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# 12 days of conference

**HFMA annual conference 2020** an online festival of learning

30 November – 11 December

**#HFMA2020**





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## HFMA annual conference 2020

### an online festival of learning

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### Conference programme\*

*The 2020 HFMA annual conference was a unique 12-day online festival of learning. We brought you a programme full of high-quality and relevant content, specifically designed for finance team members with all levels of experience.*

*The week one programme included a series of online learning labs hosted by both NHS colleagues and commercial partners. These were aimed at the entire finance function on a variety of topics. Week one then concluded with a one-day student conference.*

*The second week contained a series of keynote addresses which explored the HFMA presidential theme, reflecting on this year while also looking to the future.*

*\*Subject to change*

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# Monday 30 November

## 13:00 **Crisis aversion in service capacity: a case study on improving diagnostic services and community mental health teams capacity levels without increasing cost**

**Petra Corr**, director of mental health, disability and community wellbeing, Northern Health and Social Care Trust

**Matt Mallon**, radiology manager, Northern Health and Social Care Trust

**David McMullan**, assistant director of finance, Northern Health and Social Care Trust

Chaired by **Muhammad Haji**, director of marketing and sales, Meridian Productivity Ltd

Many are aware of the crisis in diagnostic capacity; likewise the demand for mental health services is also running at epidemic levels and expected to increase further in light of the impact of Covid-19. Increasing demands coupled with a shortage in staff is a recipe for disaster. However, we must not be naïve to believe the only real answer is more money.

Time and time again, we see a real need to address poor, inconsistent and ineffective ways of working that lead to rising costs of care. It is our belief that behaviour and culture is actually more important than the need for money.

## 14:00 Exhibition and networking break

## 14:15 **An introduction to system working and integration**

**Nigel Foster**, director of finance, Frimley Health NHS Foundation Trust and **Oliver White**, director of operational finance, Frimley Collaborative. Chaired by **Lisa Robertson**, policy and research manager, HFMA

As we all work more collaboratively across NHS organisations, in partnership with local councils and others, are you clear on what 'system working' means? Would you like to understand more about how system working is developing, the benefits for the local population, the changing nature of leadership and governance and the impact on finance?

Within the *NHS long term plan* there is an expectation that all areas will be covered by an integrated care system (ICS) by April 2021. Building on sustainability and transformation partnerships (STPs) set up in 2016, an ICS takes collective responsibility for managing resources, delivering NHS standards and improving the health of the population it serves.

Using examples drawn from the Frimley Health & Care ICS, this session will provide an introduction to some of the key elements involved in system working, why it is important and what it means for finance teams.

## 14:15 **Understanding variation and the dangers of 'spuddling'**

**Sam Riley**, head of improvement analytics, NHS England and Improvement. Chaired by **Su Rollason**, chief finance officer, University Hospitals Coventry and Warwickshire NHS Trust

Providers of NHS services have increasingly large amounts of data about their patients. The challenge is how to make the most of this data to support improvements in patient care. Reducing and managing variation enables systems to become more predictable and easier to manage allowing improvement of quality and safety.

When looking at data, one of the behaviours that you may not be aware of is spuddling. We do lots of this in the NHS and the consequences can be serious. Spuddling has the potential for wasted energy and resource and can provide a distraction from activities that are going to benefit patients. This session will look at understanding variation, ways to manage it and avoiding becoming a spuddler.

## 15:15 Exhibition and networking break

**15:30 Using AI analytics to manage cost and improve quality**

**Jason Palmer**, president and CEO, RVH Solutions and Teamwrks and **Bob Broadway**, senior advisor, Teamwrks and HFMA US National Chairman 2008/09. Chaired by **Debbie Paterson**, policy and technical manager, HFMA

There are worldwide advances in the use of artificial intelligence (AI), which have been driven even further by the global Covid-19 pandemic as it significantly changes hospital and healthcare delivery. While healthcare has seen continued AI advances in the collection and analysis of clinical data, it's only recently that AI has begun to be applied in the financial setting. This is a crucial move as healthcare leaders are increasingly challenged to deliver greater and better care with fewer resources.

Clinical and finance professionals alike would agree that managing cost effectively is a gateway to improved productivity, stable financial performance and better quality of care. The greatest barrier to understanding healthcare costs is often lack of accessible and timely data and the ability to analyse that data in order to create valuable business intelligence.

In this session Jason and Bob will take us through the deployment of cost-effective technology and some lessons learnt from acute and post-acute care organisations. They will explain how the technology is used to identify patterns, automate system alerts through a central control dashboard, and the practice of AI analysis to address labour and non-labour costs.

16:30 Close

## 02 Tuesday 1 December

### 13:00 **Best practice board reporting**

**David Bailey**, *facilitator, Finance Development Consultancy. Chaired by Paul Dillon-Robinson, non-executive director, Queen Victoria Hospital NHS Foundation Trust*

Is financial reporting to your board meeting their needs? Does what you do match NHS best practice? What creative and innovative methods could help you?

Financial reporting to your board has never been more important. With changes in NHS structure, alterations in funding streams, underlying deficits, the ever-faster pace of change, and the current pandemic, now is the perfect time to ensure your board gets the information it needs.

This session will review current and best practice in board financial reporting and look at some challenging and innovative suggestions for improvement.

### 14:00 **Exhibition and networking break**

### 14:15 **The role of the NHS in health and justice settings**

**Amanda Wilkinson**, *head of service operational police custody and liaison and diversion, Leeds Community Healthcare NHS Trust. Chaired by Sarah Day, policy and research manager, HFMA*

NHS England and Improvement is responsible for the health of the UK population and that includes people in prison, young offenders institutions and immigration centres among other justice settings. The NHS also works with the police to ensure the safety of people held in custody and supports offenders to access the help that they need.

This session will provide an introduction and overview to the links between the NHS and the justice system. Amanda will outline the role of a healthcare professional working in a custodial setting, what Leeds Community Healthcare NHS Trust do, the area they cover, how many patients are seen each year and the benefits to this approach.

She will further explore how local CCGs and providers need to work with the justice system to support those who move in, and out, of custodial settings. A key ambition is to improve quality of care and reduce health inequalities between the prison population and the rest of England. Amanda will also share feedback from patients as well as police colleagues.

OR

### 14:15 **Adding value to finance departments through automation**

**Simon Perks**, *head of robotics and AI, Agilisys Ltd. Chaired by Ian Turner, deputy chief executive and finance director, HFMA*

The Covid-19 pandemic has prompted digital solutions to be introduced to the sector at a speed that would have been unthinkable previously. Robotic process automation (RPA) has been right at the forefront of this technology drive as healthcare organisations look to streamline their processes and free up valuable resources.

While much of the focus has been on clinical and frontline services, it's clear that finance and leadership teams can also take advantage of RPA to free up resource and become more value add than process driven, thereby powering finance to support the wider organisation and be organisational enablers. This session will cover key learnings and benefits of RPA, looking at practical real-world examples and our experience of working with organisations to effectively implement and optimise RPA.

### 15:15 **Exhibition and networking break**

**15:30 The role of the Stroke Association in secondary care**

**Esme Mutter**, head of Stroke Support South, The Stroke Association and **John McGlone**, community development manager, The Stroke Association. Chaired by **Debbie Paterson**, policy and research manager, HFMA

During this session Esme will talk about the pathways the Stroke Association has been involved with over the last few months and the new systems which have been implementing during the pandemic.

Esme will also talk about how they have rapidly developed a Stroke Association Connect offer created in partnership with NHS England and Improvement which allows NHS trusts to register on this system to enable newly discharged stroke patients to benefit from support on discharge from hospital in areas where there the Charity's Stroke Recovery service is not available.

16:30 Close

## 03 Wednesday 2 December

### 13:00 **NHS Supply Chain; driving sustainable long-term value for NHS trusts**

**Colin McCready**, CFO and acting CEO, NHS Supply Chain

**Sara Ford**, director of customer and strategy, NHS Supply Chain

**Brian Mangan**, value based procurement project lead, NHS Supply Chain

Chaired by **Ian Turner**, deputy chief executive and finance director, HFMA

In a year of unprecedented challenges for the NHS, the Coronavirus pandemic has resulted in many organisations changing the ways in which they operate. This session will reflect on how we've drawn on our procurement and supply chain expertise and adapted to meet the critical needs of the system, plus the learnings that will be taken forward to the future.

CFO and recently appointed acting CEO Colin McCready will share some perspectives and experiences from NHS organisations that have been working with NHS Supply Chain and will cover details of the key year to date procurement savings figures for 2020/21.

The session will also cover the latest on their value based procurement programme, shifting the emphasis to working collaboratively with industry, clinicians and finance to consider technologies that can influence a reduction in total costs within the patient pathway.

### 14:00 Exhibition and networking break

### 14:15 **Embracing the digital agenda to transform healthcare delivery**

**Patrick Mitchell**, director of innovation and transformation, Health Education England.

Chaired by **Catherine Mitchell**, head of costing and value, HFMA

Developments in telemedicine, smartphone apps, robotics and AI systems provide the NHS with significant opportunities to improve patient care.

Health Education England's director of innovation and transformation Patrick Mitchell will explore how the digital agenda is a critical transformation opportunity to help drive productivity, reduce clinical variance and support the paradigm shift in how health services are delivered.

Using the Topol Review report *Preparing the healthcare workforce to deliver the digital future* as a starting point, Patrick will describe how technological developments are likely to change the roles and functions of clinical staff over the next two decades. This will be followed by a discussion on why finance staff need to understand and embrace the digital agenda, and what they can start to do now.

OR

### 14:15 **Driving green savings: How the government's Road to Zero Strategy can help the environment and deliver savings for NHS organisations and employees**

**Ali Argall**, business development director, Tusker in partnership with NOE CPC (NHS Procurement). Chaired by **Lisa Robertson**, policy and research manager, HFMA

Ali will discuss the government's Road to Zero Strategy, covering what this really means for NHS organisations, the government incentives available, the key areas for consideration, and how NHS organisations can increase early adoption of ultra low and zero emission vehicles to generate significant savings for both employees and the NHS.

The session will detail how the government incentives benefit employees, using real life examples from Leeds and York Partnership NHS Foundation Trust along with insights from other NHS trusts.

15:15 Exhibition and networking break

**15:30 Developing a payment model to support system working and drive value**

**Gary Andrews**, head of payment policy, NHS England and Improvement and **Jack Hardman**, costing lead, NHS England and Improvement. Chaired by **Lee Rowlands**, contracts director, Manchester University NHS Foundation Trust

How do you allocate resources across the system to maximise the outcomes for the local population? Understanding the whole patient pathway across different organisations will be key. This is the challenge facing the NHS as it moves to a more integrated approach to planning and delivering healthcare. Future payment systems will need to support the activities that create patient value and focus on system costs rather than price.

In this session Gary will share details of how the payment system is developing to meet the needs of the *NHS long term plan*. The session will explore the new approaches being proposed, how system wide use of patient-level cost and activity data will support this and the role the finance community has as we move towards a population-based payment and contracting system.

OR

**15:30 Wellbeing and resilience**

**Vida Carmel**, behavioural change coach. Chaired by **Emma Knowles**, director of policy and research, HFMA

During this time of uncertainty and stress we all need tools to ground ourselves and feel balanced. This experiential session will show you how to reflect on your wellbeing and provide essential strategies to help you build resilience in and outside of the workplace.

The session will utilise a coaching framework that will show you how to build resilience using your own past experiences and wisdom. It will raise your awareness of how we communicate with ourselves and the impact this has on our wellbeing, and will give practical exercises to change your state so you can feel centred, open, aware and calm. The session will end with a commitment to daily practice in the future and will give you the skills to build resilience and develop a project of self-care.

16:30 Close



## 04 Thursday 3 December

### 13:00 Focus on cardiovascular disease

**Rhys Hancock**, senior clinical lead, South Western Ambulance Service NHS Foundation Trust and **Professor Mark Wilson**, consultant neurosurgeon and co-founder, GoodSAM app. Chaired by **Sarah Day**, policy and research manager, HFMA

This session will cover how ambulance trusts are working with the GoodSAM app to deliver a new approach to treating cardiovascular disease (CVD) in the community. The *NHS long term plan* sets out a number of ambitions to improve treatment of CVD and save lives; key among them is fast and effective action when someone suffers a cardiac arrest.

South Western Ambulance Service NHS Foundation Trust has partnered with GoodSAM to respond to these life-threatening calls. Appropriately trained off-duty ambulance staff and community first responders can respond to alerts via the GoodSAM app on their smartphone. The sooner effective cardio pulmonary resuscitation (CPR) is started, the better the survival chances of the patient.

OR

### 13:00 Reducing cost and improving efficiency - a partnership approach

**Jonathan Wedgbury**, chief executive, Genmed and **Simon Wombwell**, CEO, Sense Data Insights Limited. Chaired by **Emma Knowles**, director of policy and research, HFMA

In this session Jonathan will start by examining the potential of managed services in the creation of integrated care systems (ICS). He will discuss supporting the development of ICS wide elective surgery centres to improve waiting lists, drive savings and operational efficiencies. Jonathan will also cover the provision of flexible solutions which can meet the dynamic and growing needs of healthcare providers, and the informing of clinical practice and clinical preference items through European benchmarking across multiple healthcare systems.

Jonathan will be joined by Simon who will further explore how we unlock the power of NHS data. Simon will discuss the power of turning data into business intelligence and the benefits of finance leaders working closely with their business intelligence and information team colleagues. He will explore how existing data can be used differently to support transformation and service improvement, as well as discussing the role of business intelligence in areas such as the Covid-19 pandemic and the *NHS long term plan*.

### 14:00 Exhibition and networking break

### 14:15 Introduction to local government finance

**Sandra Beard CPFA CGMA**, FAN advisor, Local Government Faculty, CIPFA. Chaired by **Tracey Simpson**, deputy chief finance officer, NHS Tameside and Glossop Clinical Commissioning Group

With integration at the forefront of both the local government and healthcare finance agendas, this session will seek to provide a comprehensive introduction to all things local government finance.

Sandra will join attendees to provide an introduction to local government finance, exploring the differences and similarities across the sectors as well as opening the floor up for a virtual discussion in order to explore what some of the barriers and opportunities are to integrated working.

OR

**14:15 Driving up the quality and application of robust analytics to improve healthcare**  
**Rony Arafin**, chief operating officer, AphA and **Paul Stroner**, president elect, AphA.  
Chaired by **Catherine Mitchell**, head of costing and value, HFMA

This session aims to introduce senior NHS finance colleagues to the Association of Professional Healthcare Analysts (AphA), and to discuss how the alignment of skills between healthcare finance and healthcare analysts deeply benefits the NHS and its patients.

AphA is a professional support network for healthcare analysts. The association works closely with finance professionals as many of the information functions fall under the finance directorate in NHS organisations. Rony and Paul will introduce AphA in terms of its purpose, strategic aims and the community of health and care analysts. They will also discuss the role analytics can and should play in improving patient care and in the evidence-based decision-making needed for a 21<sup>st</sup> century health and care system.

In order to capitalise on opportunities to improve health and care, we need data and we need outstanding data analysis. This session is specifically targeted at those in senior finance roles and will reflect on the interface needed between finance and analytics.

15:15 Exhibition and networking break

**15:30 Sustaining vital mental health services through Covid-19 and into the future**  
**Nina Van-Markwijk**, deputy director of finance, Barnet, Enfield and Haringey Mental Health NHS Trust and **Suzanne Robinson**, executive director of finance and IM&T, Greater Manchester Mental Health NHS Foundation Trust. Chaired by **Debbie Paterson**, policy and research manager, HFMA

As part of the Covid-19 response many mental health trusts have set up new services or adapted existing services. How can we sustain these services while still delivering on business as usual?

In this session we will discuss some of the services that have been set up or redesigned in response to Covid-19, the model of these services and the use of resources. We will explore how the additional cost has been funded and the significance of activity and outcome data from these services for the evaluation of their impact. Delegates will be encouraged to share their own examples and any factors they're finding to be key to success in this area.

16:30 Close

## 05 Friday 4 December – Student conference

The student conference set to inspire, educate, and encourage finance and other healthcare professionals at all levels of their career. Whether you are currently studying or are thinking about embarking on a course of study, the conference provides the opportunity to learn from experienced professionals, build your confidence and develop your skills to start or progress your career.

### 10:00 Chair's welcome

**Owen Harkin**, executive director of finance, Northern Health and Social Care Trust

### 10:15 Breakout sessions

#### ACCA

**Louise McAlinden**, partner engagement lead – UK universities, **Gemma Baker**, business development manager, ACCA and **Michael Cannon**, education manager, ACCA

Come and meet the team from ACCA UK to find out more about the ACCA qualification and where it can take you, as well as a guided tour through ACCA's award winning student study resources.

#### CIPFA

**Alison Sweeting**, interim student support manager, CIPFA

This session will focus on the steps to take to make your study and revision time as effective as possible. It will cover the techniques to enable you to remain calm and focused in your exam and demonstrate to the examiners that you have the knowledge and skills needed to pass. We will discuss practical steps you can take and include some wellbeing tips to manage your physical and mental health through the challenge of revision and exams.

#### CIMA

**Christopher Warne**, lead specialist: student support, CIMA

In this session Christopher will introduce CIMA's syllabus as well as discussing the role of a management accountant and what the qualification means. The session will focus on CIMA's student study resources such as the Study Support unit which provides personalised guidance to help you through your exam journey and additional support for students who are taking exams for the first time. Christopher will also cover other CIMA study resources such as their online study planner, webinars, articles and blueprints.

#### HFMA

**Paul Dillon-Robinson**, academy tutor, HFMA

Studying the HFMA qualifications has the benefit of ensuring that what you study has greater relevance to your work and career, with more chance to apply the learning or understand the context. This session will discuss how you can really make the most of the studying, give ideas on how to study effectively (in terms of work/life/study balance) and some practical tips on tackling the assessment. Hopefully other learners will join in with their 'top tips' for sharing with others.

### 11:15 Exhibition and networking break

**11:30 Panel session – your career in the NHS**

*Hardev Virdee, chief finance officer, Barts Health NHS Foundation Trust*

*Tracy Mayes, deputy CFO, NHS East Riding of Yorkshire Clinical Commissioning Group*  
*Lillian Auma, head of costing and service line reporting, Croydon Health Services NHS Trust*

*Professor Sanjay Agrawal, consultant in respiratory and critical care medicine, University Hospitals of Leicester NHS Trust*

An insightful discussion from finance and clinical colleagues about their career journey in the NHS and how they secured the roles they are in today. Reflecting on what worked well, what they wish they had done differently, the highlights and the challenges – plus an opportunity for your questions to be answered.

**12:30 Exhibition, networking and lunch break**

**13:00 Taking care of yourself and your future**

*Steve Head, motivational coach*

Whether you are in a clinical or non-clinical role, working from home, or on the frontline there is a need to offer some tools and ways of thinking to help cope with the emotional and logistical challenges that Covid 19 has created.

During this session Steve will share some simple mindset principles to help you feel more in control, manage stress, and prepare for the best possible future after COVID19, including:

- Be aware of what we focus on?
- Why Strong people break
- Introduce the 149effect. Demonstrate why this is vital right now
- Understand why bad stuff sticks and good things slide away
- How to Reinforce positivity
- Do what we can with what we have and where we are right now
- Move from Victim mindset to accountable mindset, and how to do it!
- Why beliefs matter and how to fine tune them
- How to manage your stress response
- Worry Less and Care More
- Expect the best ...developing a hopeful and optimistic outlook
- A message of HOPE and Positivity to close

This is a high-energy, practical session, that will help you build mental resilience and a sense of wellbeing. Many of the principles are based upon Positive Psychology, NLP, Performance Coaching techniques.

All references will be made available after the event.

**14:30 Break and networking**

**14:45 HFMA qualifications awards ceremony**

*Presented by Mark Knight, chief executive, HFMA and Alison Myles, director of education, HFMA*

Join us to celebrate the achievements of the HFMA learners who have completed qualifications in healthcare business and finance and also advanced primary care management. Plus, the Tony Whitfield 'Student of the year' award will be presented.

**15:00 Close**

Over the weekend, we made some of the learning labs accessible for delegates to watch on demand.

## 06 Saturday 5 December

- 1. An introduction to system working and integration**  
*Nigel Foster*, director of finance, Frimley Health NHS Foundation Trust and *Oliver White*, director of operational finance, Frimley Collaborative. Chaired by **Lisa Robertson**, policy and research manager, HFMA
- 2. Best practice board reporting**  
*David Bailey*, facilitator, Finance Development Consultancy. Chaired by **Paul Dillon-Robinson**, non-executive director, Queen Victoria Hospital NHS Foundation Trust
- 3. Understanding variation and the dangers of 'spuddling'**  
*Sam Riley*, head of improvement analytics, NHS England and Improvement. Chaired by **Su Rollason**, chief finance officer, University Hospitals Coventry and Warwickshire NHS Trust
- 4. Developing a payment model to support system working and drive value**  
*Gary Andrews*, head of payment policy, NHS England and Improvement and **Jack Hardman**, costing lead, NHS England and Improvement. Chaired by **Lee Rowlands**, contracts director, Manchester University NHS Foundation Trust

## 07 Sunday 6 December

- 1. Wellbeing and resilience**  
*Vida Carmel*, behavioural change coach
- 2. Sustaining vital mental health services through Covid-19 and into the future**  
*Nina Van-Markwijk*, deputy director of finance, Barnet, Enfield and Haringey Mental Health NHS Trust and **Suzanne Robinson**, executive director of finance and IM&T, Greater Manchester Mental Health NHS Foundation Trust. Chaired by policy and research manager, HFMA
- 3. Embracing the digital agenda to transform healthcare delivery**  
*Patrick Mitchell*, director of innovation and transformation, Health Education England. Chaired by **Catherine Mitchell**, head of costing and value, HFMA
- 4. Introduction to local government finance**  
*Sandra Beard CPFA CGMA*, FAN advisor, Local Government Faculty, CIPFA. Chaired by **Tracey Simpson**, deputy chief finance officer, NHS Tameside and Glossop Clinical Commissioning Group

# 08 Monday 7 December – in association with Future-Focused Finance

12:00 Registration, networking and exhibition

**13:00 Welcome and introduction**

**Suzanne Robinson**, executive director of finance and IM&T, Greater Manchester Mental Health NHS Foundation Trust

**13:10 One NHS finance - overview, key themes, next steps**

**Simon Worthington**, director of finance, Leeds Teaching Hospitals NHS Trust and **Debbie Fisher**, director and organisational coach, Clever Together

This autumn 2000 people joined the *One NHS Finance* national online conversation sharing their ideas on how we can work better together and shape the future of the NHS finance function. The conversation generated over 1,400 ideas and comments and more than 12,000 votes from a range of finance staff across NHS in England. In this session Simon and Debbie will give an overview of the NHS's biggest ever conversation with its finance staff, looking at the key themes and vision for the future and plans to take it forward.

13:50 Exhibition and networking

**14:10 Attracting, retaining and developing people in the NHS finance community**

**Hardev Virdee**, group chief finance officer, Barts Health NHS Trust and **Sandra Easton**, director of operational finance and performance, NHS England and Improvement

A key theme of the national *One NHS Finance* campaign focused on what we need to start doing, stop doing or do differently to ensure we attract, retain and develop finance professionals in the NHS. In this panel session, Hardev and Sandra will outline plans to develop national and regional platforms to provide a comprehensive talent management and learning and development offer across England.

**14:40 Improving the way we work**

**Mojgan Sani**, director medicines optimisation and chief pharmacist, North Tees and Hartlepool NHS Foundation Trust

**Amy Denning**, finance manager, Airedale NHS Foundation Trust

**Jenny Foster**, business accountant (surgery division), Alder Hey Children's NHS Foundation Trust

**Gavin Rush**, costing and performance accountant, Countess of Chester Hospital NHS Foundation Trust

The FFF Value Maker network has now grown to over 2000 members, it has been a challenging year and to have access to thousands of people across the NHS to talk to, share ideas, celebrate successes and support each other has proved an invaluable resource to our finance community. This session showcases just some of the ideas and innovation from this year's Value Maker Award Winners, who continue to go above and beyond during these challenging times to improve the way we work to support the delivery of quality services for patients.

**15:10 Best practice market stalls – videos**

15:20 Exhibition and networking

**15:30 Building a compassionate and inclusive culture**

**Jonathan Stephens**, North West regional director of finance, NHS England and Improvement

**Edward John**, director of operational finance, Frimley Health NHS Foundation Trust and Future-Focused Finance diversity lead

**Donna Shade**, divisional head of finance, United Lincolnshire Hospitals NHS Trust

**Natasha Munro**, financial planning manager, NHS England and Improvement

In this panel session you will hear from colleagues across the country who have been championing the inclusion and diversity agenda both locally and nationally. They will share their personal experiences and real-life examples of ways in which we can continue to build a compassionate and inclusive culture within NHS finance.

**16:00 Maximising efficiency while working remotely**

**Christine Armstrong**, Armstrong & Partners



This fast-paced and practical session, led by Christine Armstrong – writer, speaker and adviser to business leaders on the future of work – aims to empower finance teams to stay on track and motivated as they head into a winter of hybrid and remote work. Christine will share tools and useful ways to tackle new problems arising from our new ways of working – where teams are split and resources are low – and will help delegates enhance their existing skills.

Christine will also share:

- ways to support team members who may be isolated or overwhelmed with tasks
- techniques for difficult conversations taking place virtually
- ideas on how to build motivation and productivity
- suggested levels of appropriate social engagement as we move towards the festive break.

**16:55 Closing remarks**

**Suzanne Robinson**, executive director of finance and IM&T, Greater Manchester MH NHS Foundation Trust

**17:00 Conference close**

## 09 Tuesday 8 December – Taking pride in our staff

12:00 Registration, networking and exhibition

**13:00 Chair's welcome**

**Mark Orchard**, chief financial officer, Portsmouth Hospitals University NHS Trust

**13:10 Can we really have it all? What it takes to be a confident and successful leader**

**Nicola Horlick**, CEO, Money&Co. and Bramdean Asset Management and author

Nicola Horlick has been a leading fund manager in the City of London for over thirty years. During that time, she has set up and managed several investment businesses. She now chairs a private equity business and is CEO of a film-development company.

In this session, Nicola will be providing attendees with an overview of her varied experience both in the private and public sectors. She will discuss areas such as the necessary attributes and skills of a good leader and the need for diversity within teams, as well as highlighting areas of good practice that she has witnessed when working with some of the largest and most successful global companies.

14:00 Exhibition and networking

**14:15 HFMA snapshot sessions: overcoming adversity award NHS case studies**

**Michael Costello**, head of financial strategy, management and reporting, NHS Business Services Authority

**Matthew Greene**, business accountant, integrated care division (ICD), Salford Royal NHS Foundation Trust

**Mark Songhurst**, project manager: Scan4Safety, Leeds Teaching Hospitals NHS Trust

**Rachel Lea**, acting deputy director of finance, Alder Hey Children's NHS Foundation Trust

The logo for CACI (Chartered Accountants in Companies and Institutions) is displayed in a bold, serif font with a red underline.

This brand new award for 2020 focuses on how finance teams have overcome the very significant challenges faced during the Covid-19 pandemic and supported their NHS organisation's activities. In this session we will hear from the four shortlisted organisations, as they share their experiences, this will be followed by a group Q&A chaired by Mark Orchard.

15:15 Exhibition & networking

**15:30 How to create a diverse and inclusive culture**

**Daniele Fiandaca**, co-founder, Utopia

Daniele Fiandaca, co-founder of Utopia and Token Man, will talk us through the importance of inclusion, diversity and belonging and why we need to work together to drive change. In particular he will cover some of the key drivers to exclusion in the workplace as well as the key inclusive leadership characteristics which include cultural intelligence, cognisance of bias, empathy and vulnerability.



**16:20 The future of NHS staff and resources post Covid-19**

**Prerana Issar**, chief people officer, NHS England and Improvement and **Julian Hartley**, CEO, Leeds Teaching Hospitals NHS Trust

The arrival of Covid-19 has highlighted the enormous contribution of all our NHS people. The NHS must build on this momentum and continue to transform, keeping people at the heart of all we do.

In this session Prerana and Julian will provide an update on the *NHS people plan* and 2020/21 objectives. The *NHS people plan* sets out practical actions for employers and systems, it focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as take action to grow our workforce, train our people, and work together differently to deliver patient care.

Julian, a highly experienced leader and a current NHS CEO, will also outline how his trust recognised the links between engaged staff and improved patient care, through the development of 'The Leeds Way'. The Leeds Way was developed by staff and the core values of this initiative have become embedded in every aspect of decision making at the Trust, as a result staff engagement has improved year on year since 2014 when it was first implemented.

**17:25 Conference close**

## Wednesday 9 December – Taking pride in our care

### 10:00 **Is automation the way forward for the NHS? (invite only)**

Roundtable kindly sponsored by **NHS Shared Business Services**. Chaired by **Ian Moston**, chief finance officer, Northern Care Alliance NHS Group

This roundtable will explore current understanding of the technological opportunities within finance departments – including the use of cloud computing, block chain, artificial intelligence and robotic process automation. It will also explore the steps that need to be taken to realise the benefits.

### 12:00 Registration, networking and exhibition

### 12:50 **Chair's welcome**

**Sandra Easton**, national director of operational finance and performance, NHS England and Improvement

### 13:00 **Covid-19 - now is the time to redraw the UK's map of inequality**

**Jo Bibby**, director of health, The Health Foundation

The impact of Covid-19 still hasn't been truly recognised and felt across all areas of society but early data trends suggest that certain groups are being disproportionately affected. Inequality is nothing new but with limited financial resource how can health and social care professionals decide where and when is the best place to invest to keep the population healthy? Should investment be prioritised for the NHS while at the same time it is withdrawn from other preventative social care agencies?

The pandemic has created a key moment in time which has crystallised for many that we cannot continue to think about health and wealth independently. Now more than ever it is important to recognise individual health as an asset for a flourishing society.

Jo will begin her session by exploring the bigger picture across the health and social care system, identifying how health and wealth are intertwined. She will then introduce the Health Foundation's recently launched [Covid-19 impact inquiry](#) which will continue to analyse the data available in order to understand what has happened and draw out what this could mean for any future government policy and investment plans.

### 13:40 **HFMA global perspectives**

**Mike Allen**, chief finance officer, OSF HealthCare and HFMA USA chair

**Joe Fifer**, CEO and president, HFMA USA

**Shaun Eldridge**, chief financial officer, Bendigo Health and HFMA Australia president

**Mark Lawrence**, chief financial officer and chief information officer, Western Health

**Helen Chalmers**, executive director, Health Service Programs and Funding, Department for Health and Wellbeing, SA Health

In this session we will first hear from our HFMA colleagues in Australia via a pre-recorded video. Shaun, Mark and Helen will provide an update on how this year has affected them, providing delegates with an insight into how the pandemic is being managed on the other side of the world.

Following this, Joe and Mike will join delegates live. Joe Fifer has been the CEO and President of HFMA USA for just over 8 years and will explore some of the challenges faced by the entire US finance community. Mike, the first HFMA USA president to have a two-year presidency will revisit his original theme 'Dare you to move' and discuss how he plans to take this forward into his second year. In an unprecedented 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.

14:25 Exhibition and networking

**14:40 What does the future hold for NHS Finance**

**Hannah Witty**, director of finance, Central and North West London NHS Foundation Trust

**Claire Wilson**, executive director of finance, Wirral University Teaching Hospital NHS Trust

**Nicci Briggs**, executive director of finance, contracting and governance, NHS Leicester City Clinical Commissioning Group

**Ian Moston**, chief finance officer, Northern Care Alliance NHS Group

What does the future hold for NHS finance? Covid-19 has wrought dramatic change across the NHS and the finance function is no exception. The simplified finance regime has been welcomed by many but is not sustainable in the long term. So, what do we want the future financial regime to look like? We know that we don't want to go back to what we had before, but what do we need to do to embed the beneficial changes that we've seen to system working, shared priorities and a simplification of transactional processes?

The pandemic has presented an opportunity to change what needs to be changed and build on what was already working well. The panel will reflect on the changes to the financial regime over the last year and will discuss what changes they would like to see going forward. As the NHS finance profession, we need to grab this opportunity and develop the regime that a sustainable 21st century NHS needs. This session will help us to think through the changes and what we can do to prepare ourselves and our organisations.

15:45 Exhibition and networking

**16:05 What does the future hold for the environment post Covid-19?**

**Ed Gillespie**, environmental entrepreneur and author focusing on sustainability and innovation

Ed Gillespie is a writer, serial entrepreneur and futurist who tackles climate action not just as a catastrophic threat but as a catalyst to deeper questions. Ed is the co-founder of the Global Goals Accelerator and a Trustee of Energy Revolution and co-presenter of two acclaimed podcasts: *The great humbling* and *Jon Richardson and the futureonauts*.

In this session Ed will reflect on the urgent environmental challenges being faced around the globe, and the role that narratives take in the stories that we tell ourselves to try and make sense of the world around us. He will examine the effects of Covid-19 on climate change and the environment and will turn our heads to the future to consider what's next on this tide of change.

17:05 The big HFMA pub Quiz

## Thursday 10 December – Taking pride in our NHS

### 10:00 **How do we measure value in mental health? (invite only)**

Roundtable chaired by **Claire Liddy**, director of operational finance, Alder Hey Children's NHS Foundation Trust, and kindly sponsored by **Meridian Productivity**.

How can we know that we are spending the mental health pound well? This is a question that mental health services are grappling with as they seek to develop an evidence base to understand how well they use their resources.

This roundtable forms part of the Mental Health Value Challenge currently being undertaken by the HFMA's Healthcare Costing for Value Institute. The Institute has established a reputation for bringing together finance and clinicians to explore what value means for the NHS, and a number of clinicians, senior finance, informatics and academics will be invited to take part in the roundtable.

### 12:00 **The HFMA Annual General Meeting (Members only)**

12:00 Registration, networking and exhibition

### 12:45 **HFMA President's welcome**

**Caroline Clarke**, group chief executive, Royal Free London NHS Foundation Trust and HFMA president

### 13:00 **Steering the ship: reflections on leadership in healthcare**

**Paul Assinder**, chief executive, Dudley Integrated Health and Care NHS Trust

**Sue Jacques**, chief executive, County Durham and Darlington NHS Foundation Trust

**Suzanne Tracey**, chief executive, Royal Devon and Exeter NHS Foundation Trust and Northern Devon Healthcare NHS Trust

In this session we'll hear from a panel of NHS CEOs, all of whom are past HFMA presidents, as they reflect on their journey from NHS finance into leadership as well as further exploring some of the key issues and challenges currently facing NHS CEOs.

13:35 Exhibition and networking

### 13:55 **Covid-19: a clinical perspective**

**Professor Sanjay Agrawal**, consultant in respiratory and critical care medicine, University Hospitals of Leicester NHS Trust



Professor Agrawal will share his experience of working in ITU during the Covid-19 pandemic and the impact it had, and is having, on patients, staff and other services. The need to reduce demand on services and improve the health of our populations has never been greater.

### 14:25 **Covid-19: a patient perspective**

**Spencer Moulds**

In March of this year Spencer started showing symptoms of Covid-19. After a number of days unwell at home he went into Leicester General Hospital with oxygen levels down to 70%. In this session Spencer will tell us his story of the subsequent six weeks he spent battling for his life, and the after affects he is experiencing from the virus. He will give his unique perspective into the pandemic through a patient's eyes and will reflect on the NHS services that saved his life and continue to save countless others.

14:50 Exhibition and networking

**15:10 What has the world learnt and how can the NHS recover?**  
*Dr Mark Britnell, chairman and partner, KPMG*



In a KPMG blog from 1 May 2020, Mark wrote that 'Covid-19 has vividly demonstrated that 'no health system is an island' and every country has something to teach and something to learn from the way it's being managed'. The pandemic has had some devastating impacts in countries around the world, and although health systems globally continue to respond to this crisis, its leaders are increasingly looking toward post Covid-19 as a new reality for healthcare.

In this session Mark will explore the global and UK trends that have emerged or accelerated as a result of Covid-19 and their implications on the NHS. He will reflect on the 95 global Covid-19 engagements he was involved with up until the end of September this year, and will be focusing on some key learnings from health system transformations around the world and the insights they give us on the NHS's road to recovery. He will also touch on KPMG's work on the test and trace system in Scotland.

16:00 Exhibition and networking

**16:10 NHS finance priorities for the year ahead**  
*Julian Kelly, chief financial officer, NHS England and Improvement*

It has been an unprecedented year for the NHS and one whose ripples will continue to be felt across the sector for years to come. As we emerge from the pandemic, the pressure for financial recovery and quality of care falls heavily on the shoulders of the NHS finance community.

In this session, Julian will unveil his national vision and strategy for NHS finance in the year ahead. He will further explore the responsibilities and expectations nationally of finance staff in transforming the NHS in response to the pandemic as well revisiting the original ambitions of the *NHS long-term plan*.

17:10 HFMA Awards

## 12 Friday 11 December – Taking pride in our future

9:00 Registration, networking and exhibition

**10:00 HFMA President's welcome**

**Caroline Clarke**, group chief executive, Royal Free London NHS Foundation Trust and HFMA president

**10:05 Covid-19: Creating and implementing a national strategic response**

**Professor Stephen Powis**, national medical director, NHS England and Improvement and **Professor Yvonne Doyle**, director for health protection and medical director, Public Health England

Professor Powis and Professor Doyle have each played a central role in supporting the NHS and public health response to the Covid-19 pandemic. They are continuing to support clinicians and health services to manage the response and consider the emerging international evidence and local clinical practice and data in order to further develop their strategy.

This national strategy has required the implementation of various population-wide non-pharmaceutical interventions including social distancing as well as mass testing and contact tracing and the expansion of critical care capacity. This session will reflect on some of these strategies, the scientific evidence informing the government's and the NHS decision making, the impact of the virus at a local and national level as well as the use of epidemiological modelling.

11:00 Exhibition and networking

**11:15 A new time for health and care**

**Maureen Bisognano**, president emerita and senior fellow, Institute for Healthcare Improvement

In this time of Covid-19 stress, the need for innovation and improvement in health care has never been so urgent. The Institute for Healthcare Improvement leads with a mission to improve health and healthcare worldwide by building the will to change, sharing ideas globally and teaching the tools of improvement science with innovative models of care. IHI's Triple Aim - improving the safety, patient-centeredness and effectiveness of care, improving the health of our populations, and decreasing costs is the driver for new ways to co-produce health and care with patients and communities. In this session, Maureen will share innovative models of care, new ways to improve outcomes and lower costs, and the power of compassion and caring in these challenging times.

After sharing best ideas from around the world, Caroline will interview Maureen on ways that we can spread ideas more quickly to assure that every patient and staff member can benefit most.

12:20 Exhibition and networking

**12:35 Keep smiling**

**Baroness Floella Benjamin DBE**, presenter, author, Liberal Democrat peer, ambassador to several charities and chair of *The Windrush Commemoration Committee*

An icon of children's TV throughout the 1970s and 1980s, Baroness Benjamin has continued in her philanthropy; supporting and inspiring children and young people as a household name and presenter of *Playschool*. Floella's best-selling book titled *Coming to England* is based on her own experiences of being born in Trinidad and raised in the UK.

In this closing address, Baroness Benjamin will take us on a journey through her life and career, reflecting on the importance of supporting young people and the need for diversity to be reflected in every aspect of our society. And crucially, in a year that has weathered the most positive of us, we will be reminded of the human instinct to seek out joy and light even through the toughest of times – and of course to keep smiling!

**13:40 Exhibition prize draw ceremony and conference close**