



5-6 July 2018  
**Convergence**  
2.0

Our summer conference  
Coming together to collaborate and share learning

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

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

## Programme

### Thursday 5 July

09:00 Registration opens, exhibition and networking

09.30 **Breakout workshop sessions**

10.30 Refreshments, exhibition and networking

11:00 **Chair's welcome**

**Rob Forster**, *Director of Finance and Information, Wrightington, Wigan and Leigh NHS Foundation Trust*

11:10 **Opening keynote**

**Jim Mackey**, *CEO, Northumbria Healthcare NHS FT*

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

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

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

As one of Simon Steven's first wave Integrated Care Systems (ICSs), and the host county to this year's Convergence Conference, colleagues from Nottinghamshire will be sharing their progress from their local NHS organisations, with reference to the wider STP and the ambitious plans for the region. David, Tracy and Marcus will be discussing the progress and plans of the STP, and how the region is moving towards a more population health focus. David will be providing a background on the development of the STP, followed by Tracy who will discuss how her role as CEO of the local FT fits into the system's priorities. Marcus will be offering detail on how the finance function has evolved, and what the plans are going forward. Simon will join the panel following the presentation, offering a valuable opportunity to delve into the detail of Nottinghamshire's progress across the different healthcare providers.

**12:35 Panel discussion Q&A**

13:00 Lunch, exhibition and networking

14:00 Transit to workshops

**14:05 Breakout workshop sessions**

15:00 Transit to workshops

**15:05 Breakout workshop sessions**

16:00 Refreshments, exhibition and networking

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

*Mike Hannay, Managing Director, East Midlands Academic Health Science Network & member of the Health Innovation Network*

*Claire Murdoch, CEO, Central & North West London NHS FT and National Mental Health Director for NHS England*

*Mark Mansfield, Regional Director of Finance, Midlands & East, NHS Improvement*

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

With the ever-increasing demands on the NHS and an aging population, becoming more efficient at what we do is essential but not sufficient enough. Mike will discuss how innovations in technology are the only way to sustain the NHS for another 30 years. Population health is becoming increasingly multifaceted, with housing, justice and benefits offering just some examples of how a person's health can be determined. Claire will be discussing how the national bodies can shift control to the citizen and embed themselves in personalised health and social care. Bringing these themes together, Mark will be offering his thoughts on how the finance function will change in the context of integrated health and the wider societal changes predicted over the next 30 years.

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

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18:00 **Close**

19:30 Drinks reception

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

## Friday 6 July

08:00 Registration opens, refreshments, exhibition & networking

08:00 **Optional breakfast sessions**

8.55 **Conference opens**

9.00 **Breakout workshop sessions**

9.55 Transit to main session

10.00 **Chair's welcome**

*David Chandler, Chief Finance Officer, NHS Sunderland CCG*

10.10 **Miracle Man Anthony Bennett**

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

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

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

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

*Mark Orchard, Director of Finance, Poole Hospital NHS FT*

*Rebecca Clegg, Chief Finance Officer, Berkshire West CCGs*

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

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

12.00 Refreshments, networking and exhibition

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**12:30 FIT for the future Kriss Akabusi MBE**

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

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

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

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

**13.30 Chair's closing comments**

**13.35 Lunch, exhibition and networking**

**14.00 Prize draw and conference close**

**Workshop programme overleaf**

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



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## Workshop programme

Please choose ONE workshop option from each time slot.

### Thursday 5 July

#### Optional breakfast sessions 1 (09.30 – 10.30)

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

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

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

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

## Workshop session 2 (14.05 – 15.00)

### (2A) Integrated Support and Assurance Process (ISAP): Co-ordinated and collaborative contracting

**Matthew Gamage**, head of financial management, NHS Dudley CCG and **Paul Twigg**, senior finance lead, NHS England

Following the collapse of the Uniting Care Partnership contract, NHS England and NHS Improvement established a group to design a consistent, streamlined process for supporting and assuring procurements for complex contracts. This group designed the Integrated Support and Assurance Process (ISAP). The ISAP provides a co-ordinated approach to reviewing the procurement and transactions related to complex contracts. It will enable all parties to learn from previous successes and failures and implement best practice. The ISAP has two purposes: to support the work of local commissioners and providers in creating successful and safe schemes, and to provide a means of assurance that this has happened.

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

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

### (2B) The journey to integrated care

**Rebecca Larder**, programme director and **Tim Guylor**, Director of Improvement and Integration, Greater Nottingham Transformation Partnership

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

### (2C) The changing role of commissioning finance: Case study on integration in North East Lincolnshire

**Laura Whitton**, chief finance officer, NHS North East Lincolnshire (NEL) CCG

Colleagues at NHS NEL CCG have been commissioning adult social care services since 2007, with national recognition and visible benefits. Last year, the CCG and local council took their integration agenda to the next stage through the appointment of a joint chief executive officer. From everyday admin functions to wider cultural elements, both parties have been working closely to improve efficiency and align incentives. This has required a flexible approach from both sides, with commissioners taking a strategic role to oversee not only health, but how NHS resources impact on care and wider wellbeing; and vice versa.

Laura will outline NEL CCG's integration pathway since adoption, highlighting some practical examples of how the CCG is continuing to work more closely with local authority. Laura will be drawing upon her experience as the Chief Finance Officer of the CCG, and how her role is changing within the evolving climate of local collaboration projects plus the wider STP and Integrated Care Systems (ICSs) agendas.

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

**Christian Dingwall**, partner, Hempsons, and **Rebecca Murphy**, partnership director, Healthier Wigan Partnership

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

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

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

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

**Gary Andrews**, senior pricing development manager, NHS England

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

Gary will be providing an update on national system operating plans and payments development; with reference to system control totals, system efficiencies and capital.

## **Workshop session 3 (15.05 – 16.00)**

### **(3A) Taking Healthcare Home: Realising the value of empowering patients to manage their own treatment**

**Nicola Sturt**, market access director, Baxter Healthcare Limited, **Dr Richard Fluck**, consultant nephrologist, Derby Teaching Hospitals NHS FT and chair of Think Kidneys programme and **Tim Hills**, lead pharmacist antimicrobials and infection control, Nottingham University Hospitals NHS Trust

The Sustainability and Transformation plans (STPs) are a key part of delivering the changes necessary for a sustainable future but implementing them requires the Government, Primary, Secondary and Social Care, the third-sector, industry and the public to shift their thinking and work collaboratively. Out of hospital care has been highlighted as a significant opportunity for efficiency savings and improving quality of care in many of the STPs.

Moving care out of hospital isn't a solution alone, the real benefits come from empowering patients to manage their own treatment. This session will focus on two examples, where patients are actively managing their own care and realising significant efficiency savings across the health economy.

### **(3B) The future role of commissioning finance**

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

The integration agenda has sparked discussion about the function of a commissioner, and how best to utilise the skills within the system. Whilst the emergence of ICSs and the development of STPs was expected to change the landscape of NHS finance, what has been the reality of our experience so far, and how much further have we got to go? Is the future role of the commissioner unclear, leaving local systems the opportunity to decide, or is there still an ongoing requirement for commissioners to do what only commissioners can do? John will be hosting an interactive discussion, sharing his thoughts on the future role of the commissioner from his experience in the South West, with a chance for you to share your personal thoughts on what's in store for the commissioner over the coming years.

**(3C) Mental health integration – working in an ICS – an early view**

**Simon Crowther**, Executive Director of Finance, Nottingham Healthcare NHS FT

Following on from this morning's plenary session focussing on the Nottinghamshire ICS case study, Simon, the Director of Finance from the main mental health provider within the Nottingham STP patch will be exploring some of the initiatives that he has overseen at the trust. He will start by outlining the system wide plans, discussing the challenges and disadvantages as well as the potential financial implications.

Renowned for their forward thinking, Nottingham's approach to mental service delivery, including a successful ImROC programme hosted at the trust, will also be discussed in this session. With this workshop providing a further opportunity for delegates to network with mental health colleagues and explore, to what extent, the mental health voice is being heard within the integration agenda across their own patches.

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

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

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

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

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

**(3E) The role of governance in transforming care**

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

NHS Improvement, in partnership with NHS England and the Local Government Association, have produced a package of resources to help systems think through and develop their leadership and governance arrangements. Understanding that systems across the country are at different stages in their journey, the resources vary to capture the differing levels of maturity within systems. They include: i) a better collaboration guidance to support health and care systems enhance collaboration between their constituent organisations; ii) a system governance support pack which pulls together a snapshot of existing good practice of system-working from across the country; and iii) a system governance support framework which, through self-diagnosis, provides a holistic way to examine and develop the leadership and governance of a system.

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

# Friday 6 July

## Workshop session 4 (09.00 – 09.55)

### (4A) Looking to the future: Creating a sustainable NHS

**Robert Baker**, technical services manager, Care Without Carbon as part of Sussex Community NHS FT

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

Care Without Carbon (CWC), developed by Sussex Community NHS FT (SCFT) and now delivered across the NHS, is a framework for delivering more sustainable healthcare and a greener NHS. You'll hear from Rob about how the programme has been effective at reducing carbon emissions and associated costs within SCFT and how his team have now started to translate CWC into a system-wide approach within the Sussex & East Surrey STP. Through this work organisations across the STP have come together to develop strategic approaches to reducing waste, improving energy efficiency and creating a cleaner and more sustainable courier network.

### (4B) Building your career in NHS Finance, opportunities for development

**Emily Osgood**, head of awarding organisation, HFMA, **David Ellcock**, programme director, Future Focused Finance and **John Dowell**, chief finance officer, NHS South Devon and Torbay CCG

Are you looking to develop your career as a senior finance professional in the NHS? This session will explore opportunities to develop your potential and will focus on two specific initiatives for aspiring finance leaders:

- The Senior Talent Management programmes, developed by FFF in partnership with HFMA
- HFMA's qualifications in business and finance providing a pathway to an MBA

The workshop will provide an opportunity to hear how the FFF & HFMA Future Leaders, Deputies and Aspiring Finance Leaders Networks can assist you and your team to achieve your goals and potential. You will hear from current members of the Talent Pool, find out more about the recruitment and selection process and the way in which being a member of the Pool can support aspiring finance leaders to achieve their first finance director or chief finance officer role.

You will also have the opportunity to consider how studying at master's level for a unique qualification in healthcare business and finance – the only qualification of its kind in the UK – may enhance your career development, support you in your current role and help you to take that next important step. HFMA offer flexible, masters-level (level 7) qualifications that are specifically designed for the NHS and healthcare sector. 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, with a view to enhancing your career in healthcare. You may also be interested in how members of your team can benefit from further study and the benefits for your organisation. You will hear from a current HFMA learner and be presented with an overview of how the qualifications are delivered and tutored, online, by the HFMA Academy.

**(4C) Achieving better CHC financial control using digital care plans across care settings**

**Stuart Bailey**, solution director, CHKS Continuing Healthcare & **Dawn Gorham**, CHC Finance Lead, NHS Cambridgeshire and Peterborough CCG

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

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

**(4D) Improving Collaboration with Future- Focused Finance's 'Four Strengths'**

**Gayle Wells**, strategic business accountant, Mersey Care NHS FT

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

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

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