



HFMA resource directory

Providing an overview of all the support available from the HFMA and One NHS Finance

Updated July 2022

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HFMA introductory guide to NHS finance

A free online guide explaining how the NHS finance regime works, available to all NHS staff

Access via hfma.to/introguide

Introduction

About the HFMA

The Healthcare Financial Management Association (HFMA) is the professional body for finance staff in healthcare. For over 70 years, it has provided independent and objective advice to its members and the wider healthcare community. It is a charitable organisation that promotes best practice and innovation in financial management and governance across the UK health economy through its local and national networks.

The association is the biggest provider of healthcare finance and business CPD, education and training in the UK.

About One NHS Finance

One NHS Finance began as a nationwide conversation that gave everyone working in the finance community the opportunity to share current challenges and input into how the future of the function is shaped. All the feedback, comments, and opinions of the NHS finance community were analysed and have been developed into a 5-year strategy which is being delivered through three programmes that offer a wider variety of different development opportunities. These are:

- Future-Focused Finance - Developing, connecting, and supporting the NHS Finance community
- The National Finance Academy – The one-stop-shop to access inclusive and comprehensive training and development opportunities
- The Finance Innovation Forum - A platform of discovery for existing and emerging innovations

All the programmes and networks aim to ensure that everyone working in NHS Finance has access to skills, knowledge, methods, and opportunities to influence and enhance patient services

The resource directory

The HFMA has produced a directory with ONF, to signpost to the resources available to our members and the wider NHS finance community. Our aim is to make it easier for finance staff to find and access resources to help develop their skills and support them with the challenges they face. The resources are split into categories to help make navigation easier. Links to each section can be found in the contents list on the previous page.

It should be noted that there may be a charge to access some of the development opportunities referred to and that accessing some of the publications may require HFMA membership.

HFMA members receive exclusive resources, technical guidance and insightful thought leadership that aims to support their personal growth and career development. With seven decades of experience, the HFMA is proud to equip over 20,000 members with high-quality continuing professional development and educational opportunities. [Find out more information about becoming an HFMA member](#)

Follow HFMA on social media



Follow One NHS Finance on social media



Key

Publications

The HFMA produces regular publications to support its members and the wider healthcare finance community. These include summaries of new guidance, technical support and responses to consultation papers. HFMA publications are CPD accredited.

HFMA bitesize courses

HFMA bitesize provides a range of online CPD accredited courses, covering essential healthcare business and finance subjects. Short courses offer 3 hours introductory level CPD. Intermediate and advanced courses provide 6 and 10 hours CPD respectively, to deepen your understanding of a subject.

Webinars

The HFMA regularly runs free online CPD accredited events for finance and non-finance staff across NHS. Our aim is to provide the opportunity to listen and interact with NHS thought leaders, sharing their insights, ideas and the most up-to-date technical knowledge.

Guides

The HFMA's introductory guides provides easy to read but comprehensive guidance on various healthcare finance topics, whilst our practical guides are designed to be a key reference sources to support healthcare finance staff in their roles.

HFMA qualifications

The HFMA Academy offers a range of online undergraduate and masters level qualifications in healthcare business and finance. The content is uniquely written by healthcare experts and most tutors have worked for the health service as directors and CEO's.

Podcast

The HFMAtalk podcast explores the topics that are of interest to the healthcare finance community, hearing from thought-leaders and shining a light on good practice in NHS finance and governance.

One NHS Finance (ONF)

One NHS Finance is a national programme designed to engage everyone in improving NHS Finance to support the delivery of quality services for patients. The programme consists of resources designed to advance the understanding of finance in the NHS.

Audit

Resource **Links to tools and guidance**

Availability **Last updated**

| | | | |
|---------------------------|--|----------------------------|----------------|
| Publication | How to review and scrutinise the annual accounts | Free | June 2022 |
| Publication | The external audit: best practice in working well together | Free | February 2022 |
| Publication | Year-end working papers: a good practice guide | Free | February 2022 |
| Publication | The HFMA's response to MHCLG's Local audit framework: technical consultation | Free | September 2021 |
| Publication | External audit reports: the role of the audit committee | Free | June 2021 |
| Publication | The external audit: best practice in working well together | Free | March 2021 |
| Publication | Head of internal audit opinion: key considerations for 2020/21 | Free | February 2021 |
| Publication | The NHS external audit market: current issues and possible solutions | Free | February 2021 |
| Publication | The external audit: best practice in working well together | Free | February 2020 |
| Publication | External audit reports: the role of the audit committee | Free | April 2019 |
| Publication | How to review and scrutinise the numbers during the year | Free | October 2017 |
| Publication | How to review and scrutinise the numbers: guidance for governing body/ audit committee members | Free | May 2017 |
| Guide | NHS audit committee handbook | Paid for | March 2018 |
| Webinar | Auditors' work on VFM arrangements under the new Code of audit practice | Free | October 2020 |
| Webinar | Governance and control in a virtual working from home environment | Free | October 2020 |
| Webinar | Harnessing the power of internal audit | Free | October 2019 |
| HFMA bitesize | Intermediate course: Board assurance and working together | Free to the NHS in England | November 2021 |
| HFMA qualification | Advanced module: Managing the healthcare business | Paid for | September 2021 |
| Podcast | Auditing the 2019/20 annual accounts during Covid-19 | Free | May 2020 |

Capital

| Resource | Links to tools and guidance | Availability | Last updated |
|--------------------|---|-----------------------------|----------------|
| Publication | Property, plant and equipment: accounting and valuation issues | Free to HFMA members only | February 2022 |
| Publication | Accounting for revenue and capital: implications for the digital age | Free | December 2021 |
| Publication | Property, plant and equipment: accounting and valuation issues | Free to HFMA members only | December 2019 |
| Publication | NHS capital – a system in distress? | Free | October 2018 |
| Publication | Roundtable: the capital challenge | Free | December 2019 |
| Webinar | ICS stories: Capital prioritisation in Nottingham and Nottinghamshire ICS | Free | September 2021 |
| Webinar | Delivering efficiency savings through diagnostic imaging contracting | Free | November 2020 |
| Webinar | The five things you can do to help your capital project succeed | Free HFMA Hub partners only | May 2020 |
| HFMA bitesize | Short course: NHS capital expenditure | Paid for | March 2022 |
| HFMA qualification | Advanced module: Making finance work in the NHS | Paid for | May 2022 |

Charitable funds

| Resource | Links to tools and guidance | Availability | Last updated |
|-------------|--|---------------------------|----------------|
| Publication | Example charity annual report and accounts 2021/22 | Free | April 2022 |
| Publication | Consolidation of NHS charities: 2020/21 considerations | Free | January 2021 |
| Guide | Practical guide – NHS charitable funds | Paid for | May 2020 |
| Publication | NHS charities webinar: questions and answers | Free | May 2020 |
| Publication | Spending NHS charitable funds | Free to HFMA members only | April 2020 |
| Publication | Checklist for accepting gifts or donations | Free to HFMA members only | April 2020 |
| Publication | Example charity annual report and accounts | Free to HFMA members only | May 2020 |
| Publication | Accounting and auditing for NHS charities – the legal requirements | Free | October 2017 |
| Publication | NHS charities (England and Wales) – good practice in handling cash donations | Free | July 2017 |
| Webinar | NHS charities – year-end reporting issues | Free | April 2021 |
| Webinar | CPD webinar from HFMA Bitesize: NHS Charities part 2 | Free | September 2020 |
| Webinar | CPD webinar from HFMA Bitesize: NHS Charities | Free | May 2020 |

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|---------------|---|-----------------|---------------|
| HFMA bitesize | Short course: NHS charities | Free to the NHS | April 2021 |
| HFMA bitesize | Short course: HSC trust funds | Paid for | December 2021 |

Commissioning

| Resource | Links to tools and guidance | Availability | Last updated |
|-------------|---|---------------------------|----------------|
| Publication | Integrated care system finance and governance guidance map | Free | April 2022 |
| Publication | Summary of Joining up care for people, places and populations | Free to HFMA members only | February 2022 |
| Publication | Provisions and accruals: the impact of the Health and Care Bill on CCGs | Free | February 2022 |
| Publication | CCG closedown: maintaining corporate memory | Free | February 2022 |
| Publication | How can the NHS ensure the rapid introduction of digital first primary care remains in place once the pandemic is over? MBA in healthcare finance summary | Free | January 2022 |
| Publication | Integrated care boards: finance committee terms of reference | Free | December 2021 |
| Publication | Evidence submission to the Public Bill Committee on the Health and Care Bill | Free | October 2021 |
| Publication | The future financial sustainability of health and social care | Free | September 2021 |
| Publication | Starting well: ensuring that CCGs leave a good legacy | Free | August 2021 |
| Publication | Summary of the Health and Care Bill | Free to HFMA members only | July 2021 |

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|----------------------|---|---------------------------------|---------------|
| Webinar | Using social investment to support system priorities and drive outcomes | Free | May 2021 |
| Publication | The HFMA's response to the NHS provider selection regime consultation | Free | November 2020 |
| Publication | Development of the mental health investment standard (MHIS) | Free | November 2020 |
| Publication | How it works – Specialised commissioning in England | Free to HFMA members only | June 2019 |
| Publication | How it works: The Department of Health and NHS England allocation process | HFMA members only | March 2017 |
| Publication | How it works: The clinical commissioning group allocation process | HFMA members only | March 2017 |
| Publication | A population approach to value-based healthcare | Free to HFMA Institute partners | July 2018 |
| Webinar | Portion control in the NHS – understanding CCG allocations | Free | October 2019 |
| HFMA bitesize | Short course: NHS commissioning | Paid for | April 2022 |
| HFMA bitesize | Intermediate course: Commissioning in healthcare | Paid for | April 2022 |
| HFMA bitesize | Short course: HSC commissioning (Northern Ireland) | Paid for | July 2020 |
| ONF | Payment made to practices process map | Free | March 2018 |

Community services

| Resource | Links to tools and guidance | Availability | Last updated |
|-------------|---|----------------------------|----------------|
| Publication | Measuring the economic value of community nursing | Free | February 2022 |
| Publication | Improving data quality for costing community and mental health services | Free to HFMA partners only | June 2021 |
| Publication | Summary of Integration and innovation: working together to improve health and social care for all | Free to HFMA members only | February 2021 |
| Publication | The impact of Covid-19 on the future delivery of NHS community services | Free | October 2020 |
| Publication | The value of community services: enabling system working | Free | September 2019 |
| Publication | The value of community services: helping people stay healthy, happy and independent | Free | September 2019 |
| Publication | The value of community services: comparison with acute settings | Free | March 2019 |
| Webinar | Improving data quality for community and mental health services | Free | November 2021 |
| Webinar | ICS stories: Integrated care in Humber, Coast and Vale ICS | Free | November 2021 |
| Webinar | Delivering system savings through NHS community services | Free | June 2021 |

Continuing healthcare

| Resource | Links to tools and guidance | Availability | Last updated |
|-------------|--|---------------------------|--------------|
| Publication | How it works – Children and young people’s continuing care | Free to HFMA members only | July 2019 |
| Publication | How it works – NHS continuing healthcare | Free to HFMA members only | May 2019 |

Covid-19 specific guidance

| Resources | Links to tools and guidance | Availability | Last updated |
|-------------|--|---------------------------|-------------------|
| Publication | Covid-19 guidance map | Free | Updated regularly |
| Publication | Summary of Contracts and payment guidance October 2020 to March 2021 | Free to HFMA members only | September 2020 |
| Publication | Summary of Third phase of NHS response to Covid19 | Free | August 2020 |
| Publication | Tax implications of changes to working arrangements | Free to HFMA members only | June 2020 |

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|--------------------------|--|---------------------------|---------------|
| Publication | NHS charities webinar: questions and answers | Free | May 2020 |
| Publication | NEDs and Covid-19: guidance for non-executive directors and lay members | Free | March 2020 |
| Publication | Covid-19 financial governance considerations | Free to HFMA members only | March 2020 |
| Publication | Summary of coronavirus cost reimbursement guidance and revised financial arrangements 1 April – 31 July 2020 | Free to HFMA members only | March 2020 |
| On demand webinar | IFRS 16 Leases | Free | December 2021 |

Delivering efficiencies

| Resource | Links to tools and guidance | Availability | Last updated |
|--------------------|--|---------------------------------|---------------|
| Publication | NHS value and efficiency map | Free | April 2022 |
| Publication | Impact of culture and different organisational structures on delivering efficiency | Free | August 2020 |
| Publication | The Alder Hey Cheeseboard | Free to HFMA Institute partners | February 2019 |
| Publication | Using costing data to improve efficiency in an acute hospital | Free to HFMA Institute partners | May 2018 |
| Webinar | Sustainability and savings through the green plan: lessons from Cornwall | Free | October 2021 |

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|----------------------|--|------------------------------------|---------------|
| Webinar | Understanding resource consumption across a system | Free to HFMA Institute partners | July 2021 |
| Webinar | Thinking LEAN in Finance | Free | May 2021 |
| Webinar | Unlocking efficiencies with digital workers: delivering the NHS long term plan | Free | November 2020 |
| Webinar | Delivering efficiency savings through diagnostic imaging contracting | Free | November 2020 |
| Webinar | System wide medicines optimisation framework | Free | March 2020 |
| Webinar | Taking a closer look at Model mental health | Free | March 2019 |
| Webinar | Driving workforce savings - staff bank best practice | Free | March 2020 |
| HFMA bitesize | Short course: NHS cost improvement programmes | Paid for | August 2021 |
| HFMA bitesize | Short course: HSC efficiency plans (Northern Ireland) | Paid for | October 2021 |
| Podcast | Cost improvement and efficiency savings across the NHS | Free | October 2020 |
| ONF | Procure to pay toolkit | Free | May 2016 |
| ONF | Hire to retire toolkit | Free | May 2016 |

Delivering value with digital technologies




| Links to tools and guidance | | Availability | Last updated |
|-------------------------------------|--|--------------|---------------|
| Publication New | Using predictive analytics to improve mental health services | Free | July 2022 |
| Publication | Digital technologies resources map | Free | May 2022 |
| Publication | Using virtual reality to improve access to pulmonary rehabilitation | Free | May 2022 |
| Publication | Making a difference with digital technologies: identifying and evaluating benefits | Free | April 2022 |
| Publication | Using artificial intelligence to unlock health records | Free | March 2022 |
| Publication | Near me: assessing the financial impact of Scotland's video consultation service | Free | March 2022 |
| Publication | Remote monitoring of implantable cardiac devices | Free | March 2022 |
| Publication | Using digital technologies to prevent stroke | Free | January 2022 |
| Publication | Accounting for revenue and capital: implications for the digital age | Free | December 2022 |
| Publication | Introduction to digital healthcare technologies | Free | July 2021 |
| Publication | Roundtable: digital role | Free | May 2021 |
| Publication | Unlocking efficiencies with digital workers | Free | November 2020 |
| Publication | Identifying malicious emails | Free | April 2020 |
| Publication | Introduction to Microsoft Teams | Free | April 2020 |
| Publication | Tips for using Microsoft Teams for meetings | Free | March 2020 |
| Publication | Driving digital transformation in the NHS | Free | December 2019 |

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|---------------------------|--|---------------------------------|----------------|
| Webinar |  Accounting for revenue and capital: implications for the digital age | Free | June 2022 |
| Webinar | The mental health digital playbook - how digital technology can help deliver service improvement and transformation | Free | November 2021 |
| Webinar | Transforming healthcare with digital technologies | Free | July 2021 |
| Webinar | Unlocking efficiencies with digital workers: delivering the NHS long term plan | Free | November 2020 |
| Webinar | Governance and control in a virtual working from home environment | Free | September 2020 |
| Webinar | How can finance staff support the healthcare workforce to deliver the digital future? | Free | July 2020 |
| Webinar | An introduction to SQL | Free to HFMA Institute partners | June 2020 |
| Webinar | Presenting data - using Power BI as a tool for engagement | Free to HFMA Institute partners | June 2020 |
| Webinar | CPD webinar from HFMA Bitesize: Tools for decision making | Free | May 2020 |
| Webinar | The digital workforce in healthcare | Free | July 2019 |
| HFMA bitesize | Intermediate course: introduction to digital transformation | Free for NHS | January 2022 |
| HFMA bitesize |  Intermediate course: Making the case for digital change | Free for NHS | June 2022 |
| HFMA bitesize | Intermediate course: innovation and improvement | Free for NHS | October 2020 |
| HFMA qualification | Advanced qualification module: Tools for decision making | Paid for | January 2022 |

Environmental sustainability

| Resource | Links to tools and guidance | Availability | Last updated |
|-------------|---|--------------|---------------|
| Publication | NHS environmental sustainability guidance map | Free | May 2022 |
| Publication | HFMA environmental sustainability round-up - March 2022 | Free | March 2022 |
| Publication | Roundtable: greening up | Free | November 2021 |
| Publication | Driving environmental sustainability: ten top tips for finance teams | Free | November 2021 |
| Publication | HFMA environmental sustainability round-up | Free | October 2021 |
| Publication | HFMA environmental sustainability round-up | Free | April 2021 |
| Publication | HFMA environmental sustainability round-up | Free | November 2020 |
| Publication | HFMA environmental sustainability round-up | Free | March 2020 |
| Webinar | Sustainability reporting | Free | February 2022 |
| Webinar | Achieving net zero carbon: Savings & innovation through sustainable procurement | Free | November 2021 |
| Webinar | Sustainability and savings through the green plan: lessons from Cornwall | Free | October 2021 |
| Webinar | NHS environmental sustainability – tackling the health climate emergency | Free | July 2020 |

Financial regime

| Resource | Links to tools and guidance | Availability | Last updated |
|---|--|-------------------|---------------|
| Publication  | Financial sustainability – engagement pack | Free | July 2022 |
| Publication  | Financial sustainability – the essential building blocks | Free | July 2022 |
| Publication  | Board financial reports – getting the basics right | Free | June 2022 |
| Publication | Response to the re-consultation on the 2022/23 national tariff payment system | HFMA members only | April 2022 |
| Publication | Improving NHS financial sustainability: are you getting the basics right? | Free | April 2022 |
| Publication | Summary of Revenue finance and contracting guidance for 2022/23 | HFMA members only | April 2022 |
| Publication | Summary of Capital guidance for 2022-2025 | HFMA members only | April 2022 |
| Publication | Roundtable: on the right track | Free | February 2022 |
| Publication | Response to the consultation on the 2022/23 national tariff payment system | HFMA members only | February 2022 |
| Publication | Summary of 2022/23 priorities and operational planning guidance | HFMA members only | December 2021 |
| Publication | Evidence submission to the Public Bill Committee on the Health and Care Bill | Free | October 2021 |
| Publication | Summary of 2021/22 priorities and operational planning guidance – October 2021 to March 2022 | HFMA members only | October 2021 |

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| Publication | The future financial sustainability of health and social care | Free | September 2021 |
| Publication | Summary of Build back better: our plan for health and social care | HFMA members only | September 2021 |
| Publication | The HFMA's response to the consultation on the 2021/22 national tariff payment system | HFMA members only | May 2021 |
| Publication | Developing system working through changes to the NHS financial regime (summary report) | Free | December 2020 |
| Publication | The future NHS financial regime in England: recommendations (full report) | Free | December 2020 |
| Publication | Dealing with organisational change – case studies from the finance team of the year award 2019 | Free | September 2020 |
| Publication | Responding to financial crisis – shortlisted case study from the HFMA finance team of the year award 2019 | Free | September 2020 |
| Publication | The future NHS financial regime in England: a discussion paper | Free | June 2020 |
| Publication | Looking ahead: the NHS at 100 | Free | July 2018 |
| Publication | Making the money work in the health and care system | Free | June 2018 |
| Publication | How it works: The clinical commissioning group allocation process | HFMA members only | March 2017 |
| Publication | How it works: The Department of Health and NHS England allocation process | HFMA members only | March 2017 |
| Webinar | Thinking LEAN in finance | Free | May 2021 |
| Webinar | Portion control in the NHS – understanding CCG allocations | Free | October 2019 |
| HFMA bitesize | Short course: NHS business cases (England) | Paid for | September 2021 |

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|---------------------------|--|--------------|---------------|
| HFMA bitesize | Short course: NHS business cases (Wales) | Paid for | June 2021 |
| HFMA bitesize | Short course: HSC business cases (Northern Ireland) | Paid for | November 2021 |
| HFMA bitesize | Short course: NHS budgeting (England) | Paid for | August 2021 |
| HFMA bitesize | Short course: NHS budgeting (Wales) | Paid for | June 2021 |
| HFMA bitesize | Short course: HSC financial planning (Northern Ireland) | Paid for | July 2020 |
| HFMA bitesize | Intermediate course: How the NHS is funded and structured | Free for NHS | March 2021 |
| HFMA bitesize | Intermediate course: Politics, policy and financial challenges | Free for NHS | November 2021 |
| HFMA bitesize | Intermediate course: Integration in healthcare | Free for NHS | April 2022 |
| HFMA bitesize | Intermediate course: The NHS in England | Paid for | April 2022 |
| HFMA bitesize | Intermediate course: Commissioning in healthcare | Paid for | April 2022 |
| HFMA bitesize | Intermediate course: Providing NHS services | Paid for | April 2022 |
| HFMA bitesize | Intermediate course: How NHS services are paid for | Paid for | April 2022 |
| HFMA bitesize | Intermediate course: Primary care and the long term plan | Paid for | December 2021 |
| HFMA bitesize | Intermediate course: Revenue and capital | Paid for | April 2022 |
| HFMA bitesize | Intermediate course: Local government | Paid for | November 2021 |
| HFMA bitesize | Intermediate course: NHS finance in the devolved nations | Paid for | November 2021 |
| HFMA qualification | Advanced module: Making finance work in the NHS | Paid for | May 2022 |

Financial reporting and accounting

| Resource | Links to tools and guidance | Availability | Last updated |
|-------------|---|-------------------|---------------|
| Publication | Financial reporting watching brief 2021/22 and beyond | Free | May 2022 |
| Publication | Summary of Revenue finance and contracting guidance for 2022/23 | HFMA members only | April 2022 |
| Publication | Summary of Capital guidance for 2022-2025 | HFMA members only | April 2022 |
| Publication | Example charity annual report and accounts 2021/22 | Free | April 2022 |
| Publication | Improving NHS financial sustainability: are you getting the basics right? | Free | April 2022 |
| Publication | How to review and scrutinise the numbers during the year | Free | April 2022 |
| Publication | 2021/22 year-end reminders for non-executive directors and lay members | Free | March 2022 |
| Publication | 2021/22 annual report and accounts checklist | HFMA members only | March 2022 |
| Publication | The external audit: best practice in working well together | Free | February 2022 |
| Publication | Year-end working papers: a good practice guide | Free | February 2022 |
| Publication | Property, plant and equipment - accounting and valuation issues | Free | February 2022 |
| Publication | Provisions and accruals: the impact of the Health and Care Bill on CCGs | Free | February 2022 |
| Publication | Integrated care boards: finance policies and procedures | Free | February 2022 |
| Publication | CCG closedown: maintaining corporate memory | Free | February 2022 |

| | | | |
|--------------------|---|---------------------------|---------------|
| Publication | Financial reporting watching brief 2021/22 and beyond | Free | February 2022 |
| Publication | Summary of 2022/23 priorities and operational planning guidance | Free to HFMA members only | December 2021 |
| Publication | Mental health guidance and resources map | Free to HFMA members only | November 2021 |
| Publication | Benefits in kind: deadlines | Free to HFMA members only | June 2021 |
| Publication |  Collaboration, agility and trust – transforming finance by going beyond Excel | Free | June 2022 |
| Webinar | Year-end 2021/22 accounting and auditing issues | Free | March 2022 |
| Webinar | IFRS 16 Leases | Free | December 2021 |
| Webinar | Thinking LEAN in Finance | Free to HFMA Hub partners | May 2021 |
| Webinar | Year-end accounting issues 2020/21 | Free | March 2021 |
| Publication | Financial reporting watching brief 2020/21 and beyond (March 2021 update) | Free to HFMA members only | March 2021 |
| Publication | Consolidation of NHS charities: 2020/21 considerations | Free to HFMA members only | January 2021 |
| Publication | The HFMA response to the VAT and the public sector: reform to VAT refund rules | Free | November 2020 |
| Publication | Holiday pay and overtime – accounting and governance issues | Free to HFMA members only | April 2020 |
| Publication | 2019/20 year-end reminders: issues raised at the pre accounts planning conferences | Free | February 2020 |
| Publication | IFRS 16 leases: practical application | Free to HFMA members only | February 2020 |

| | | | |
|----------------------|--|---------------------------|---------------|
| Publication | Accounting for leases: why it affects you | Free | November 2019 |
| Publication | Final pay controls – accounting and governance issues | Free to HFMA members only | November 2019 |
| Publication | Going concern - Assessment and reporting requirements in difficult times | Free to HFMA members only | October 2019 |
| Publication | Subsidiary companies: financial and governance considerations | Free | December 2018 |
| Publication | How it works - understanding the financial position | Free | March 2018 |
| Publication | Centralised inventory procurement | Free | January 2018 |
| Publication | Accounting for joint working arrangements | Free | June 2017 |
| Webinar | IFRS 16 Leases – frequently asked questions | Free | November 2019 |
| Podcast | What do we need to know about leases? | Free | March 2020 |
| HFMA bitesize | Short course: Making payments and collecting income (England) | Paid for | June 2022 |
| HFMA bitesize | Short course: Making payments and collecting income (NI) | Paid for | October 2021 |

Health inequalities

| Resource | Links to tools and guidance | Availability | Last updated |
|-------------|--|------------------------------------|--------------|
| Publication | Using cost data to address health inequalities | Free to HFMA Institute partners | April 2022 |
| Publication | Health inequalities data sources map | Free | October 2021 |
| Publication | The role of the NHS finance function in addressing health inequalities | Free | July 2021 |
| Podcast | The finance role in addressing health inequalities | Free | January 2022 |

Local government

| Resource | Links to tools and guidance | Availability | Last updated |
|-------------|---|--------------|----------------|
| Publication | Integrated care system finance and governance guidance map | Free | February 2022 |
| Publication | Integrated care boards: finance committee terms of reference | Free | December 2021 |
| Publication | The HFMA's response to MHCLG's Local audit framework: technical consultation | Free | September 2021 |
| Publication | Summary of Integrated care systems: design framework | Free | June 2021 |
| Publication | The HFMA's response to the consultation on the system oversight framework 2021/22 | Free | March 2021 |

| | | | |
|---------------------------|---|----------|----------------|
| Publication | The HFMA's response to Integrating care: next steps to building strong and effective integrated care systems across England | Free | January 2021 |
| Publication | An introduction and glossary to NHS and local government finance and governance in England | Free | March 2020 |
| Publication | Guidance for chief financial officers working across health and local government | Free | February 2019 |
| HFMA bitesize | Intermediate course: Local government | Paid for | November 2021 |
| HFMA qualification | Advanced module: Making finance work in the NHS | Paid for | May 2022 |
| Webinar | CPD webinar from HFMA bitesize: Local government | Free | September 2020 |
| Podcast | The local authority and social care response to Covid-19 | Free | May 2020 |

NHS long term plan

| Resource | Links to tools and guidance | Availability | Last updated |
|--------------------------|--|--------------------------------|---------------|
| On demand webinar | Population health management: An introduction to impactability modelling | Free to HFMA Hub partners only | July 2021 |
| Publication | Unlocking efficiencies with digital workers | Free | November 2020 |
| Publication | Summary of We are the NHS: people plan 2020/21 – action for us all | Free to HFMA members only | July 2020 |
| Publication | A summary of NHS operational planning and contracting guidance 2020/21 | Free to HFMA members only | January 2020 |

| | | | |
|----------------------|--|---------------------------|---------------|
| Publication | A summary of the NHS recommendations for an NHS Integrated Care Bill | Free to HFMA members only | October 2019 |
| Publication | Summary of the NHS mental health implementation plan 2019/20 – 2023/24 | Free to HFMA members only | August 2019 |
| Publication | Summary of the NHS long-term plan implementation framework | Free | June 2019 |
| Publication | Summary of the Interim NHS people plan | Free | June 2019 |
| Publication | What does the NHS long-term plan mean for the finance function? | Free | May 2019 |
| Publication | Summary of The NHS long term plan | Free | January 2019 |
| HFMA bitesize | Intermediate course: Primary care and the long term plan | Paid for | December 2021 |
| Webinar | Primary care and the NHS long term plan | Free | January 2021 |
| Webinar | Unlocking efficiencies with digital workers: delivering the NHS long term plan | Free | November 2020 |

Northern Ireland

| Resource | Links to tools and guidance | Availability | Last updated |
|----------------------|--|--------------|---------------|
| Publication | Healthcare funding in Northern Ireland | Free | January 2018 |
| HFMA bitesize | Short course: HSC budgeting | Paid for | November 2021 |
| HFMA bitesize | Short course: HSC business cases | Paid for | November 2021 |
| HFMA bitesize | Short course: HSC commissioning | Paid for | October 2021 |
| HFMA bitesize | Short course: HSC costing | Paid for | June 2019 |

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|----------------------|--|----------|----------------|
| HFMA bitesize | Short course: HSC efficiency plans | Paid for | October 2021 |
| HFMA bitesize | Short course: HSC finance | Paid for | November 2021 |
| HFMA bitesize | Short course: HSC financial planning | Paid for | July 2020 |
| HFMA bitesize | Short course: HSC governance | Paid for | October 2021 |
| HFMA bitesize | Short course: HSC procurement | Paid for | September 2021 |
| HFMA bitesize | Short course: HSC trust funds | Paid for | December 2021 |
| HFMA bitesize | Short course: Making payments and collecting income (Northern Ireland) | Paid for | October 2021 |
| HFMA bitesize | Intermediate course: NHS finance in the devolved nations | Paid for | November 2021 |

Personalised care



| Resource | Links to tools and guidance | Availability | Last updated |
|----------------------|--|--------------|---------------|
| Publication | How it works – personal health budgets and integrated personal budgets | Free | November 2018 |
| HFMA bitesize | Short course: Personal health budgets | Free for NHS | October 2021 |
| Webinar | How personalised care can improve outcomes for patients and the use of resources | Free | November 2020 |

Primary care and primary care networks

| Resource | Links to tools and guidance | Availability | Last updated |
|--------------------|---|---------------------------|---------------|
| Publication | How can the NHS ensure the rapid introduction of digital first primary care remains in place once the pandemic is over? MBA in healthcare finance summary | Free | January 2022 |
| Publication | Summary of Implementing third phase of the NHS response to Covid-19 | Free to HFMA members only | August 2020 |
| Publication | Summary of Third phase of NHS response to Covid-19 | Free to HFMA members only | August 2020 |
| Publication | How it works – primary care finance and primary care networks | Free to HFMA members only | March 2020 |
| HFMA bitesize | Short course: Primary care finance | Paid for | July 2021 |
| HFMA bitesize | Intermediate course: Primary care and the long term plan | Paid for | December 2021 |
| HFMA qualification | Advanced module: Making finance work in the NHS | Paid for | May 2022 |
| HFMA qualification | Diploma in Advanced primary care management | Paid for | April 2022 |
| Webinar | Rolling out the vaccination programme: lessons for managing primary care at scale | Free | February 2021 |
| Webinar | Support for new Partners in General Practice | Free | August 2020 |
| Webinar | Primary care and the NHS long term plan | Free | January 2021 |
| Webinar | Update on primary care network development – NHS England and NHS Improvement | Free | March 2020 |
| Podcast | The impact of Covid-19 on primary care | Free | June 2020 |

Quality, costing and value

| Resource | Links to tools and guidance | Availability | Last updated |
|-------------|---|------------------------------------|----------------|
| Publication | Using PLICS to drive service improvement- Nottingham's Wave programme | Free to HFMA Institute partners | April 2022 |
| Publication | Using cost data to address health inequalities | Free to HFMA Institute partners | April 2022 |
| Publication | Delivering a value-based lymphoedema service for Wales | Free | February 2022 |
| Publication | Measuring the economic value of community nursing | Free | February 2022 |
| Publication | Information governance for costing at a system level | Free | January 2022 |
| Publication | Using digital technologies to prevent stroke | Free | January 2022 |
| Publication | Roundtable: greening up | Free | November 2021 |
| Publication | Exploring how patient-level cost and activity data can inform pathway redesign in mental health | Free to HFMA Institute partners | October 2021 |
| Publication | Roundtable: a vision for ophthalmology | Free | September 2021 |
| Publication | Using patient-level costing as a tool to add value | Free to HFMA Institute partners | September 2021 |

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|--|--|------------------------------------|----------------|
| Publication | What does good look like for costing in the NHS? | Free to HFMA Institute partners | September 2021 |
| Publication | Roundtable: buying better | Free | July 2021 |
| Publication | Benefits realisation: how does a benefits realisation approach support the delivery of value? | Free | June 2021 |
| Publication | Roundtable: digital role | Free | May 2021 |
| Webinar  | Improving data for pathway redesign: coding across multiple organisations | Free | June 2022 |
| Webinar  | Future of costing in England | Free | May 2022 |
| Webinar | Bitesize CPD webinar: Board-level decision-making for value | Free | October 2021 |
| Webinar | Understanding resource consumption across a system | Free to HFMA Institute partners | July 2021 |
| Webinar | How patient-level costing (PLICS) can support quality improvement | Free to HFMA Institute partners | May 2021 |
| Webinar | Moving towards a value-based healthcare approach to contracts with industry | Free | March 2021 |
| Publication | Improving patient-level costing in community services – Gloucestershire Health and Care NHS Foundation Trust | Free to HFMA Institute partners | February 2021 |
| Publication | Costing and data quality: improving the quality of non-financial data required for costing | Free | February 2021 |
| Publication | Costing and informatics – webinar summary | Free to HFMA Institute partners | January 2021 |
| Publication | Transforming the PLICS landscape: Leeds Teaching Hospitals NHS Trust case study | Free to HFMA Institute partners | November 2020 |
| Publication | Presenting data – using Power BI as a tool for engagement (webinar summary) | Free | October 2020 |
| Publication | EVO case studies – University Hospitals Birmingham NHS Foundation Trust | Free | October 2020 |

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|--------------------|--|------------------------------------|----------------|
| Publication | Mental Health Value Challenge – how can we maximise the use of resources in mental health to provide the best possible outcomes for service users? | Free | October 2020 |
| Publication | Research and Development Costing Special Interest Group briefing | Free to HFMA Institute partners | September 2020 |
| Publication | An introductory guide to costing | Free to HFMA Institute partners | September 2020 |
| Publication | EVO Case studies North Staffordshire Combined Healthcare NHS Trust | Free | March 2020 |
| Publication | EVO Case studies Gloucestershire Health and Care NHS Foundation Trust | Free | February 2020 |
| Publication | National cost collection 2019 – views and recommendations of HFMA and Institute members | Free | February 2020 |
| Publication | Value challenge 2.0 – How patient-level costing (PLICS) can support the implementation of Getting it Right First Time | Free | October 2019 |
| Publication | Report on the value challenge pilot | Free | May 2017 |
| Publication | Costing skills in the NHS | Free | October 2018 |
| Publication | What finance data is required to drive value at a population level? | Free | June 2019 |
| Publication | EVO Case studies Great Western Hospitals NHS Foundation Trust | Free | March 2020 |
| Publication | Using PLICS to drive value in mental health services | Free to HFMA Institute partners | December 2019 |
| Publication | How PLICS became mainstream in Stockport | Free to HFMA Institute partners | May 2019 |
| Publication | The Alder Hey Cheeseboard | Free to HFMA Institute partners | February 2019 |
| Publication | PLICS – the Leeds way | Free to HFMA Institute partners | September 2018 |
| Publication | A population approach to value-based healthcare | Free to HFMA Institute partners | July 2018 |

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|--------------------|---|------------------------------------|---------------|
| Publication | Using costing data to improve efficiency in an acute hospital | Free to HFMA Institute partners | May 2018 |
| Publication | Collecting patient outcomes | Free to HFMA Institute partners | July 2018 |
| Publication | Collecting outcomes to promote value-based healthcare | Free to HFMA Institute partners | July 2017 |
| Publication | Engaging clinicians to use PLICS data to support changes in clinical practice | Free to HFMA Institute partners | May 2017 |
| Publication | PLICS Toolkit for acute services – the basics | Free to HFMA Institute partners | April 2016 |
| Publication | Mental health PLICS toolkit | Free to HFMA Institute partners | April 2017 |
| Publication | PLICS toolkit for community services | Free to HFMA Institute partners | March 2018 |
| Publication | PLICS: Beyond the basics | Free to HFMA Institute partners | 2019 |
| Webinar | Auditors' work on VFM arrangements under the new Code of Audit Practice | Free | October 2020 |
| Webinar | Costing and informatics | Free to HFMA Institute partners | July 2020 |
| Webinar | Improving value in mental health – an update from the Mental Health GIRFT team | Free | July 2020 |
| Webinar | An introduction to SQL | Free to HFMA Institute partners | June 2020 |
| Webinar | CPD webinar from HFMA Bitesize: Harnessing the power of clinical and financial collaboration to deliver value | Free | June 2020 |
| Webinar | CPD webinar from HFMA Bitesize: Tools for decision making | Free | May 2020 |
| Webinar | The next step - how to use PLICS to benefit your trust | Free to HFMA Institute partners | March 2020 |
| Webinar | Costing with informatics | Free to HFMA Institute partners | October 2019 |
| Webinar | Taking a closer look at Model Mental Health | Free | March 2019 |
| Webinar | Making data count | Free | February 2019 |

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|---------------------------|--|-------------------------|----------------|
| HFMA bitesize | New Intermediate course: introduction to digital transformation | Free for NHS | January 2022 |
| HFMA bitesize | Intermediate course: Making the case for digital change | Free for NHS | June 2022 |
| HFMA bitesize | Advanced course: Patient-level costing | Free for NHS in England | May 2021 |
| HFMA bitesize | Advanced course: Defining value in healthcare | Paid for | January 2021 |
| HFMA bitesize | Advanced course: Cost behaviours analysis to generate value | Paid for | November 2019 |
| HFMA bitesize | Advanced course: Measuring outcomes and taxpayer value | Paid for | December 2019 |
| HFMA bitesize | Advanced course: Payment systems to drive value | Paid for | November 2019 |
| HFMA bitesize | Advanced course: The NHS allocations policy and value | Paid for | November 2019 |
| HFMA bitesize | Advanced course: Working with the private sector to add value | Paid for | December 2019 |
| HFMA qualification | Advanced module: Creating and delivering value in the NHS | Paid for | June 2022 |
| HFMA qualification | Advanced module: Supporting quality through patient-level costing | Paid for | March 2022 |
| ONF | BPV Decision Framework | Free | June 2017 |
| ONF | Systems benchmarking maturity tool | Free | September 2016 |

Risk management and governance

| Resource | Links to tools and guidance | Availability | Last updated |
|---|--|---------------------------|----------------|
| Publication  | How to review and scrutinise the numbers during the year | Free | April 2022 |
| Publication | NHS corporate governance map | Free | March 2022 |
| Publication | Property, plant and equipment - accounting and valuation issues | Free | February 2022 |
| Publication | Integrated care system finance and governance guidance map | Free | February 2022 |
| Publication | Integrated care boards: finance policies and procedures | Free | February 2022 |
| Publication | NHS corporate governance map | Free | February 2021 |
| Publication | Non-statutory and hosted bodies: accounting and governance issues | Free to HFMA members only | November 2020 |
| Publication | The HFMA's response to the Public Audit Forum's consultation on Practice Note 10 (revised 2020) exposure draft | Free | September 2020 |
| Publication | Covid-19 financial governance considerations | Free to HFMA members only | March 2020 |
| Publication | Case studies from the HFMA governance award 2018 | Free | February 2019 |
| Publication | How do you ensure robust system risk management arrangements? | Free | December 2018 |

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|---------------------------|---|---------------------------|----------------|
| Publication | NEDs and Covid-19: guidance for non-executive directors and lay members | Free | March 2020 |
| Publication | 2019/20 year-end reminders for non-executive directors and lay members | Free to HFMA members only | February 2020 |
| Publication | Conflicts of interest in the NHS: a short practical guide | Free | April 2018 |
| Guide | Practical guide: NHS audit committee handbook | Paid for | March 2018 |
| Webinar | Shared care records programme: Financial governance and lessons learnt | Free | November 2021 |
| Webinar | The right way to yes – business case governance | Free | June 2021 |
| Webinar | Auditors' work on VFM arrangements under the new Code of audit practice | Free | October 2020 |
| Webinar | Governance and control in a virtual working from home environment | Free | September 2020 |
| Webinar | CPD webinar from HFMA Bitesize: Board assurance and working together | Free | June 2020 |
| Webinar | Introducing NHS finance to chairs, non-executives & lay members | Free | June 2020 |
| Webinar | CPD webinar from HFMA Bitesize: Risk management and governance | Free | May 2020 |
| HFMA bitesize | Short course: NHS governance | Paid for | September 2021 |
| HFMA bitesize | Intermediate course: The fundamentals of governance | Free for NHS | December 2021 |
| HFMA bitesize | Intermediate course: Risk management and governance | Free for NHS | February 2022 |
| HFMA bitesize | Intermediate course: Models of governance in the NHS | Free for NHS | December 2021 |
| HFMA bitesize | Intermediate course: Good governance | Free for NHS | January 2022 |
| HFMA bitesize | Intermediate course: Board assurance and working together | Free for NHS | December 2021 |
| HFMA qualification | Advanced module: Managing the healthcare business | Paid for | September 2021 |

Scotland

| Resource | Links to tools and guidance | Availability | Last updated |
|---------------|--|--------------|---------------|
| Publication | Near me: assessing the financial impact of Scotland's video consultation service | Free | June 2019 |
| Publication | Planning for health in Scotland – a regional approach | Free | June 2019 |
| Publication | Medicines costs in Scotland | Free | July 2017 |
| HFMA bitesize | Short course: Integrated healthcare | Paid for | May 2022 |
| HFMA bitesize | Intermediate course: NHS finance in the devolved nations | Paid for | November 2021 |

System working

| Resource | Links to tools and guidance | Availability | Last updated |
|-------------|---|---------------------------|---------------|
| Publication | Integrated care system finance and governance guidance map | Free | April 2022 |
| Publication | Roundtable: on the right track | Free | February 2022 |
| Publication | Summary of Joining up care for people, places and populations | Free to HFMA members only | February 2022 |

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|--------------------|--|------------------------------|---------------|
| Publication | Integrated care system finance and governance guidance map | Free | February 2022 |
| Publication | Provisions and accruals: the impact of the Health and Care Bill on CCGs | Free | February 2022 |
| Publication | Integrated care boards: finance policies and procedures | Free | February 2022 |
| Publication | CCG closedown: maintaining corporate memory | Free | February 2022 |
| Publication | Measuring the economic value of community nursing | Free | February 2022 |
| Publication | Response to the consultation on the 2022/23 national tariff payment system | Free to HFMA members only | February 2022 |
| Publication | Skills, behaviours and leadership styles required and exhibited by NHS system leaders: MBA in healthcare finance summary | Free | January 2022 |
| Publication | Information governance for costing at a system level | Free Institute partners only | January 2022 |
| Publication | Summary of 2022/23 priorities and operational planning guidance | Free to HFMA members only | December 2021 |
| Publication | Integrated care boards: finance committee terms of reference | Free | December 2021 |
| Publication | Roundtable: network connection | Free | December 2021 |
| Publication | Supporting system working through finance: principles and behaviours | Free | November 2021 |
| Publication | The HFMA's response to the consultation on the system oversight framework 2021/22 | Free | May 2021 |
| Publication | Developing system working through changes to the NHS financial regime (summary report) | Free | December 2020 |
| Publication | An introduction to aligned incentive contracts | Free | June 2020 |
| Publication | What finance data is required to drive value at a population level? | Free | June 2019 |
| Publication | How do you ensure robust system risk management arrangements? | Free | December 2018 |
| Publication | How do you support effective system decision-making? | Free | November 2018 |
| Publication | How do you align resource plans across the system? | Free | October 2018 |

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|---|---|---------------------------------|---------------|
| Publication | A population approach to value-based healthcare | Free to HFMA Institute partners | July 2018 |
| HFMA bitesize | Short course: Integrated healthcare | Paid for | May 2022 |
| HFMA bitesize | Intermediate course: Integration in healthcare | Free for NHS | April 2022 |
| HFMA bitesize | Intermediate course: NHS finance in the devolved nations | Paid for | April 2022 |
| HFMA qualification | Advanced module: Making finance work in the NHS | Paid for | May 2022 |
| Publication New | ICS stories: the mental health provider collaborative in Northamptonshire ICS | Free | June 2022 |
| Webinar | ICS stories: the importance of relationships in Hampshire and the Isle of Wight | Free | February 2022 |
| Webinar | ICS stories: Mid & South Essex Service Line Approach | Free | November 2021 |
| Webinar | #OneNHSFinance | Free | October 2020 |

Wales

| Resource | Links to tools and guidance | Availability | Last updated |
|--------------------|---|--------------|----------------|
| Publication | Delivering a value-based lymphoedema service for Wales | Free | February 2022 |
| Publication | Benefits realisation: how does a benefits realisation approach support the delivery of value? | Free | June 2021 |
| Publication | 70 years of the NHS in Wales: the changing role of the NHS finance function | Free | September 2018 |
| Publication | Accounting and auditing for NHS charities – the legal requirements | Free | October 2017 |
| Publication | Pooled budgets: pooled budgets and the integration agenda in Wales | Free | October 2017 |
| Publication | Integrated Reporting in the context of the Well-being of Future Generations Act (Wales) 2015 | Free | June 2017 |

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|----------------------|--|-----------------------|--------------|
| Publication | Collecting patient outcomes | Institute member only | July 2018 |
| HFMA bitesize | Short course: NHS budgeting (Wales) | Paid for | June 2021 |
| HFMA bitesize | Short course: NHS business cases (Wales) | Paid for | June 2021 |
| HFMA bitesize | Short course: NHS costing (Wales) | Paid for | March 2022 |
| HFMA bitesize | Short course: NHS finance (Wales) | Paid for | January 2021 |
| HFMA bitesize | Short course: NHS governance (Wales) | Paid for | June 2021 |
| HFMA bitesize | Intermediate course: NHS finance in the devolved nations | Paid for | April 2022 |

Workforce issues

| Resource | Links to tools and guidance | Availability | Last updated |
|---------------------------------|--|--------------|----------------|
| NHS pensions | | | |
| Publication | NHS pensions – recent developments | Free | October 2020 |
| Publication | Pensions lifetime and annual allowances: the impact on the NHS | Free | April 2020 |
| Accounting for staff | | | |
| Publication | Off payroll: reform of the intermediaries (IR35) legislation | Free | September 2017 |
| Webinar | Driving workforce savings - staff bank best practice | Free | March 2020 |
| Wellbeing and resilience | | | |

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|----------------------|---|--------------|----------------|
| Webinar | CPD webinar from HFMA bitesize: Managing employee engagement | Free | March 2021 |
| Webinar | CPD webinar from HFMA bitesize: Managing projects | Free | February 2021 |
| Webinar | CPD webinar from HFMA bitesize: Managing conflict | Free | October 2020 |
| Webinar | CPD webinar from HFMA bitesize: Influencing and negotiating | Free | July 2020 |
| Webinar | CPD webinar from HFMA bitesize: Motivation and relationship management | Free | June 2020 |
| Webinar | CPD webinar from HFMA bitesize: Ethics and professional considerations | Free | June 2020 |
| Webinar | Looking after your wellbeing and resilience: update from Mind | Free | April 2020 |
| Webinar | CPD webinar from HFMA bitesize: self-management, confidence, and resilience | Free | May 2020 |
| Webinar | CPD webinar from HFMA Bitesize: Management and leadership | Free | May 2020 |
| Publication | HFMA top ten tips for working from home | Free | April 2020 |
| HFMA bitesize | Intermediate course: motivation and relationship management | Free for NHS | March 2022 |
| HFMA bitesize | Intermediate course: managing conflict | Free for NHS | March 2022 |
| HFMA bitesize | Intermediate course: influencing and negotiating | Free for NHS | March 2022 |
| HFMA bitesize | Intermediate course: management and leadership | Free for NHS | March 2022 |
| HFMA bitesize | Advanced course: self-management, confidence and resilience | Free for NHS | October 2021 |
| HFMA bitesize | Intermediate course: change management | Free for NHS | August 2020 |
| HFMA bitesize | Intermediate course: project management | Free for NHS | September 2020 |

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|---------------------------|--|--------------|----------------|
| HFMA bitesize | Intermediate course: employee engagement | Free for NHS | September 2020 |
| HFMA bitesize | Intermediate course: performance management | Free for NHS | September 2020 |
| HFMA qualification | Advanced module: Personal effectiveness and leadership | Paid for | June 2022 |
| Staffing models | | | |
| Publication | Skills, behaviours and leadership styles required and exhibited by NHS system leaders | Free | January 2022 |
| Publication | Summary of Integrated care systems: design framework | Free | June 2021 |
| Publication | Dealing with organisational change – case studies from the finance team of the year award 2019 | Free | September 2020 |
| Publication | The NHS finance function in 2019: England | Free | September 2020 |
| Publication | NHS finance: designing our future | Free | December 2019 |
| Publication | Exploring the role of the NHS finance business partner | Free | November 2019 |
| Publication | Diversity and Inclusion: How you can make a difference | Free | November 2019 |
| Publication | Summary of the Interim NHS people plan | Free | June 2019 |
| Webinar | Inclusion and diversity: a view from HFMA award winners, Airedale NHS Foundation Trust | Free | June 2022 |
| HFMA bitesize | Advanced course: Managing, motivating and leading teams | Free for NHS | October 2021 |
| HFMA qualification | Advanced module: Supporting quality care through patient-level costing | Paid for | March 2022 |

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|---------------------------|--|----------|----------------|
| HFMA qualification | Advanced module: Personal effectiveness and leadership | Paid for | June 2022 |
| ONF | Parental leave – e-module | Free | April 2022 |
| ONF | Parental leave: guidance for line managers | Free | March 2022 |
| ONF | Equality, diversity, and inclusion action plan | Free | November 2021 |
| ONF | Hybrid working resource pack | Free | September 2021 |
| ONF | Inclusion and diversity resource pack | Free | January 2020 |
| ONF | Sponsorship programme | Free | October 2020 |
| ONF | Inclusion and diversity resource pack | Free | October 2020 |
| ONF | Equality and diversity recruitment commitment charter | Free | February 2019 |
| ONF | Behavioural skills framework | Free | October 2018 |
| ONF | Four strengths framework | Free | July 2016 |
| ONF | Great place to work characteristics and toolkit | Free | December 2016 |

Working with clinicians

| | Links to tools and guidance | Availability | Last updated |
|-------------|--|------------------------------------|-------------------|
| Publication | Exploring how patient-level cost and activity data can inform pathway redesign in mental health | Free | October 2021 |
| Publication | Costing and informatics – webinar summary | Free | January 2021 |
| Publication | Transforming the PLICS landscape: Leeds Teaching Hospitals NHS Trust case study | Free to HFMA Institute partners | November 2020 |
| Publication | Presenting data – using Power BI as a tool for engagement (webinar summary) | Free | October 2020 |
| Publication | EVO case studies – University Hospitals Birmingham NHS Foundation Trust | Free | October 2020 |
| Publication | Mental Health Value Challenge – how can we maximise the use of resources in mental health to provide the best possible outcomes for service users? | Free | October 2020 |
| Publication | An introductory guide to costing | Free to HFMA Institute partners | September 2020 |
| Publication | Using PLICS data to benefit your trust – webinar summary | Free | August 2020 |
| Publication | EVO Case studies North Staffordshire Combined Healthcare NHS Trust | Free | March 2020 |
| Publication | EVO Case studies Gloucestershire Health and Care NHS Foundation Trust | Free | February 2020 |
| Publication | Increasing clinical engagement in costing | Free to HFMA Institute partners | January 2020 |
| Publication | EVO Case studies Great Western Hospitals NHS Foundation Trust | Free | March 2020 |
| Publication | Using PLICS to drive value in mental health services | Free to HFMA Institute partners | December 2019 |
| Publication | How PLICS became mainstream in Stockport | Free to HFMA Institute partners | May 2019 |

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|---------------------------|--|------------------------------------|--------------|
| Publication | Using costing data to improve efficiency in an acute hospital | Free to HFMA Institute partners | May 2018 |
| Publication | Collecting patient outcomes | Free to HFMA Institute partners | July 2018 |
| Publication | Collecting outcomes to promote value-based healthcare | Free to HFMA Institute partners | July 2017 |
| Publication | Engaging clinicians to use PLICS data to support changes in clinical practice | Free to HFMA Institute partners | May 2017 |
| Publication | PLICS Toolkit for acute services – the basics | Free to HFMA Institute partners | April 2016 |
| Publication | Mental health PLICS toolkit | Free to HFMA Institute partners | April 2017 |
| Publication | PLICS toolkit for community services | Free to HFMA Institute partners | March 2018 |
| Publication | PLICS: Beyond the basics | Free to HFMA Institute partners | 2019 |
| Webinar | Harnessing the power of clinical and financial collaboration to deliver value | Free to HFMA Institute partners | June 2020 |
| Webinar | Presenting data - using Power BI as a tool for engagement | Free to HFMA Institute partners | June 2020 |
| Webinar | Reducing variation, quality improvement and how the finance community can work with clinicians | Free to HFMA Institute partners | March 2020 |
| Webinar | Harness PLICS to support QI Webinar: The power of clinical and financial collaboration | Free to HFMA Institute partners | 2018 |
| Podcast | Collaborative working between finance and clinical staff | Free | May 2020 |
| HFMA bitesize | Advanced course: Harnessing the power of clinical and financial collaboration | Free for NHS | October 2021 |
| HFMA qualification | Advanced module: Creating and delivering value in healthcare | Paid for | June 2022 |
| HFMA qualification | Advanced module: Supporting quality care through patient level costing | Paid for | March 2022 |

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|------------|---|------|---------------|
| ONF | Clinical Coding simplified | Free | December 2020 |
| ONF | An introduction to Clinical coding in the NHS | Free | December 2020 |
| ONF | Clinical finance journal | Free | October 2020 |
| ONF | NHS Long Term Plan and Primary Care | Free | October 2020 |
| ONF | Crossing Professional Boundaries | Free | February 2016 |

About the HFMA

The Healthcare Financial Management Association (HFMA) is the professional body for finance staff in healthcare. For over 70 years, it has provided independent and objective advice to its members and the wider healthcare community. It is a charitable organisation that promotes best practice and innovation in financial management and governance across the UK health economy through its local and national networks.

The association also analyses and responds to national policy and aims to exert influence in shaping the wider healthcare agenda. It has particular interest in promoting the highest professional standards in financial management and governance and is keen to work with other organisations to promote approaches that really are 'fit for purpose' and effective.

The HFMA offers a range of qualifications in healthcare business and finance at undergraduate and postgraduate level and can provide a route to an MBA in healthcare finance. The qualifications are delivered through HFMA's Academy which was launched in 2017 and has already established strong learner and alumni networks.

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