



# HFMA Summer Conference 2019

Connected thinking  
for the future

**4–5 July 2019**

Ashton Gate Stadium, Bristol



Integration

Prevention

Technology

Enhancing your career in NHS finance – HFMA qualifications, Apprenticeships and CPD. HFMA's Summer Conference will return for its 15th year in July 2019; With system working at the forefront of attendee's mind, this year's summer conference will have a strong focus on integration, prevention and technology and will provide delegates a unique opportunity to come together to share ideas, concerns and innovation from across the NHS.

Those that attend the conference will engage in lively debates and discussions whilst having extensive opportunities to gain a greater understanding into key issues with peers.

Speakers at this event will include key policy makers, politicians, clinicians, professional and technical experts. This flagship event is attended by senior finance professionals from the HFMA Provider, Mental Health and Commissioning networks as well as non-executives and senior stakeholders from arms-lengths bodies.

## Programme

### Thursday 4 July 2019

08:30 Registration opens refreshments, exhibition and networking

09:00 **Workshop sessions**

10:30 **Chair's welcome**

**David Chandler**, Chief Finance Officer, NHS Sunderland CCG & Chair of the HFMA commissioning finance network

10:35 **Opening address**

**Siva Anandaciva**, Chief Analyst, The Kings Fund

The beginning of 2019 saw the publication of the long-anticipated NHS long term plan, six months on and Richard and Siva will join us to share insight and explore what the plan has meant nationally, regionally and locally. They will shed light on how services are being funded, financed and delivered, whilst looking to what the future will hold over the coming years as the plan matures.

11:15 **Embedding mental health in the transformation of health & social care**

**Professor Tim Kendall**, National Clinical Director for Mental health, NHS England & NHS Improvement

Tim has been Medical Director at Sheffield Health & Social Care NHS FT for 14 years and continues to work as a Consultant Psychiatrist for the homeless in Sheffield alongside his national role which he has held since 2016.

Having presented several times at the HFMA Mental health conference, Tim has always offered excellent insight in to the practicalities of delivering the Five Year Forward View for Mental Health. Now, 6 months on from the publication of the NHS long term plan, Tim will take

centre stage to discuss how mental health is a key part of the puzzle in terms of achieving real health and social care reform.

In addition, Tim will outline his personal views on what the mental health services of the future could achieve for patients and communities, should these opportunities be realised.

11:45 Refreshments, exhibition and networking

**12:10 Primary Care: Better together**

**Dr Jonty Heaversedge**, GP & Medical Director for Primary Care & Digital Transformation (London), NHS England

Jonty currently works as a sessional GP and CCG Chair in South East London, and as the Medical Director for Primary Care and Digital Transformation in London, he sees information and technology as key enablers for system transformation.

Jonty joins us at this year's HFMA Summer Conference to discuss the future of primary care, with particular reference to the development of primary care networks.

The session will focus on 3 key questions:

- Why are we talking about primary care?
- What does good look like?
- How do we effectively enable transformation and the development of services in the community?

Jonty will be focusing on collaboration, staff retention and driving better value whilst also exploring how digital technology can support the workforce of the future.

**12:45 Prevention: the key to sustainable healthcare**

**Gregor Henderson**, National lead for Wellbeing and Mental health, Public Health England

The NHS long-term plan set out how new prevention service models will be backed by the actions of our workforce, technology, innovation and efficiency, as well as the NHS' overall system architecture.

Michael and Gregor will be joining us at this year's HFMA summer conference to discuss the prevention commitments set out in the NHS long-term plan, and how wider action on these will moderate demand on the system.

They will also be discussing some of the work currently being done at Public Health England and touching on the role that ICSs have in delivering programmes to improve population health.

13:25 Lunch, exhibition and networking

**14:25 The journey towards a digital NHS**

**Pete Thomas**, Finance Director - Finance and Corporate Services, NHS Digital

Following the publication of the NHS long term plan, Pete will focus his session on the importance of technology which will play a crucial role in delivering the ambitions of the plan.

In this session, Pete will outline the current portfolio of work for NHS Digital, including the development and roll out of the NHS App. He will also discuss the role of the finance function in driving forward technological change within their own organisations, exploring the potential challenges ahead as we embrace the need to adapt to a digital future for the NHS.

**14:55 The elephant in the room: recognising the impact of personal health budgets and integration on the patient**

**Dr Helen Leonard**, Consultant Paediatrician (Neurodisability), The Great North Children's Hospital

Helen's son, Matthew, was born in 2000 with severe, complex physical and learning disabilities, epilepsy and cerebral visual impairment. Despite her professional role as a Consultant in Pediatric Neurodisability, she has faced a long uphill struggle to get services to meet his needs. Matthew received a Personal Health Budget (PHB) in 2018, which transformed their lives for the better.

A lack of integrated care has an enormous personal cost to people with long term health conditions and their families. It is ultimately more expensive for our public services.

Helen will discuss her own experiences and other examples to explain the barriers people face. She will explain how Coproduction can work successfully at a personal level and at a strategic level to produce better individual outcomes and a more effective system for everyone involved.

15:30 Refreshments, exhibition and networking

**15:55 Workshop sessions**

16:45 Transit to next workshop session

**16:50 Workshop sessions**

**17:40 Close**

17:45 Coaches to Marriott

19:30 Drinks reception

20:00 Networking dinner with after dinner entertainment

## Friday 5 July 2019

08:00 Coaches to Ashton Gate Stadium

08:00 Registration opens, refreshments, exhibition & networking

**09:00 Workshop sessions**

**10:00 Chair's welcome**

**Suzanne Tracey**, Chief Executive, Royal Devon & Exeter NHS Foundation Trust

#### 10.05 **Opening address**

**Julian Kelly**, CFO, NHS Improvement & NHS England

We are very excited to announce that newly appointed Chief Financial Officer for NHS England and NHS Improvement, Julian Kelly, will be making the opening address on the Friday of this year's HFMA Summer Conference.

Julian Kelly has taken up the newly established role following employment as Director General Nuclear at the Ministry of Defence. Prior to this Julian has also held several other senior roles in both the private and public sector.

With the merging of NHS England and NHS Improvement's senior leadership board, Julian will join delegates to outline his new role and explore the responsibilities and expectations nationally of finance staff in transforming the NHS as part of the long-term plan.

11:00 Refreshments, networking and exhibition

#### 11:30 **Investing in Better Care**

**John Ridler**, Deputy Chief Financial Officer, NHS Bath & North East Somerset CCG, **Sue Blackman**, Programme Lead, NHS BaNES CCG & BaNES Council, **Gina Sargeant**, Head of Therapies, Royal United Hospitals Bath Foundation Trust & **Jason Young**, Chief Information Officer, NHS BaNES CCG

This case study session will talk about how integrated care has worked locally, when working in partnership with a number of health and social care organisations. John and other panel members including BaNES council will talk about the challenges they have faced, how the system is working and how this is improving the patient experience'.

#### 12:30 **Time to change: Making sense of crazy times**

**Alastair Campbell**, Author, British Journalist, former political aide to Tony Blair and Time to Change Ambassador

Alastair Campbell former political aide, commentator and author will talk openly about his experiences over the years and his campaign to raise awareness of mental health and improve services. Alastair will talk about the change that is happening in terms of people's greater understanding and society's greater openness towards mental health as well as drawing upon his own personal challenges over the years.

Alastair is best known for being a political aide to the Labour Party and is renowned for his work as Director of Communications and Strategy for Tony Blair. With a high-profile career in the centre of British politics, he will also try to make sense of the political turmoil being caused by Brexit and what he thinks the future holds.

#### 13.30 **Chair's closing comments**

13.35 Lunch, exhibition and networking

#### 14.00 **Prize draw and conference close**

**Workshop choices** – please choose one from each timeslot  
(see overleaf)

# Workshop Programme

## Thursday 4 July 2019

Please chose **ONE** workshop option from each time slot.

### Workshop sessions 1 (09:00 – 09:50)

#### (1A) **NHS Procurement Target Operating Model Design**

**Preeya Bailie**, Chief Procurement Officer NHS Improvement

Journey to design the most efficient procurement model to leverage the buying power of the NHS and improve patient outcomes.

Key points covered:

- Discussing tools which provide insight and benchmarking information to support efficient purchasing across the NHS
- Spotlight on recruitment and retention of staff within the NHS

#### (1B) **Enhancing your career in NHS finance – HFMA qualifications, Apprenticeships and CPD**

**Phil Kemp**, Head of Professional Development & **Cathie Smith**, Head of Academy, the HFMA

Are you looking to develop your career as a senior finance professional in the NHS or maybe you are looking for development opportunities for your team? This session will focus on the healthcare business and finance qualifications offered by HFMA that provide a pathway to an MBA. It will also introduce our exciting new apprenticeship programme due to start in 2020.

You will have the opportunity to consider how studying at under graduate or masters level for a unique qualification in healthcare business and finance – the only qualifications of their kind in the UK – may enhance your career development, support you in your current role and help you to take that next important step. The HFMA qualifications present the opportunity to study a variety of healthcare specific management and finance modules that you can apply to your working role. As well as qualifications, we are planning to offer a programme of bite sized CPD opportunities to suit staff at all levels both within and outside the finance function.

In 2020 we plan to launch our unique new apprenticeship programme in accountancy aimed specifically at those working in the healthcare sector. This will give NHS organisations the opportunity to train and develop new and current finance staff.

To hear more about the opportunities available to you and your teams, don't miss this highly informative session.

## Workshop session 2 (15:55 – 16:45)

### (2A) Patient-level costing for transformation and sustainability

**Tim Edmondson**, Lead for CTP Data in Practice at NHS England & Improvement with **Dr Jonathan Purday** Deputy Medical Director and **Adam Reynolds** Head of Costing and SLR at East Kent Hospitals University NHS Foundation Trust

Tim will be joined by colleagues from East Kent Hospitals University NHS Foundation Trust, who have identified an area of concern which amounted to an approximate £250,000 deficit across five trauma and orthopaedic procedures.

Working together, they analysed patient-level National Cost Collection (NCC) data and using NCC tools and support have benchmarked the trust against four peers to understand potential efficiencies.

Even at its most conservative, this process should recoup some 40% of this deficit, with potential for much greater efficiencies.

### (2B) Which comes first – cost or quality?

**Gordon Sansaver**, Virginia Mason Performance Improvement Europe & **Paul Simpson**, Chief Finance Officer, Surrey & Sussex Healthcare NHS Trust

Surrey and Sussex Healthcare NHS Trust leaders have experienced significant improvements to their patient and staff experience, reference costs and overall financial position whilst seeing an improvement in overall quality and outcomes, through the application of Virginia Mason Production System (VMPS) and Directed Creativity™ methods in their transformation journey.

Proving once and for all, that if the organisation focuses on quality, safety, outcome and experience in the right way, the economics can follow. Learn more about how to reframe the debate over cost efficiency and look to define value – using the philosophy of lean – in order to meet the challenges associated with a pressurised healthcare environment.

Healthcare executives attending this session will hear Chief Finance Officer, Paul Simpson, share examples of SaSH's implementation of a quality improvement methodology which focussed on the reduction of waste to improve productivity and, crucially has seen the development of a culture where we do more work for the same or lower cost and has contributed to the trust having the lowest reference costs in the country and financial surpluses for the first time in its history.

After attending this session, attendees will completely change the way they view the NHS financial structure and be motivated to work in close partnership with their improvement leaders.

### (2C) 'Speaking Truth to Power' Reverse Mentoring for Equality, Diversity & Inclusion: building inclusive leadership and culture

**Tray Davidson**, Youth and Community Worker for Derbyshire Early Intervention in Psychosis Service, **Bal Singh**, Service Manager for Young Persons' Substance Misuse Service & **Claire Wright**, Deputy Chief Executive & Director of Finance, Derbyshire Healthcare NHS FT

Derbyshire Healthcare NHS Foundation Trust (DHcFT) has been working in partnership with the university of Nottingham and the Trust's Black and Minority Ethnic (BME) Network in order to establish a BME 'Reverse Mentoring' programme: pioneering action research based on the sharing of experiences between the DHcFT executive team and BME colleagues. It turns traditional mentorship on its head as executives become the mentees. It explores diversity by exposing mentees (and mentors) to challenging and insightful conversations and experiences that they may otherwise never encounter. The purpose of the programme is to promote awareness of equality and to challenge knowledge, beliefs and attitudes with an explicit aim to disrupt traditional power hierarchies.

In this workshop Tray, Bal and Claire will share their experiences of being reverse mentors and mentee and talk about the positive difference it is making at Derbyshire Healthcare for colleagues and patients. Delegates will be able to take part in an interactive workshop increasing cultural

awareness and exploring unconscious bias in order to impact their thinking and practice to take back to their own organisations

## **(2D) The Evidence-based Interventions Programme**

**Johannes Wolff**, Head of Commissioning Policy Unit, NHS England; **Robert Melnitschuk**, Evidence-based Interventions Programme; **Neil Lester**, Senior Finance Lead – Efficiency and Transformation, NHS England

The total number of elective admissions in year 2018 until September was 8.3 million across England. As research is carried out and medicine advances, treatments can be found to be inappropriate in certain circumstances therefore it is important to ensure only appropriate treatments are offered. NHS England, in collaboration with a number of national partner organisations, is seeking to reduce the number of inappropriate interventions provided on the NHS. The Evidence-Based Interventions programme as a whole, is guided by the following five goals: reduce avoidable harm to patients, save precious professional time, help clinicians maintain their professional practice, create headroom for innovation and maximise value and avoid waste.

The session will:

- Look at wave 1 interventions and the basis for inclusion in the programme
- Set out the potential activity and financial efficiency that could be derived from taking action
- Set out progress to date across the country
- Describe the levers at both national and local level, aimed at supporting implementation and steps to be taken to maximise the opportunity
- Future direction of the programme

## **(2E) NHS Leadership – Trust in relationships**

**Mitzi Wyman**, Thinking Partner, Transformation Leadership & Director, Wyman Associates

The move to new models of care presents new challenges and the risk of polarisation and conflict. It requires the building of relationships, but the scale and pace of change often militates against this. This is against the backdrop of other challenges for leaders, including:

- Increased scrutiny and constant pressure to report upwards
- A debilitating combination of regulatory burden and lack of autonomy.
- A culture of blame that makes leadership roles less attractive
- A high turnover of executives typically lasting two years in a role.
- A focus on day to day issues rather than strategy over the longer term.

In this interactive session, we will explore the challenges such conditions create and participants will be introduced to an approach of working together that leads to greater trust, wise choices and better decision making. Participants will take away techniques that can be used with immediate effect to enhance the quality of relationships in their organisations.

## Workshop session 3 (16:50 – 17:40)

### (3A) **Total Orthopaedic Pathway: Digitising post-operative care to improve patient satisfaction, clinical outcomes and reduce system costs.**

**Graham Walsh**, Consultant Knee Surgeon, Associate Medical Director & Chief Clinical Information Officer, Calderdale and Huddersfield NHS Foundation Trust

With the aging society and lack of social care for the elderly in the healthcare system, demand for hip and knee replacements are on the rise. Clinical performance pressures to streamline pathways of care, reduce length of stay, improve patient satisfaction, reduce costs, waiting lists and outpatients' appointments add to the challenge to deliver optimal services within the NHS.

B Braun Medical are working with several trusts in England to deliver digitised post-operative care. With the use of technology, data analytics and digital platforms. Hospitals have been able to reduce length of stay, outpatients' appointments and enhance the rehabilitation post-surgery. One of the trusts is utilising the technology as part of a "digital day case pathway" discharging patients the same day of surgery and remotely monitoring them via a downloadable app utilising a range of motion sensor and a messaging function to remain in contact with the patient.

### (3B) **A multi-agency & holistic approach to supporting complex mental health needs**

**John Campbell**, Director of Service Delivery, 2gether NHS FT, **Katie Tucker**, Director for Kingfisher Treasure Seekers and **Karl Gluck**, Lead for Adult Mental Health, NHS Gloucestershire CCG

'The Treasure Seekers Enablement Programme has been running for 2 years and is an enablement and wellbeing approach to working with 'high intensity users' of acute services. Rather than focusing on clinical need, the model adopts a holistic approach to securing overall wellbeing for these individuals who mostly have complex needs. This is achieved through one to one support and attending community activities.

The programme has been commissioned by Gloucestershire Clinical Commissioning Group and partners with 2gether NHS Foundation Trust operationally. There is a multi-agency approach including partners from Gloucestershire Constabulary, Housing providers and GPs.

The programme has seen a dramatic reduction in users accessing A&E and crisis services, reduced hospital admissions and more appropriate use of Primary care. Furthermore, individuals have adopted lifestyle changes including reducing BMI, ceasing long term dependencies upon narcotics, gaining secured housing, undergoing diagnosis and treatment for long term physical health problems and building wider support networks. This highly successful programme which has demonstrated reduced costs to the wider health and care system in Gloucestershire is being further refined and expanded to increase efficiency and outcomes.

### (3D) **Managing Cyber Security at a strategic level**

**Paul Barnes**, Programme Manager, NHS X

This workshop will be an interactive session taking you through the NHS England framework on managing cyber security at a strategic level. Focusing on how to embed cyber security at Board level as well as understanding the responsibilities of Board members. The session will also provide an overview of the work being undertaken to enhance cyber resilience across the health and care system as well as a briefing on the regulatory frameworks applicable to cyber security.

This session will also include case studies on the services used and what centrally funded services and support are available to NHS colleagues.

**(3E) The CCG allocations work programme: Improving the target formula**

**Dr Stephen Lorrimer**, Head of Analysis and Insight for Finance, NHS England

Earlier this year NHS England announced CCG allocations for 2019/20 to 2021/22 and indicative allocations for 2022/23-2023/24. We are now beginning the process of prioritising our research and development programme that will build towards confirming the 2022/23 allocations.

In this workshop we will briefly recap on the process of setting CCG allocations, and some of the changes we made for 2019/20, before focusing on the possible areas of development. We are keen to hear what you think we have missed, and how you think we should prioritise the ones we have identified.

## Friday 5 July 2019

Please chose **ONE** workshop from the below

### Workshop sessions 4 (09:00 – 09:50)

**(4A) Big Data – risks and opportunities. What your organisation needs to be aware of in the era of machine learning**

**Chris Alderson**, Partner, Hempsons

We are still in the early days of exploring the potential of matching the mass health datasets held by NHS organisations with the capabilities of AI-driven machine learning. Such projects have the potential to revolutionise healthcare by identifying patterns leading to for example early warnings of preventable hospital admissions and new uses of existing drugs, bringing us closer to the holy grail of better patient outcomes with lower costs to the health economy. Such projects are rightly the focus of government policy.

However, care and thought are needed to prevent such enthusiasm producing another dot-com bubble. Technical possibilities as to what can be done with the data should not be allowed to override the normal ethical rules protecting health data – recent scandals involving social media data and political profiling show that a clear ethical framework must be at the centre of any Big Data project (and that the tech side cannot be relied on to be aware of these ethical issues).

The absence of in-house expertise in Big Data analytics within NHS organisations does not mean that NHS must be related to a passive partner in such projects, grateful for whatever crumbs a tech company is willing to offer and simply being thankful for being allowed to play at all. Such projects are only possible because of the massive investment in technology across the NHS, and it is reasonable for NHS bodies to be seeking some return in the investment.

Projects will be judged by the quality of their governance arrangements. A real scandal could change the political appetite for such work overnight, and the potential benefits left unrealised. Chris will explain the key issues and choices that need to be understood at a strategic level, so you know what questions to ask and what to be alert to, and ensure the benefits of new technology can flourish in an environment that still protects patients and the NHS.

**(4B) Unlocking GP property barriers to integration**

**Phil Holland**, Chief Investment Officer & **Bob Smaylen**, Development Director, Prime PLC

Although the creation of Primary Care Networks, Federations and larger GP providers does not rely on property, this session for CCG finance professionals explores examples of how working with GP's

property needs and interests can accelerate integration and what options are available to remove estates barriers to change.