

Overview of the modules

C1

How Finance Works in the NHS (20 credits)

In a rapidly changing NHS, this module gives the context for understanding healthcare business and finance. This is key to recognising how finances and financial pressures can affect patients and minimising their negative impact. As the proportion of gross domestic product spent on health in the UK falls (from 8.8% in 2009 to 7.3% in 2015) and given the 2015/16 provider sector deficit in England, there is no extra money – the NHS must do things differently. This means working increasingly closely with social care, new ways of delivering care and in England, the urgent implementation of the Five Year Forward View.

This module will help the learner to understand who does what and why in the NHS and how the money flows from HM Treasury to NHS organisations. It will also provide insight into what needs to change and the barriers to making that happen.

Topics included in the syllabus:

- The NHS in England
- The devolved nations
- Arm's length bodies
- Commissioning healthcare
- Providing NHS services
- How NHS services are paid for
- Primary care
- Revenue and capital
- Local government
- Integration.

01

Managing the Healthcare Business (20 credits)

NHS healthcare providers in England finished 2015/16 with a significant deficit – £2.45 billion. Although the NHS in England saw more patients than ever, it has come at a financial cost. Public sector organisations cannot spend more money than they have available without significant system-wide consequences. When there is the need and demand to 'do more' with no additional resources, managing the money that is available is vital in demonstrating that public money has been used wisely and well and for its intended purpose. Public sector organisations cannot simply spend what they like; they must plan how their resources will be used to meet their objectives and report what actually happens to the Government and the public.

This module will help the learner to understand: how planning, reporting and governance arrangements in the NHS help organisations to establish an agreed way forward, aims and objectives, how they will be achieved and by when, a framework for day-to-day decisions and be accountable for their performance.

Topics included in the syllabus:

- Introduction to business finance and planning
- Introduction to interpreting accounts and costing
- Business and financial challenges and planning
- Facilitating approaches to budgets and financial analysis
- Charitable funds
- Attaining a micro perspective on financial accounting
- Attaining a macro perspective on financial accounting
- Local collectivised governance and audit
- Governance models and their effectiveness
- Risk management and assurance framework.

02

Personal Effectiveness and Leadership (20 credits)

Leaders and aspiring leaders in today's NHS face immense challenges that require particular personal and professional characteristics. As part of the management structure, faced by multiple and competing demands and priorities and as pressure on public finances increases, innovative approaches, drive and the ability to make things happen are paramount.

In a world of media, regulator and public scrutiny, this module will help the learner to greater self-awareness, an understanding of approaches to personal effectiveness and leadership in order to support the overriding objective of the NHS to deliver high quality care for all.

Topics included in the syllabus:

- Different leadership approaches
- Leadership in context
- Leadership competencies and behaviours
- Leading – motivation and handling conflict
- Leading – the role of communication
- Managing teams – leading for high performance
- Approaches to influencing
- Planning and prioritising under pressure
- Commitment and confidence
- Presenting effectively.

03

Tools to Support Decision-Making (20 credits)

Better data and better use of that data are vital in a complex healthcare system needing to deliver more for less year on year. Data is used to improve services, better understand patient needs, support new payment approaches and planning, monitor and manage performance. In order to determine the best course of action and what is best for the patient, both for individual and organisational decisions, high quality data is needed and needs to be used. All decisions should be well-informed for example, at what point should a service be 'switched off'? Is a service or an organisation operationally and financially sustainable? Which pathway of care is best for this person?

This module will enable the learner to examine tools to support decision-making in terms of information, data, performance indicators and benchmarking – the NHS is underpinned by a plethora of data, not all of which is used to maximum advantage.

Topics included in the syllabus:

- Decision-making
- Information systems and how they can support decision making in healthcare
- Primary sources of comparative data and other valuable information
- Compiling and presenting information
- Performance indicators and benchmarking
- Investment/disinvestment process and governance
- Business planning
- Ethical and professional considerations
- Negotiating and managing internal and external relationships
- Review and case study.

Each module includes up to ten topics and is supported by a series of key resources and assessments, assisting you in building your knowledge of each topic and challenging your thinking through critical analysis.



“I fully support the launch of HFMA’s Qualifications in Healthcare Business and Finance as a tool for finance staff at all levels to develop to their full potential and deliver best value in their workplace.”

Sue Jacques, Chief Executive, County Durham and Darlington NHS Foundation Trust

04

Creating and Delivering Value in healthcare (20 credits)

Three outstanding issues are well recognised in today’s healthcare systems. The first is huge and unwarranted variation in access to services and the associated quality, cost and outcomes. This gives rise to the second and third issues: overuse resulting in waste i.e. anything that does not add value to the outcome for patients; and underuse in that the potential of technology is not fulfilled. Improving value is a high priority in the NHS. Given rising need and demand for healthcare with no additional resources, the focus must be on delivering better value for individuals and populations.

Covering issues raised by health economics, the allocations process and patient-level cost and outcome data, the learner will be able to see how the NHS can improve the quality of care to deliver the best possible outcomes for patients using scarce resources, sustainably and the important role of the board in driving this change. The learner will also explore the role of the Board in balancing competing priorities and seeking better value in healthcare.

Topics included in the syllabus:

- Defining value in healthcare finance
- Allocation policy and its impact on value
- The use of NHS payment systems to drive value and change behaviours
- NHS cost behaviour analysis and its contribution to generating value
- NHS improvement techniques – efficiency, productivity and quality
- Investment and disinvestment decision making in the NHS
- Working with the private sector to add value to the NHS
- Measuring outcomes and taxpayer value
- Board level decision making for value.

05

Comparative Healthcare Systems (20 credits)

A healthcare system is ‘a dynamic network of agents acting in parallel, constantly reacting to what the other agents are doing, which in turn influences behaviour and the network as a whole’.

Healthcare systems across the world are all faced with and tackle the same issue: how to meet increasing healthcare needs with limited resources in a way that is both qualitatively and financially sustainable. Sustainability needs to be addressed in terms of individual organisations, local geographical areas and for the healthcare system overall.

This module will enable the learner to explore how this is tackled across the United Kingdom and in other parts of the world, identifying success and failure and contemplate where the NHS goes next when it is clear that it cannot provide everything for everyone for ever.

Topics included in the syllabus:

- Elements of a healthcare system
- Financing healthcare
- Classification of healthcare systems and their funding systems
- Country reviews
- International comparisons of health expenditure and their sensitivity to global/local recession and growth
- Impact of lifestyle, ageing populations, ageing, new technologies and expertise on health expenditure
- The fiscal sustainability of health systems
- Global trends in healthcare
- Issues facing emerging countries.

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How to apply

Contact us to request an application form on 0117 938 8989 or email qualification.enquiry@hfma.org.uk

Submit your application via email to admissions@hfma.org.uk

Required supporting documents for your application:

- Statement from your line manager/reference of employment experience where relevant
- Certification of accountancy qualification (if applicable).

On acceptance of your application, you will be notified and required to pay a non-refundable registration fee. Full tuition and assessment fees will also need to be paid before the start of the programme.

Starting the programme

There will be three entry points throughout the year – you can find more information on this at www.hfma.org.uk/education-events/qualifications

Fees and funding

HFMA Higher Diploma in Healthcare Business and Finance (60 credits):

Total cost: £4,000 +VAT

Registration fee: £400 (*payable as a deposit after application has been approved*)

HFMA Diploma in Healthcare Business and Finance (60 credits):

Total cost: £4,000 +VAT

Registration fee: £400 (*payable as a deposit after application has been approved*)

HFMA Certificate (20 credits):

Total cost: £1,500 +VAT

Registration fee: £150 (*payable as a deposit after application has been approved*)

Full payment is required before the start of your course.



To find out more, call 0117 938 8989 or visit www.hfma.org.uk/education-events/qualifications

Applications open now