



HFMA – The only UK professional body for healthcare finance

A guide to partnership, commercial and
engagement opportunities

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About the HFMA



HFMA's vision

HFMA's vision is 'better quality health and social care through effective use of resources'



HFMA's strategic objectives

To provide excellent member networks and services
To become 'The voice of healthcare finance through the development of leading edge policy and technical work'
To create relevant and affordable development and qualification opportunities
To manage ourselves effectively as a business



HFMA's mission

HFMA's mission is to represent and support health and social care finance professionals through the influencing of health and social care policy, promoting best practice and providing high quality Continuing Professional Development (CPD) and education



HFMA's values

High-quality: we aim for excellence, continuous improvement, innovation and professionalism in all of our work
Fair: we strive to do the right thing and be honest, open and independent
Member-focused: we aspire to put members at the heart of everything we do
Accessible: we aim to be friendly, caring, supportive and collaborative

Our work

The HFMA is a registered charity and the only professional body in the UK dedicated to protecting the public interest by setting and promoting the highest standards in financial management and governance in healthcare. We represent and support our membership, the finance professionals within the NHS.

A respected and influential voice

- Over 35 briefings and publications produced each year
- Improving the financial health of the NHS
- Responding to consultation papers and shaping the wider health and social care agenda
- Working with the NHS for over 60 years
- 14,000 members and 13 regional branches across the UK
- 90% of Directors of finance are HFMA members
- Supported by 26 corporate partners

Learning and development

- 99% good/excellent feedback on all events
- Over 110,000 hours of CPD hours delivered every year
- Over 100 professionals studying our masters level qualifications in healthcare business and finance

Publishing, informing and influencing

Our publications are the key texts for anyone wanting to understand how the NHS is funded and functions.



Our publication cover a wide range of topics and are often developed in collaboration with partners and other NHS related organisations.

 **14,000**
members across the UK

 **99%**
good/excellent feedback on all events

 **110,000**
CPD hours delivered each year

 **35+**
briefings and publications produced each year

Board of trustees

The trustees are accountable for the governance of the Association. The Board is made up of 15 members and meets every quarter and its role is to manage the affairs of the Association as well as receiving reports from the Chief Executive and Finance Director.



Alex Gild
HFMA President
2017–18

**Director of Finance,
Performance and Information**
Berkshire Healthcare NHS
Foundation Trust and HFMA



Bill Gregory

Chief Finance Officer
Lancashire Care NHS
Foundation Trust



Carol Potter

Director of Finance
NHS Fife



Caroline Clarke

Director of Finance
Royal Free London NHS
Foundation Trust



Elizabeth O'Mahony

Director of Finance
NHS Improvement



Huw Thomas

**Finance Director,
Operational Finance**
Betsi Cadwaladr University
Health Board



James Rimmer

**Chief Finance Officer and
Deputy Chief Executive**
NHS Southampton City Clinical
Commissioning Group



Keely Firth

Chief Finance Officer
NHS Rotherham Clinical
Commissioning Group



Lee Outhwaite

**Director of Finance
and Contracting**
Chesterfield Royal Hospital
NHS Foundation Trust



Mark Orchard

Director of Finance
Poole Hospital NHS
Foundation Trust



Owen Harkin

Director of Finance and Estates
HSC Northern Health and
Social Care Trust



Rosalind Preen

Director of Finance
Shropshire Community Health
NHS Trust



Sanjay Agrawal

**Consultant, Respiratory and
Intensive Care Medicine**
University Hospitals of
Leicester NHS Trust



Sue Jacques

Chief Executive
County Durham and Darlington
NHS Foundation Trust



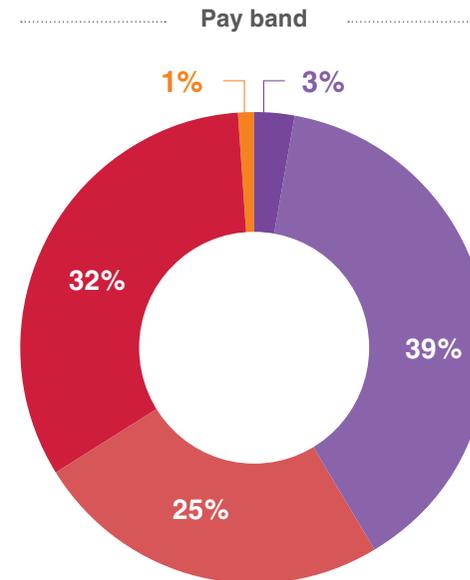
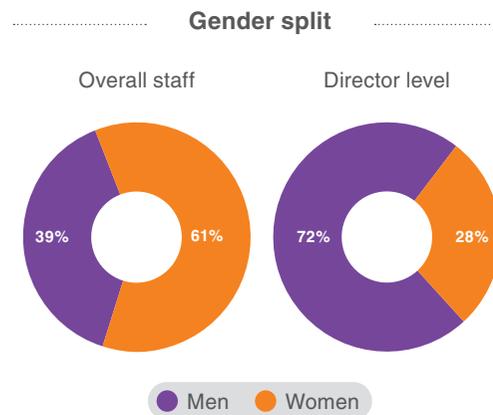
Tony Whitfield OBE

**Past President and
Honorary Fellow**
HFMA

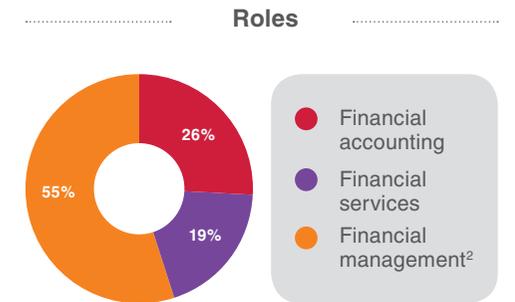
The NHS finance function

When it comes to bringing about change and development in the NHS, finance directors and their teams play a central role in making clinically-led transformation happen in their respective NHS organisations.

In addition to providing financial control, they have the greatest influence over how limited resources are deployed and are responsible for establishing a culture that encourages innovation and the achievement of best value to patients and tax payers.



- Directors
- agenda for change bands 7 – to very senior manager
- agenda for change bands 5 – 6
- agenda for change bands 1 – 4
- covered by other pay scales



Source: The NHS finance function in 2017: England (HFMA/FFF/Skills Development Network)

1. Finance staff numbers as at the end of June 2017.
2. Financial accounting includes accounts payable, accounts receivable and treasury management. Financial management includes financial planning, management accounts, performance, commissioning, costing and contracting. Financial services includes audit, payroll, financial systems, projects and administration and secretarial.

Working with the commercial sector

HFMA has been working with the commercial sector for over a decade. We offer a range of opportunities for every budget; to raise company profile and share industry insights and expertise, in addition to branding and presence at key events.

Money spent with the HFMA helps support NHS organisations in the delivery of high quality, compassionate care within health systems that are financially sustainable.

Companies wishing to engage more widely across our networks can become a corporate partner, joining a group of organisations representing a range of sectors, including: financial services, information technology, staffing and recruitment, logistics and clinical services.



“NHS Shared Business Services has been a HFMA partner for a number of years and it is a partnership we really value. HFMA is a well-respected organisation providing a valuable platform for discussing crucial financial topics that promote best practice and innovation. Over the years we have been able to significantly increase our profile and awareness of our services amongst the NHS finance community, and we will continue to support HFMA in the years to come”.

**Raine Hunt, Director of Marketing and Communications,
NHS Shared Business Services**



“As a partner of HFMA’s Provider Faculty Hempsons have been very impressed with the organisation and level of attendees at the events HFMA organises, plus the opportunities for Hempsons to be involved when legal expertise is of value to the programme.”

Jill Baker, Business Development Manager, Hempsons

“Lexmark has had the pleasure of being a HFMA partner for the past couple of years. The partnership has enabled us to build and strengthen relationships with finance professionals within the UK health economy and promote thought leadership, best practice and innovation, which is at the core of HFMA.”

Nicholas Reed, Enterprise Sales Director, Lexmark UK & Ireland

We have more than 100 clients who bring valuable insight, industry knowledge and expertise to the NHS, including:



Annual Conference

Annual Conference

The Annual Conference is our flagship conference, held in London in December. Highly regarded by our members, it is the most important event in the NHS finance calendar attracting senior healthcare finance leaders from across all types of NHS organisations in the UK.

The conference brings together decision makers, influencers and opinion leaders to address the challenges, identify solutions for the complex issues related to healthcare finance and to develop ways of working together to influence change.

The conference format includes: a day of plenary sessions with key speakers drawn from the NHS, key policy makers, and government; a range of optional workshops and a very busy, well attended exhibition hall. There is also a popular **HFMA awards ceremony dinner as part of the conference, that attracts 750+ finance professionals.**



 **750+** delegates

 **London**

Opportunities are available to support the event through:

- branding and profiling
- exhibition
- speaking opportunities
- headline sponsor
- networking



HFMA Awards

The HFMA Awards celebrate excellence in healthcare finance across the four home nations, showcasing best practice and achievement in financial management and governance.

Awards are presented at the HFMA Awards dinner, which is the social highlight event of the Annual Conference.

Supporting an award category shows commitment from your business to help celebrate brilliant initiatives that you feel connected to. It is a great way to recognise and celebrate those professionals and NHS organisations who are flourishing.



Awards categories:

Finance Director of the Year

For an individual's professional excellence in financial management and leadership role, awarded for contribution to an organisation's financial performance and improvement in healthcare.

Deputy Director of Finance of the Year

This award recognises both the support given by a deputy plus their individual contribution to financial performance and towards improvement in healthcare locally or nationally.

Finance Team of the Year

Awarded to the most innovative and efficient finance team.

Innovation

A showcase for good practice in improving efficiency with a particular focus on the finance team's role. It also recognises projects that have tackled efficiency in an ongoing and sustainable manner.

Working with Finance – Clinician of the Year

Recognising the important role of clinicians in finance management, awarded to a clinician who has taken financial responsibility, led efficiency or improvement programmes and provided an example for other clinicians.

Governance

Awarded to an individual, team or organisation that has introduced a change (big or small) to its assurance, risk management or governance arrangements, promoting strong and effective governance.

Havelock Training

Established in 1999 to commemorate the significant contribution Jon Havelock made to NHS finance staff development, this award celebrates best practice in the training and development of finance management.

Costing

The costing award focuses on improvements in costing processes and costing information that have led to better information for organisations to use when making decisions about service delivery.



National events

HFMA run over 250 events throughout the year on a wide range of topics, some of our most popular events include:

Convergence annual summer conference

The annual convergence conference has been running for more than 14 years and focuses on a particular topic that challenges finance leaders in the NHS. This event is highly regarded by senior directors and is an excellent opportunity to bring commissioners and providers together, to discuss practical solutions to the challenges ahead.

 **200+** delegates

 **London**



Annual costing conference

The costing conference provides the NHS with the latest developments and guidance in NHS costing, as well as increasing awareness of the essential role of costing in the NHS. The day includes interactive workshops, case study examples, policy updates and the chance to network with costing leaders.

 **200+** delegates

 **London**

Annual chairs conference

This is an event which traditionally includes high profile speakers from across the NHS, regulators and arm's length bodies. Attended by chairs it is an opportunity for delegates to network with peers and take away valuable learning around finance and governance which can be implemented in their roles as leaders.

 **70+** delegates

 **London**



Annual mental health conference

This conference has been running for more than seven years and is a must attend event for the finance community working in mental health trusts.

 **140+** delegates

 **London**

Regional events

The national network is split into 13 branches across the whole of the UK. Each of the regions hosts an annual conference, networking opportunities and training workshops and events throughout the year. Branches are led by volunteers working in NHS finance.

 **13** annual branch conferences with
 **1,900+** delegates attending

 **136+** branch events each year with
 **4,800+** delegates attending

 **35,000+** CPD hours delivered
across HFMA's regional branches



Networks

The purpose of HFMA's networks is to facilitate regular exchange of high-level information on current and emerging issues among healthcare executives who operate in specific sectors and who face similar challenges. Sponsors are included in the forums' group discussions and presentations for the benefit of networking and gaining healthcare insight.

Benefits of sponsorship include:

- Inclusion in Chatham House rule forum meetings
- Opportunity to help shape the agenda and contribute to discussions
- Ability to network and raise your company's profile

CEO Forums

The CEO Forum programme was developed as a result of requests from a number of chief executives who felt that the HFMA network offered an opportunity for peer collaboration.

 **x2**

Forums per year

 **60+**

Average attendance of chief executives and chief operating officers

Provider Finance Faculty

A network set up in 2006, led by directors of finance from provider trusts. It carries genuine influence in the sector and steers national policy.

 **x5**

Forums per year

 **90+**

Average attendance of directors of finance

Mental Health Finance Faculty

A network set up in 2008 and led by directors of finance of all mental health trusts, providing an opportunity for discussion of issues specific to mental health services.

 **x3**

Forums per year

 **50+**

Average attendance of directors of finance

Commissioning Finance Faculty

A network set up in 2014 and led by chief finance officers of clinical commissioning groups. This network support finance professionals working within the commissioning environment.

 **x3**

Forums per year

 **80+**

Average attendance of chief financial officers

Chairs, Non-Executive Director and Lay member Faculty

A network set up in 2012, its purpose is to ensure strong leadership, robust challenge and wise counsel through an understanding of NHS governance and finance.

 **x3**

Forums per year

 **50+**

Average attendance of chairs and non-executive directors



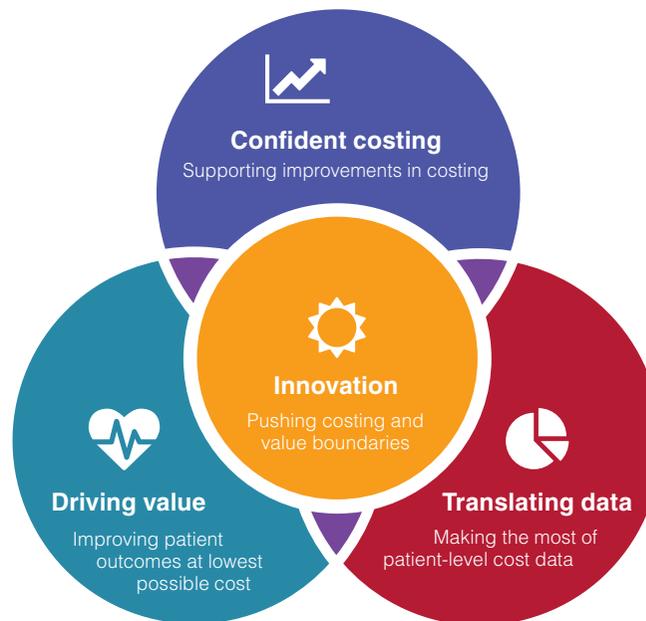
“We want to be at the cutting edge of innovation and deliver value to the NHS”

Does this sound familiar to you?

The Institute’s programme is built around four key areas, which have been designed specifically to drive value to patients.

Through innovation, the Institute and its partners push the boundaries of value nationally and internationally. We work with our NHS members, commercial partners and arm’s length bodies to challenge current practices and strive to be at the cutting edge of value-based healthcare.

This is supported by Institute-led projects which aim to challenge current practices and existing culture.



Some of our areas of thought leadership include:

- Linking costs and outcomes to measure value
- Exploring value-based population health
- Measuring value across health and social care systems
- Bringing clinicians and finance together to discuss value-based healthcare
- Innovating with the healthcare industry through research, webinars and roundtables

To find out more, contact:

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hfma.to/CostingForValue



Roundtables and focus groups

Roundtables

Our bespoke roundtable events offer commercial organisations a rare opportunity to bring together a group of influential health and social care executives for meaningful debate and opinion sharing. We'll collaborate with you to identify a relevant issue for discussion and will select 15–20 participants from our networks with a particular interest and knowledge in that area. We host and facilitate the questions and conversation. A representative from your organisation will attend and you will receive recognition in the feature length summary of the roundtable discussion in Healthcare Finance magazine (see example right).

value-based healthcare

debating value

An HFMA roundtable set out to understand the key components to delivering value-based healthcare and to identify obstacles to its wider establishment. Steve Brown listened in

You don't hear many people arguing against the concept of value-based healthcare. Decisions should take into account quality, measured in outcomes and patient experience, and cost. Value means questioning how patients are treated in particular ways and asking if a different approach could produce better outcomes and reduced costs. But despite this widespread backing for the principles, only small numbers of UK healthcare bodies have actually put value-based healthcare into routine practice.

An HFMA roundtable in December, supported by medical technology company Getinge, set out to explore progress in moving towards value-based healthcare.

Specifically, the invited finance directors and senior leaders from providers and commissioners wanted to identify the essential building blocks that need to be in place, and the obstacles that need to be overcome, if a value-based approach is to be successful.

Clinical variation

Costs form the denominator of the value equation and so cost data is key to value-based assessments. It can provide a way to highlight variation in clinical practice, which can lead to pathway improvements that improve outcomes and reduce costs. But clinicians, finance directors and boards all need to engage with this approach, recognising it as a useful way to drive improvement.

While there are examples of clinicians engaging with cost and outcome data, more clinical champions are needed. And the

roundtable agreed that the language used was crucial to their engagement in the value agenda. 'It is about variation in clinical pathways not variation in costs,' said Susan Rollason, director of finance and strategy at University Hospitals of Coventry and Warwickshire NHS Trust (UHCW).

'When you look at it like this, you can engage clinicians. They are interested in what value you can get when you vary the pathway – what the different outcomes might be,' she said. 'If you can focus on variation in clinical practice, that allows you to start a discussion. The cost data merely gives you a way in.'

The starting point with clinicians in the UHCW prostate cancer service was to focus purely on outcome data, establishing robust data and looking at the variation in outcomes to start understanding the value being delivered. Just looking at links between different pathways and outcomes really engaged clinicians, who were keen to improve performance against national access standards.

Ian Moston, Salford Royal NHS Foundation Trust's director of finance, agreed with the need for a common language. 'Costing won't get anyone excited,' he said. 'We found better engagement where you can see variation in clinical indicators. Understand that variation and then look at the associated cost. You need to find a different lens than the cost!'

He encouraged organisations to see value as a long-term piece of work. 'If it is about

making a single decision, there will be no engagement,' said Mr Moston. 'It has to become the way we do business.' He compared it with the way the NHS engaged with risk management a decade or so ago. 'We don't hold the risk register separately, we embedded risk in how we operate. The same has to be true for value.'

Catherine Phillips, finance director of North Bristol NHS Trust, underlined clinicians' focus on quality and safety. While variation in costs might help identify variation in length of stay, for example, clinicians were interested in the link between length of stay and outcomes, not the costs per se. But she warned that the current financial environment in the NHS made clinical engagement more difficult. Clinicians were more likely to see value as a cost-cutting exercise.

'There needs to be some trust,' she said. 'And that's a real leadership challenge. We need to approach value while not focusing specifically on the financial imperative.'

That might mean not looking at value as part of a traditional cost improvement programme with target savings identified up front. Instead,

it means starting a value approach to enhance understanding about outcomes and costs – even if this subsequently, as evidence suggests, leads to downstream cost savings through appropriate standardisation.

Duncan Orme, operational director of finance at Nottingham University Hospitals NHS Trust, agreed that NHS bodies were in a tough position, made more difficult by the increasing command and control nature of regulation. Spending less money is now a fundamental requirement, but he said that clinical solutions to find best value can require more imagination. Improvement work at the trust in plastic surgery had taken the service from a £3m loss on turnover of £12m to profit within three years.

'But to do this we had to make investments to get best value, including putting two

surgeons on the rota for complex lists,' he said. Doubling up on your most expensive resource may have increased overall direct costs, but it led to significantly better value.

Karen McDowell, chief finance officer of Surrey Heartlands Clinical Commissioning Groups (Guildford and Waverley CCG, North West Surrey CCG and Surrey Downs CCG), said value had to look across sectoral divides – looking at pathways that move from acute settings to primary and community care settings. So a value project in an acute hospital should also involve primary care clinicians and vice versa.

But she agreed the key focus should be on the benefits to patients – and ensuring that the outcomes measured and monitored were the ones that were important to patients. Caz Sayer, GP and former chair of Camden Clinical Commissioning Group, which has been pursuing value-based commissioning for a number of years, also stressed the importance of a system-wide approach. But she suggested that it was difficult for primary care to release clinicians to get involved in these projects.

In general, she said, for value to be successful, people needed to be given the time to get involved – expecting them to engage

value-based healthcare



Pictured this page, clockwise from far left: John Graham, Karen McDowell, Si Rollason, Tim Bryant and Ian Moston, with Duncan Orme, centre

Facing page, clockwise from far left: Catherine Phillips, Caz Sayer and Chris Calkin

Round the table

- Chris Calkin, former HFMA chairman and roundtable chair
- John Graham, finance director, Royal Liverpool and Broadgreen University Hospitals NHS Trust
- Karen McDowell, chief finance officer, Surrey Heartlands Clinical Commissioning Groups
- Catherine Mitchell, head of costing and value, HFMA
- Ian Moston, director of finance, Salford Royal NHS Foundation Trust
- Duncan Orme, operational director of finance, Nottingham University Hospitals NHS Trust
- Catherine Phillips, finance director, North Bristol NHS Trust
- Susan Rollason, director of finance and strategy, University Hospitals of Coventry and Warwickshire NHS Trust
- Caz Sayer, GP and former chair of Camden Clinical Commissioning Group
- In attendance from sponsor Getinge: Tim Bryant, Emilie Erhardt and Louise Hamilton

“From the faculty forum to the annual conferences, Grant Thornton appreciates the range of insights HFMA is able to bring from a wide range of speakers. The roundtable discussions with professionals in the sector are particularly valuable in sharing good practice and raising awareness of key issues impacting the sector.”

Mark Stock, Partner, Grant Thornton

Focus groups

If you're seeking to gain qualitative insights from HFMA members on a specific topic, HFMA can help you meet your objectives by setting up focus groups with a small number of finance professionals. It's an ideal market testing opportunity to validate offerings or business propositions. Focus groups are led by clients but facilitated and organised by HFMA.



Healthcare finance magazine

Healthcare Finance, the magazine of HFMA, is the UK's leading healthcare finance publication. It is essential reading for senior finance decision makers and provides a distillation of the latest news, issues and analysis for the finance management and senior management teams.

We offer a range of advertising and paid for content opportunities in the magazine.



4,000+ members receive the Healthcare Finance magazine



Digital

Webinars

HFMA regularly run free online events for finance staff across the NHS. Our aim is to provide our audience with the opportunity to listen and interact with NHS thought leaders, to share their insights, ideas, and up-to-date knowledge.

Surveys

Companies who've used our bespoke online survey service recently include **Grant Thornton, Zurich** and **Hewlett Packard**. HFMA will work with you to ensure that the questions are relevant and meaningful to our members.

-  **93,382** website visits per year
-  **587,963** page views
-  **2,748** Twitter followers @HFMA_UK
-  **4,239** LinkedIn connections

The most popular webinar channel in healthcare finance

 **20+** webinars per year

 **5,000**
total webinar attendees per year

 **100+**
webinars ran to date

Making the money work in the health and care system

01 June 2018



Masters-level qualifications in healthcare

The HFMA masters level qualifications are aimed at a wide range of professionals working in healthcare. They offer the opportunity to develop knowledge and understanding of healthcare business and finance.

All our qualifications lead to an MBA and have been carefully designed with NHS partners who have all worked at the frontline of health and social care – many of them as board of directors and chief executives – meaning their knowledge is grounded by invaluable experience.

In undertaking an HFMA Qualification, commercial staff will gain an unparalleled advantage in their communications with the NHS.

Modules available

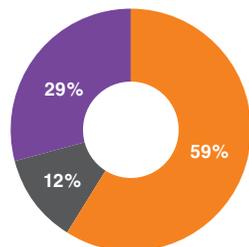
- How finance works in the NHS
- Managing the healthcare business
- Personal effectiveness and leadership
- Tools to support decision making
- Creating and delivering value
- Comparative healthcare systems



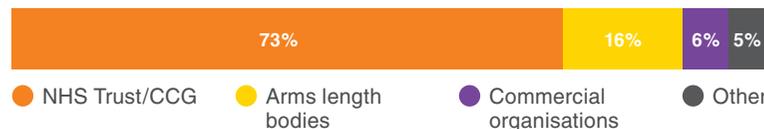
The qualifications are studied by:

Professions

- Financial
- Clinical
- Other



NHS/commercial



Gender



To find out more, contact:
selma.naden@hfma.org.uk
hfma.to/qualifications

NHS Operating Games

HFMA develops interactive board games that aim to illustrate in a very practical way the link between operational, financial and clinical decisions in healthcare. This leads to a better understanding of a complex system. There are currently four games:

- Acute trusts
- Mental health and community trusts
- Integrated health and social care
- NHS Wales Operating Game

The NHS Operating Games have been used as an educational tool by more than 1,500 individuals working in a wide range of healthcare organisations.

Commercial organisations use the game as a training day or a team building day. Learning objectives are:

- Strengthening engagement between your organisation and the NHS
- Removing barriers to communication by using common language
- Enhancing your team's understanding of the healthcare business
- Understanding finance terminology and how the money flows in the NHS
- Learning how clinical, financial and operation issues interact
- Understanding how and why certain decisions are made by the NHS

To find out more, contact:

stephanie.brown@hfma.org.uk
hfma.to/opgame

“Great to see things in a different ‘context’ and can see clearly how the game helps facilitate and enforce the key strategic decisions be it operational, financial or outcome”

Betsi Cadwaladr, University Health Board



Find out more



To find out more about the work of the HFMA as well as further details on marketing and partnership opportunities, please contact:



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