demonstrating the practical implications, Fiona and Jonathan will be reflecting on the progress made across Luton and Cambridgeshire.

Workshop sessions (15.05 – 16.00)

(3A) Investing in out of hospital care: investing in prevention

Nicky Sturt, market access director, Baxter UK, **Dr Helena White**, consultant in infectious diseases, University of Leicester Hospitals NHS Trust **and Dr Graham Lipkin**, consultant nephrologist, University Hospitals Birmingham NHS Foundation Trust, Co-Chair Kidney Quality Improvement Partnership (KQUIP)

Sustainability and Transformation partnerships have been set out in the five year forward view as a key part of delivering the changes necessary for a viable future for the NHS. The implementation and success of these footprints depends on the ability of local government, primary, secondary and social care, the third-sector, industry and the public to work together collaboratively.

One key element needed for the success of STP has been highlighted as the improvement of out of hospital care. Significant opportunities for efficiency savings and the improvement of care lies here and home therapies can be used to empower patients into taking control of their own treatments, while also saving money.

Delegates will hear detailed examples of how improving out of hospital care within their STP footprint can dramatically increase savings.

(3B) The future role of commissioning finance

John Dowell, chief finance officer, NHS South Devon and Torbay CCG

More information to follow

(3C) Making the Mental Health voice heard within integrated care: Nottingham's story

Simon Crowther, director of finance, Nottinghamshire Healthcare NHS Foundation Trust

More information to follow

(3D) Contracting: the past, the present, the future

Peter Saunders, director of healthcare assurance at Grant Thornton UK LLP

The session will look at the current position on contracting for patient care between commissioners and providers in the NHS and focus on the transition from PbR to risk-share approaches and on to value and outcome-based contracts.

This session will use examples and case studies from across the NHS looking at:

- Evaluate the current position – different approaches, tensions and accountability
- Understand the current contractual issues and risks and how some challenges have led to service change and positive outcomes for patients
- how Integrated Care Systems and STPs are working towards developing a more collaborative and value-based approach to contracting
- Identify key building blocks needed for systems to move deliver contracts which enable change

(3E) The role of governance in transforming care

Arif Hossain, policy advisor - strategy, **Steve Beales**, senior policy advisor – strategy, NHS Improvement and **Lisa Robertson**, research manager, HFMA

Working in partnership with the Local Government Association and NHS England, NHS Improvement have recently developed and published the System Governance Support Framework. The framework is intended to provide a holistic way of examining and developing a system's leadership and governance, whilst shedding light on the significant and complex challenges of system working. The framework aims to be used as a diagnostic tool to help systems

understand their development needs, facilitate action planning and, ultimately, support improvement.

Arif and Steve will join us to give an overview of the work, share key details with delegates and answer any questions from the floor. Lisa will then share the overall response, comments and findings of the recent HFMA's STP governance survey.

Friday 6 July

Workshop sessions (08.00 – 08.55)

(4A) **Coaching Conversations for Collaborative Working**

Claire Merrick, coaching and mentoring services manager, HFMA

NHS finance professionals are increasingly using collaborative working in their day to day work. The most senior NHS finance leaders are working across provider and commissioner organisations, with local authorities and the third sector to meet the needs of the local population. Finance teams are working with clinicians, managers and sometimes patients and service users as stronger connections are made between the clinical side of the business, patients and the work that finance teams do. We know that building these collaborative relationships is not always easy and requires a significant shift in thinking from all of us so how can coaching conversations help?

In this session you'll have the opportunity to practice coaching conversations using Appreciative Inquiry (AI). You'll focus on doing more of what is already working, rather than focusing on fixing problems. You'll have conversations that mobilise change by focusing on the strengths of what's already happening, then using those strengths to reshape the future using 4 practical steps:

- discovery, appreciating the best of what is
- dream, creating the results of what might be
- design, co-constructing the ideal
- deliver, realising your plans by transforming your ideas into practical action.

This practical workshop will give you tools and techniques that you can use immediately in your day to day role.

(4B) **Veracity**

More information to follow

Workshop sessions (09.00 – 09.55)

(5A) **Looking to the future: Creating a sustainable NHS**

Will Clark, director of environment and transformation, Care Without Carbon as part of Sussex Community NHS FT

With the NHS facing an aging population with limited resources, the challenge of creating a more sustainable health and social care system is at the top of the agenda for finance directors across the country. Sustainability & Transformation Partnerships (STPs) are a key feature of the Government's strategy to address this challenge, by improving health and care in practical ways through local collaboration. This has the potential to create operational efficiencies and reduce costs, but it can also be a powerful opportunity to progress the NHS's environmental sustainability goals in ways that would not be possible if we continue to act alone.

Care Without Carbon (CWC), developed by Sussex Community NHS FT (SCFT) and now delivered across the NHS, is a framework for delivering more sustainable healthcare and a greener NHS. You'll hear from Will about how the programme has been effective at reducing carbon emissions

and associated costs within SCFT and how his team have now started to translate CWC into a system-wide approach within the Sussex & East Surrey STP. Through this work organisations across the STP have come together to develop strategic approaches to reducing waste, improving energy efficiency and creating a cleaner and more sustainable courier network.

(5B) Building Your Career in NHS Finance. Lessons from the Aspiring Finance Leader's National Talent Pool

Claire Merrick, coaching and mentoring services manager, HFMA

More information to follow

(5C) Title TBC

Stuart Bailey, solution director, CHKS Continuing Healthcare & NHS Cambridgeshire and Peterborough CCG speaker (TBC)

Placing patients and clinicians at the heart of healthcare, we can fundamentally redesign the way NHS Services are delivered. At CHKS we aim to change the perception in the NHS of what technology can achieve. We bring together data from Primary, Emergency, Secondary, Community and Social Care settings across an Integrated Care System, together with National data sets. This enables us and our clients to undertake a breadth of multi-factor analysis to identify population cohorts along with a wealth of tools to refine them. This includes multiple risk stratification and predictive tools that allow focus on the most beneficial cohorts and enables interventions and transformations to be considered. CHKS has a unique set of attributes enabling us to assist Integrated Care Systems to focus on and deliver their core triple aims of closing the Health and Wellbeing, Care and Quality, and Funding and Efficiency gaps. These attributes focus on an experience of on the ground delivery (e.g. of clinical service improvements, corporate back and middle office improvement), our ability to deploy at scale, our willingness to be commercially innovative, and our experience in driving productivity and integration.

Please join us to hear how NHS Cambridgeshire and Peterborough CCG is using our solution to manage digital Care Plans that run across Primary, Secondary, Community and Social Care to enhance process efficiency and to achieve better Continuing Healthcare financial control and forecasting.

(5D) The Strengths of Four Strengths

Gayle Wells, strategic business accountant, Mersey Care NHS FT

The Four Strengths have been produced by Future-Focused Finance and are designed to help NHS finance teams develop the skills they need for the challenges ahead. They have been created to be simple, memorable and time-saving – giving NHS finance departments a consistent, universal language to support not just appraisals, but the whole development process.

Gayle will share her experience of the ways in which the Four Strengths has been used at her trust, including with individual finance staff, with the finance team as a whole and as part of budget holder feedback. Gayle will share examples of how Mersey Care have used the Four Strengths as part of finance department annual appraisals, team meetings, and as part of stakeholder feedback. The stakeholder feedback from budget holders has allowed the finance team to think about how they improve the way they work with their clinical teams and develop their partnering relationships, which has benefitted the organisation and their patients.

This will be a practical workshop, giving you all the tools and techniques to be able to apply the Four Strengths back in your own organisations as soon as you return!