



# HFMA resource directory

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

Updated October 2023

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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](https://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 – inclusive, comprehensive, and structured training and development
- The Finance Innovation Forum - share ideas, solve problems and submit 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.

[View the One NHS Finance directory of content and resources here.](#)

## The resource directory

The HFMA has produced this 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 CEOs.

## 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	<a href="#">HFMA's response to the Public Accounts Committee's inquiry into the timeliness of local auditor reporting</a>	Free	April 2023
Publication	<a href="#">External audit reports: the role of the audit committee</a>	Free	March 2023
Publication	<a href="#">Head of internal audit annual opinion</a>	Free	March 2023
Publication	<a href="#">The external audit: best practice in working well together</a>	Free	March 2023
Publication	<a href="#">HFMA response to the consultation on Practice Note 10 (revised 2022)</a>	Free	September 2022
Publication	<a href="#">The NHS external audit market: an update on current issues</a>	Free	August 2022
Publication	<a href="#">The HFMA's response to MHCLG's Local audit framework: technical consultation</a>	Free	September 2021
Publication	<a href="#">The NHS external audit market: current issues and possible solutions</a>	Free	February 2021
Guide	<a href="#">NHS audit committee handbook</a>	Paid for	March 2018
Webinar	<a href="#">Auditors' work on VFM arrangements under the new Code of audit practice</a>	Free	October 2020
Webinar	<a href="#">Governance and control in a virtual working from home environment</a>	Free	October 2020
Webinar	<a href="#">Harnessing the power of internal audit</a>	Free	October 2019
HFMA bitesize	<a href="#">Intermediate course: Board assurance and working together</a>	Free to the NHS in England	March 2023
HFMA qualification	<a href="#">Advanced module: Managing the healthcare business</a>	Paid for	January 2023

## Capital

Resource	Links to tools and guidance	Availability	Last updated
Publication	<a href="#">Accounting for revenue and capital: implications for the digital age</a>	Free	December 2021
Publication	<a href="#">Property, plant and equipment: accounting and valuation issues</a>	Free to HFMA members only	December 2019
Publication	<a href="#">NHS capital – a system in distress?</a>	Free	October 2018
Publication	<a href="#">Roundtable: the capital challenge</a>	Free	December 2019
Webinar	<a href="#">ICS stories: capital prioritisation in Nottingham and Nottinghamshire ICS</a>	Free	September 2021
Webinar	<a href="#">Delivering efficiency savings through diagnostic imaging contracting</a>	Free	November 2020
Webinar	<a href="#">The five things you can do to help your capital project succeed</a>	Free HFMA Hub partners only	May 2020
HFMA bitesize	<a href="#">Foundation course: NHS capital expenditure</a>	Paid for	July 2023
HFMA bitesize	<a href="#">Intermediate course: Revenue and capital</a>	Paid for	January 2023
HFMA qualification	<a href="#">Advanced module: Making finance work in the NHS</a>	Paid for	June 2023

## Charitable funds

Resource	Links to tools and guidance	Availability	Last updated
Publication	<a href="#">NHS trust to NHS charity recharges</a>	Free	August 2023
Publication	<a href="#">Charitable expenditure on staff</a>	Free	August 2023

<b>Publication</b>	<a href="#">Charity regulators – update for NHS charities</a>	Free	August 2023
<b>Publication</b>	<a href="#">The HFMA's response to HMRC's consultation on charities tax compliance</a>	Free	July 2023
<b>Publication</b>	<a href="#">Response to the FRC's consultation on FRED 82: draft amendments to FRS 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland and other FRSs</a>	Free	May 2023
<b>Publication</b>	<a href="#">Example charity annual report and accounts 2022/23</a>	Free	March 2023
<b>Publication</b>	<a href="#">Streamlining NHS charitable funds</a>	Free	December 2022
<b>Publication</b>	<a href="#">Response to the consultation on the Charity Commission annual return</a>	Free to HFMA members only	August 2022
<b>Publication</b>	<a href="#">Consolidation of NHS charities: 2020/21 considerations</a>	Free	January 2021
<b>Guide</b>	<a href="#">Practical guide – NHS charitable funds</a>	Paid for	May 2020
<b>Publication</b>	<a href="#">Spending NHS charitable funds</a>	Free to HFMA members only	April 2020
<b>Publication</b>	<a href="#">Checklist for accepting gifts or donations</a>	Free to HFMA members only	April 2020
<b>Publication</b>	<a href="#">Accounting and auditing for NHS charities – the legal requirements</a>	Free	October 2017
<b>Publication</b>	<a href="#">NHS charities (England and Wales) – good practice in handling cash donations</a>	Free	July 2017
<b>Webinar</b>	<a href="#">CPD webinar from HFMA Bitesize: NHS Charities part 2</a>	Free	September 2020
<b>Webinar</b>	<a href="#">CPD webinar from HFMA Bitesize: NHS Charities</a>	Free	May 2020



HFMA bitesize	<a href="#">Foundation course: NHS charities (England &amp; Wales)</a>	Free to the NHS	September 2022
HFMA bitesize	<a href="#">Foundation course: HSC trust funds (Northern Ireland)</a>	Paid for	October 2022

## Commissioning

Resource	Links to tools and guidance	Availability	Last updated
Publication	<a href="#">Response to the consultation on the 2023/24 NHS standard contract</a>	Free to HFMA members only	February 2023
Publication	<a href="#">Multi-year plans: embedding system-level productivity and efficiency</a>	Free	October 2022
Publication	<a href="#">Developing an effective integrated care board finance team</a>	Free	September 2022
Publication	<a href="#">Developing an effective integrated care board finance team</a>	Free	September 2022
Publication	<a href="#">Integrated care system finance and governance guidance map</a>	Free	April 2022
Publication	<a href="#">Summary of joining up care for people, places and populations</a>	Free to HFMA members only	February 2022
Publication	<a href="#">Provisions and accruals: the impact of the Health and Care Bill on CCGs</a>	Free	February 2022
Publication	<a href="#">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</a>	Free	January 2022
Publication	<a href="#">Integrated care boards: finance committee terms of reference</a>	Free	December 2021

<b>Publication</b>	<a href="#">Mental health guidance and resources map</a>	Free to HFMA members only	November 2021
<b>Publication</b>	<a href="#">The future financial sustainability of health and social care</a>	Free	September 2021
<b>Publication</b>	<a href="#">The HFMA's response to the NHS provider selection regime consultation</a>	Free	November 2020
<b>Publication</b>	<a href="#">Development of the mental health investment standard (MHIS)</a>	Free	November 2020
<b>Publication</b>	<a href="#">A population approach to value-based healthcare</a>	Free to HFMA Institute partners	July 2018
<b>Webinar</b>	<a href="#">Developing mental health currencies that support system working</a>	Free	June 2023
<b>Webinar</b>	<a href="#">Using social investment to support system priorities and drive outcomes</a>	Free	May 2021
<b>HFMA bitesize</b>	<a href="#">Foundation course: NHS commissioning (England)</a>	Paid for	April 2023
<b>HFMA bitesize</b>	<a href="#">Foundation course: HSC commissioning (Northern Ireland)</a>	Paid for	October 2022
<b>HFMA bitesize</b>	<a href="#">Intermediate course: Commissioning in healthcare</a>	Paid for	January 2023
<b>HFMA bitesize</b>	<a href="#">Intermediate course: Personalised care: the commissioning cycle</a>	Free for NHS	February 2023
<b>ONF</b>	<a href="#">Payment made to practices process map</a>	Free	March 2018

## Community services


Resource	Links to tools and guidance	Availability	Last updated
<b>Publication</b>	<a href="#">Measuring the economic value of community nursing</a>	Free	February 2022
<b>Publication</b>	<a href="#">Improving data quality for costing community and mental health services</a>	Free to HFMA partners only	June 2021

<b>Publication</b>	<a href="#">Summary of integration and innovation: working together to improve health and social care for all</a>	Free to HFMA members only	February 2021
<b>Publication</b>	<a href="#">The impact of Covid-19 on the future delivery of NHS community services</a>	Free	October 2020
<b>Publication</b>	<a href="#">The value of community services: enabling system working</a>	Free	September 2019
<b>Publication</b>	<a href="#">The value of community services: helping people stay healthy, happy and independent</a>	Free	September 2019
<b>Publication</b>	<a href="#">The value of community services: comparison with acute settings</a>	Free	March 2019
<b>Webinar</b>	<a href="#">Improving data quality for community and mental health services</a>	Free	November 2021
<b>Webinar</b>	<a href="#">ICS stories: Integrated care in Humber, Coast and Vale ICS</a>	Free	November 2021
<b>Webinar</b>	<a href="#">Delivering system savings through NHS community services</a>	Free	June 2021

## Continuing healthcare

<b>Resource</b>	<b>Links to tools and guidance</b>	<b>Availability</b>	<b>Last updated</b>
<b>Publication</b>	<a href="#">How it works – Children and young people’s continuing care</a>	Free to HFMA members only	July 2019
<b>Publication</b>	<a href="#">How it works – NHS continuing healthcare</a>	Free to HFMA members only	May 2019

## Delivering efficiencies

Resource	Links to tools and guidance	Availability	Last updated
Publication	 <a href="#">NHS value and efficiency map</a>	Free	September 2023
Publication	<a href="#">Financial sustainability: understanding the terms used</a>	Free	August 2023
Publication	<a href="#">Obstacles and opportunities</a>	Free	July 2023
Publication	<a href="#">Creating efficiencies by optimising patient pathways</a>	Free	July 2023
Publication	<a href="#">Establishing a radiology capacity and demand model to improve value and efficiency</a>	Free	October 2022
Publication	<a href="#">Impact of culture and different organisational structures on delivering efficiency</a>	Free	August 2020
Publication	<a href="#">The Alder Hey Cheeseboard</a>	Free to HFMA Institute partners	February 2019
Publication	<a href="#">Using costing data to improve efficiency in an acute hospital</a>	Free to HFMA Institute partners	May 2018
Webinar	<a href="#">The NHS Central Commercial Function: improving the value from every pound spent</a>	Free	October 2022
Webinar	<a href="#">Sustainability and savings through the green plan: lessons from Cornwall</a>	Free	October 2021
Webinar	<a href="#">Understanding resource consumption across a system</a>	Free to HFMA Institute partners	July 2021
Webinar	<a href="#">Thinking LEAN in finance</a>	Free	May 2021
Webinar	<a href="#">Unlocking efficiencies with digital workers: delivering the NHS long term plan</a>	Free	November 2020

<b>Webinar</b>	<a href="#">Delivering efficiency savings through diagnostic imaging contracting</a>	Free	November 2020
<b>Webinar</b>	<a href="#">System wide medicines optimisation framework</a>	Free	March 2020
<b>Webinar</b>	<a href="#">Taking a closer look at Model mental health</a>	Free	March 2019
<b>Webinar</b>	<a href="#">Driving workforce savings – staff bank best practice</a>	Free	March 2020
<b>HFMA bitesize</b>	<a href="#">Foundation course: NHS cost improvement programmes (England)</a>	Paid for	June 2023
<b>HFMA bitesize</b>	<a href="#">Foundation course: HSC efficiency plans (Northern Ireland)</a>	Paid for	October 2022
<b>Podcast</b>	<a href="#">Cost improvement and efficiency savings across the NHS</a>	Free	October 2020
<b>ONF</b>	<a href="#">Procure to pay toolkit</a>	Free	May 2016
<b>ONF</b>	<a href="#">Hire to retire toolkit</a>	Free	May 2016
<b>ONF</b>	<a href="#">Efficiency Exchange</a>	Free	April 2023

## Delivering value with digital technologies

	<b>Links to tools and guidance</b>	<b>Availability</b>	<b>Last updated</b>
<b>Publication</b>	<a href="#">Digital technologies resources map</a>	Free	August 2023
<b>Publication</b>	<a href="#">Data to outcomes – Dorset Intelligence and Insight Service</a>	Free	June 2023
<b>Publication</b>	<a href="#">A model for innovation: Alder Hey Children’s Hospital</a>	Free	October 2022

<b>Publication</b>	<a href="#"><u>Accounting for digital technologies – looking at the detail</u></a>	Free	October 2022
<b>Publication</b>	<a href="#"><u>Using radio frequency identification to deliver efficiencies and improve patient care</u></a>	Free	October 2022
<b>Publication</b>	<a href="#"><u>Using radio frequency identification to deliver efficiencies and improve patient care</u></a>	Free	October 2022
<b>Publication</b>	<a href="#"><u>HFMA response to the Health and Social Care Committee’s inquiry on digital transformation in the NHS</u></a>	Free	July 2022
<b>Publication</b>	<a href="#"><u>Using predictive analytics to improve mental health services</u></a>	Free	July 2022
<b>Publication</b>	<a href="#"><u>Using virtual reality to improve access to pulmonary rehabilitation</u></a>	Free	May 2022
<b>Publication</b>	<a href="#"><u>Making a difference with digital technologies: identifying and evaluating benefits</u></a>	Free	April 2022
<b>Publication</b>	<a href="#"><u>Using artificial intelligence to unlock health records</u></a>	Free	March 2022
<b>Publication</b>	<a href="#"><u>Near me: assessing the financial impact of Scotland’s video consultation service</u></a>	Free	March 2022
<b>Publication</b>	<a href="#"><u>Remote monitoring of implantable cardiac devices</u></a>	Free	March 2022
<b>Publication</b>	<a href="#"><u>Using digital technologies to prevent stroke</u></a>	Free	January 2022
<b>Publication</b>	<a href="#"><u>Accounting for revenue and capital: implications for the digital age</u></a>	Free	December 2022
<b>Publication</b>	<a href="#"><u>Introduction to digital healthcare technologies</u></a>	Free	July 2021

<b>Publication</b>	<a href="#">Roundtable: digital role</a>	Free	May 2021
<b>Publication</b>	<a href="#">Unlocking efficiencies with digital workers</a>	Free	November 2020
<b>Publication</b>	<a href="#">Driving digital transformation in the NHS</a>	Free	December 2019
<b>Webinar</b>	<a href="#">Digital health technologies: access, adoption and reimbursement in the NHS</a>	Free	May 2023
<b>Webinar</b>	<a href="#">The rise of the 'Bots' and the automation of administrative tasks</a>	Free	March 2023
<b>Webinar</b>	<a href="#">The Velindre virtually assessed patient clinic: delivering effective service change through digital and workforce transformation</a>	Free	February 2023
<b>Webinar</b>	<a href="#">What can health analytics do for us? An introduction for finance</a>	Free	November 2022
<b>Webinar</b>	<a href="#">Leveraging digital productivity technologies to optimise the NHS: RPA and AIDC value</a>	Free	November 2022
<b>Webinar</b>	<a href="#">Opportunities using cloud to develop digital strategies</a>	Free	October 2022
<b>Webinar</b>	<a href="#">Accounting for revenue and capital: implications for the digital age</a>	Free	June 2022
<b>Webinar</b>	<a href="#">The mental health digital playbook – how digital technology can help deliver service improvement and transformation</a>	Free	November 2021
<b>Webinar</b>	<a href="#">Transforming healthcare with digital technologies</a>	Free	July 2021
<b>Webinar</b>	<a href="#">Unlocking efficiencies with digital workers: delivering the NHS long term plan</a>	Free	November 2020

<b>Webinar</b>	<a href="#">Governance and control in a virtual working from home environment</a>	Free	September 2020
<b>Webinar</b>	<a href="#">How can finance staff support the healthcare workforce to deliver the digital future?</a>	Free	July 2020
<b>Webinar</b>	<a href="#">An introduction to SQL</a>	Free to HFMA Institute partners	June 2020
<b>Webinar</b>	<a href="#">Presenting data – using Power BI as a tool for engagement</a>	Free to HFMA Institute partners	June 2020
<b>Webinar</b>	<a href="#">CPD webinar from HFMA Bitesize: Tools for decision making</a>	Free	May 2020
<b>Webinar</b>	<a href="#">The digital workforce in healthcare</a>	Free	July 2019
<b>HFMA bitesize</b>	<a href="#">Intermediate course: Introduction to digital transformation</a>	Free to the NHS	December 2022
<b>HFMA bitesize</b>	<a href="#">Intermediate course: Making the case for investment in digital transformation</a>	Free to the NHS	October 2022
<b>HFMA bitesize</b>	<a href="#">Intermediate course: Change management for digital: making it happen</a>	Free to the NHS	January 2023
<b>HFMA bitesize</b>	<a href="#">Intermediate course: Innovation and improvement</a>	Free to the NHS	September 2022
<b>HFMA qualification</b>	<a href="#">Advanced qualification module: Tools to support decision-making</a>	Paid for	December 2022

## Environmental sustainability

<b>Resource</b>	<b>Links to tools and guidance</b>	<b>Availability</b>	<b>Last updated</b>
<b>Publication</b>	<a href="#">HFMA environmental sustainability round-up</a>	Free	May 2023




<b>Publication</b>	<a href="#">NHS environmental sustainability guidance map</a>	Free	April 2023
<b>Publication</b>	<a href="#">Sustainability reporting in the NHS</a>	Free	April 2023
<b>Publication</b>	<a href="#">Roundtable: greening up</a>	Free	November 2021
<b>Publication</b>	<a href="#">Driving environmental sustainability: ten top tips for finance teams</a>	Free	November 2021
<b>Webinar</b>	<a href="#">Towards net zero series: developing the greenest hospital in Britain</a>	Free	January 2023
<b>Webinar</b>	<a href="#">Towards net zero series: embedding sustainability at The Royal Wolverhampton NHS Trust</a>	Free	September 2022
<b>Webinar</b>	<a href="#">Sustainability reporting</a>	Free	February 2022
<b>Webinar</b>	<a href="#">Achieving net zero carbon: savings and innovation through sustainable procurement</a>	Free	November 2021
<b>Webinar</b>	<a href="#">Sustainability and savings through the green plan: lessons from Cornwall</a>	Free	October 2021
<b>Webinar</b>	<a href="#">NHS environmental sustainability – tackling the health climate emergency</a>	Free	July 2020

## Financial regime


<b>Resource</b>	<b>Links to tools and guidance</b>	<b>Availability</b>	<b>Last updated</b>
<b>Publication</b>	<a href="#">VAT and tax round-up</a>	Free	July 2023
<b>Publication</b>	<a href="#">Summary of 2023/24 NHS finance planning guidance</a>	Free to HFMA members only	February 2023

<b>Publication</b>	<a href="#">Response to the consultation on the 2023/25 NHS payment scheme</a>	HFMA members only	January 2023
<b>Publication</b>	<a href="#">Summary of 2023/24 priorities and operational planning guidance</a>	HFMA members only	January 2023
<b>Publication</b>	<a href="#">NHS financial temperature check</a>	Free	December 2022
<b>Publication</b>	<a href="#">HFMA response to the consultation on the revised NHS enforcement guidance</a>	Free	December 2022
<b>Publication</b>	<a href="#">VAT COS heading 71 – welfare services: issues to consider</a>	Free	August 2022
<b>Publication</b>	<a href="#">Financial sustainability – engagement pack</a>	Free	July 2022
<b>Publication</b>	<a href="#">Financial sustainability – the essential building blocks</a>	Free	July 2022
<b>Publication</b>	<a href="#">Board financial reports – getting the basics right</a>	Free	June 2022
<b>Publication</b>	<a href="#">Improving NHS financial sustainability: are you getting the basics right?</a>	Free	April 2022
<b>Publication</b>	<a href="#">Summary of Capital guidance for 2022-2025</a>	HFMA members only	April 2022
<b>Publication</b>	<a href="#">Roundtable: on the right track</a>	Free	February 2022
<b>Publication</b>	<a href="#">The future financial sustainability of health and social care</a>	Free	September 2021
<b>Publication</b>	<a href="#">Dealing with organisational change – case studies from the finance team of the year award 2019</a>	Free	September 2020
<b>Publication</b>	<a href="#">Responding to financial crisis – shortlisted case study from the HFMA finance team of the year award 2019</a>	Free	September 2020
<b>Publication</b>	<a href="#">The future NHS financial regime in England: a discussion paper</a>	Free	June 2020
<b>Webinar</b>	<a href="#">Thinking LEAN in finance</a>	Free	May 2021

<b>Podcast</b>	<a href="#"><u>An introduction to NHS finance – reporting and accountability (supplementary episode)</u></a>	Free	August 2022
<b>Podcast</b>	<a href="#"><u>An introduction to NHS finance – allocations and spending (supplementary episode)</u></a>	Free	August 2022
<b>Podcast</b>	<a href="#"><u>An introduction to NHS finance – the role of the integrated care board (supplementary episode)</u></a>	Free	August 2022
<b>Podcast</b>	<a href="#"><u>An introduction to NHS finance</u></a>	Free	August 2022
<b>HFMA bitesize</b>	<a href="#"><u>Foundation course: NHS business cases (England)</u></a>	Paid for	August 2023
<b>HFMA bitesize</b>	<a href="#"><u>Foundation course: NHS business cases (Wales)</u></a>	Paid for	August 2023
<b>HFMA bitesize</b>	<a href="#"><u>Foundation course: HSC business cases (Northern Ireland)</u></a>	Paid for	December 2022
<b>HFMA bitesize</b>	 <a href="#"><u>Foundation course: NHS budgeting (England)</u></a>	Paid for	September 2023
<b>HFMA bitesize</b>	<a href="#"><u>Foundation course: NHS budgeting (Wales)</u></a>	Paid for	July 2023
<b>HFMA bitesize</b>	<a href="#"><u>Foundation course: Integrated healthcare (UK)</u></a>	Paid for	June 2022
<b>HFMA bitesize</b>	<a href="#"><u>Foundation course: HSC financial planning (Northern Ireland)</u></a>	Paid for	October 2022
<b>HFMA bitesize</b>	<a href="#"><u>Intermediate course: How the NHS is funded and structured</u></a>	Free for NHS	November 2022
<b>HFMA bitesize</b>	<a href="#"><u>Intermediate course: Politics, Government policy and financial challenges</u></a>	Free for NHS	November 2022
<b>HFMA bitesize</b>	<a href="#"><u>Intermediate course: Integration in healthcare</u></a>	Free for NHS	January 2023
<b>HFMA bitesize</b>	<a href="#"><u>Intermediate course: The NHS in England</u></a>	Paid for	November 2022

HFMA bitesize	<a href="#">Intermediate course: Commissioning in healthcare</a>	Paid for	January 2023
HFMA bitesize	<a href="#">Intermediate course: Providing NHS services</a>	Paid for	December 2022
HFMA bitesize	<a href="#">Intermediate course: How NHS services are paid for</a>	Paid for	January 2023
HFMA bitesize	<a href="#">Intermediate course: Primary care and the long term plan</a>	Paid for	January 2023
HFMA bitesize	<a href="#">Intermediate course: Revenue and capital</a>	Paid for	January 2023
HFMA bitesize	<a href="#">Intermediate course: Local government</a>	Paid for	January 2023
HFMA bitesize	<a href="#">Intermediate course: NHS finance in the devolved nations</a>	Paid for	January 2023
HFMA qualification	<a href="#">Advanced module: Making finance work in the NHS</a>	Paid for	June 2023


## Financial reporting and accounting

Resource	Links to tools and guidance	Availability	Last updated
Publication	 <a href="#">Financial reporting watching brief 2022/23 and beyond</a>	Free	September 2023
Publication	<a href="#">Annual report and accounts 2022/23 checklist</a>	Free to HFMA members only	June 2023
Publication	<a href="#">Response to HM Treasury's thematic review of non-investment asset valuation for financial reporting purposes</a>	Free	May 2023
Publication	<a href="#">HFMA's response to the Public Accounts Committee's inquiry into the DHSC annual report and accounts 2021/22</a>	Free	April 2023

<b>Publication</b>	<a href="#">Remuneration report 2022/23</a>	Free to HFMA members only	April 2023
<b>Publication</b>	<a href="#">2022/23 year-end reminders for NHS audit committees</a>	Free	March 2023
<b>Publication</b>	<a href="#">Year-end reminders 2022/23</a>	Free to HFMA members only	March 2023
<b>Publication</b>	<a href="#">HFMA response to the DHSC consultation on the Group accounting manual 2023/24</a>	Free	March 2023
<b>Publication</b>	<a href="#">HFMA response to the HM Treasury consultation on the application of IFRS 17 to the public sector</a>	Free	March 2023
<b>Publication</b>	<a href="#">Year-end working papers</a>	Free	March 2023
<b>Publication</b>	<a href="#">Year-end survey 2021/22</a>	Free	November 2022
<b>Publication</b>	<a href="#">How to review and scrutinise the numbers during the year</a>	Free	April 2022
<b>Publication</b>	<a href="#">Property, plant and equipment - accounting and valuation issues</a>	Free	February 2022
<b>Publication</b>	<a href="#">Provisions and accruals: the impact of the Health and Care Bill on CCGs</a>	Free	February 2022
<b>Publication</b>	<a href="#">Integrated care boards: finance policies and procedures</a>	Free	February 2022
<b>Publication</b>	<a href="#">Collaboration, agility and trust – transforming finance by going beyond Excel</a>	Free	June 2022
<b>Publication</b>	<a href="#">The HFMA response to the VAT and the public sector: reform to VAT refund rules</a>	Free	November 2020
<b>Publication</b>	<a href="#">IFRS 16 leases: practical application</a>	Free to HFMA members only	February 2020
<b>Publication</b>	<a href="#">Accounting for leases: why it affects you</a>	Free	November 2019

<b>Publication</b>	<a href="#">Subsidiary companies: financial and governance considerations</a>	Free	December 2018
<b>Publication</b>	<a href="#">How it works - understanding the financial position</a>	Free	March 2018
<b>Publication</b>	<a href="#">Accounting for joint working arrangements</a>	Free	June 2017
<b>Webinar</b>	<a href="#">Year-end issues 2022/23</a>	Free	March 2023
<b>Webinar</b>	<a href="#">Introduction to IFRS 16 Leases – for non-finance and finance staff</a>	Free	March 2023
<b>Webinar</b>	<a href="#">IFRS 16 Leases</a>	Free	December 2021
<b>Webinar</b>	<a href="#">IFRS 16 Leases – frequently asked questions</a>	Free	November 2019
<b>HFMA bitesize</b>	<a href="#">Foundation course: Making payments and collecting income (England)</a>	Paid for	June 2022
<b>HFMA bitesize</b>	<a href="#">Foundation course: Making payments and collecting income (NI)</a>	Paid for	October 2022

## Health inequalities

Resource	Links to tools and guidance	Availability	Last updated
<b>Publication</b>	 <a href="#">How finance teams are helping to reduce health inequalities</a>	Free	September 2023
<b>Publication</b>	<a href="#">Resources and funding to reduce health inequalities</a>	Free	July 2023
<b>Publication</b>	<a href="#">Health inequalities: establishing the case for change</a>	Free	May 2023

<b>Publication</b>	<a href="#">Investing to reduce tobacco usage and tackle associated health inequalities</a>	Free	January 2023
<b>Publication</b>	<a href="#">Using cost data to address health inequalities</a>	Free to HFMA Institute partners	April 2022
<b>Publication</b>	<a href="#">Health inequalities data sources map</a>	Free	October 2021
<b>Publication</b>	<a href="#">The role of the NHS finance function in addressing health inequalities</a>	Free	July 2021
<b>Podcast</b>	<a href="#">The finance role in addressing health inequalities</a>	Free	January 2022
<b>Webinar</b>	<a href="#">Using social investment in end of life care to promote innovation in healthcare: a provider trust view</a>	Free	October 2022
<b>Webinar</b>	<b>Population health management: An introduction to impactability modelling</b>	<b>Free to HFMA Hub partners only</b>	<b>July 2021</b>
<b>HFMA bitesize</b>	<a href="#">Intermediate course: Introduction to health inequalities for finance</a>	Free for NHS	July 2023

## Local government

<b>Resource</b>	<b>Links to tools and guidance</b>	<b>Availability</b>	<b>Last updated</b>
<b>Publication</b>	<a href="#">Local authority finance and governance</a>	Free	July 2023
<b>Publication</b>	<a href="#">Working with local authorities - VAT implications</a>	Free	April 2023
<b>Publication</b>	<a href="#">Integrated care system finance and governance guidance map</a>	Free	February 2022
<b>Publication</b>	<a href="#">Integrated care boards: finance committee terms of reference</a>	Free	December 2021

<b>Publication</b>	<a href="#">The HFMA's response to MHCLG's Local audit framework: technical consultation</a>	Free	September 2021
<b>Publication</b>	<a href="#">Summary of Integrated care systems: design framework</a>	Free	June 2021
<b>Publication</b>	<a href="#">An introduction and glossary to NHS and local government finance and governance in England</a>	Free	March 2020
<b>Publication</b>	<a href="#">Guidance for chief financial officers working across health and local government</a>	Free	February 2019
<b>HFMA bitesize</b>	<a href="#">Intermediate course: Local government</a>	Paid for	January 2023
<b>HFMA qualification</b>	<a href="#">Advanced module: Making finance work in the NHS</a>	Paid for	June 2023
<b>Webinar</b>	<a href="#">CPD webinar from HFMA bitesize: Local government</a>	Free	September 2020
<b>Podcast</b>	<a href="#">The local authority and social care response to Covid-19</a>	Free	May 2020

## Northern Ireland

Resource	Links to tools and guidance	Availability	Last updated
<b>Publication</b>	<a href="#">Healthcare funding in Northern Ireland - 2011 to 2019 (update to 2018 publication)</a>	Free	September 2022
<b>Publication</b>	<a href="#">Healthcare funding in Northern Ireland</a>	Free	January 2018
<b>HFMA bitesize</b>	<a href="#">Foundation course: HSC budgeting</a>	Paid for	December 2022
<b>HFMA bitesize</b>	<a href="#">Foundation course: HSC business cases</a>	Paid for	December 2022



HFMA bitesize	<a href="#">Foundation course: HSC commissioning</a>	Paid for	October 2022
HFMA bitesize	<a href="#">Foundation course: HSC costing</a>	Paid for	October 2022
HFMA bitesize	<a href="#">Foundation course: HSC efficiency plans</a>	Paid for	October 2022
HFMA bitesize	<a href="#">Foundation course: HSC finance</a>	Paid for	June 2022
HFMA bitesize	<a href="#">Foundation course: HSC financial planning</a>	Paid for	October 2022
HFMA bitesize	<a href="#">Foundation course: HSC governance</a>	Paid for	September 2022
HFMA bitesize	<a href="#">Foundation course: HSC procurement</a>	Paid for	September 2022
HFMA bitesize	<a href="#">Foundation course: HSC trust funds</a>	Paid for	October 2022
HFMA bitesize	<a href="#">Foundation course: Making payments and collecting income (Northern Ireland)</a>	Paid for	September 2022
HFMA bitesize	<a href="#">Intermediate course: NHS finance in the devolved nations</a>	Paid for	January 2023

## Personalised care


Resource	Links to tools and guidance	Availability	Last updated
Publication	<a href="#">How it works – personal health budgets and integrated personal budgets</a>	Free	November 2018
HFMA bitesize	<a href="#">Foundation course: Personal health budgets (England)</a>	Free for NHS	November 2022
HFMA bitesize	<a href="#">Intermediate course: The key to change</a>	Free for NHS	February 2023
HFMA bitesize	<a href="#">Intermediate course: Components of personalised care</a>	Free for NHS	February 2023
HFMA bitesize	<a href="#">Intermediate course: The commissioning cycle</a>	Free for NHS	February 2023
HFMA bitesize	<a href="#">Intermediate course: Introduction to co-production and personalised care</a>	Free for NHS	February 2023

<b>HFMA bitesize</b>	<a href="#">Intermediate course: Evaluating personalised care approaches</a>	Free for NHS	February 2023
<b>Webinar</b>	<a href="#">How personalised care can improve outcomes for patients and the use of resources</a>	Free	November 2020

## Primary care and primary care networks

Resource	Links to tools and guidance	Availability	Last updated
<b>Publication</b>	<a href="#">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</a>	Free	January 2022
<b>Publication</b>	<a href="#">Summary of Implementing third phase of the NHS response to Covid-19</a>	Free to HFMA members only	August 2020
<b>Publication</b>	<a href="#">Summary of Third phase of NHS response to Covid-19</a>	Free to HFMA members only	August 2020
<b>Publication</b>	<a href="#">How it works – primary care finance and primary care networks</a>	Free to HFMA members only	March 2020
<b>HFMA bitesize</b>	<a href="#">Foundation course: Primary care finance (England)</a>	Paid for	July 2022
<b>HFMA bitesize</b>	<a href="#">Intermediate course: Primary care and the long term plan</a>	Paid for	January 2023
<b>HFMA qualification</b>	<a href="#">Advanced module: Making finance work in the NHS</a>	Paid for	June 2023
<b>HFMA qualification</b>	<a href="#">Diploma in advanced primary care management</a>	Paid for	June 2023
<b>Webinar</b>	<a href="#">Rolling out the vaccination programme: lessons for managing primary care at scale</a>	Free	February 2021
<b>Webinar</b>	<a href="#">Support for new Partners in General Practice</a>	Free	August 2020
<b>Webinar</b>	<a href="#">Primary care and the NHS long term plan</a>	Free	January 2021
<b>Webinar</b>	<a href="#">Update on primary care network development – NHS England and NHS Improvement</a>	Free	March 2020
<b>Podcast</b>	<a href="#">The impact of Covid-19 on primary care</a>	Free	June 2020

## Quality, costing and value

Resource	Links to tools and guidance	Availability	Last updated
Publication	 <a href="#">NHS value and efficiency map</a>	Free	September 2023
Publication	 <a href="#">Achieving best possible value for musculoskeletal services across a health system</a>	Free to HFMA Institute partners	August 2023
Publication	<a href="#">Quality improvement to increase value</a>	Free to HFMA Institute partners	April 2023
Publication	<a href="#">Using PLICS to drive service improvement- Nottingham's Wave programme</a>	Free to HFMA Institute partners	April 2022
Publication	<a href="#">Using cost data to address health inequalities</a>	Free to HFMA Institute partners	April 2022
Publication	<a href="#">Delivering a value-based lymphoedema service for Wales</a>	Free	February 2022
Publication	<a href="#">Measuring the economic value of community nursing</a>	Free	February 2022
Publication	<a href="#">Information governance for costing at a system level</a>	Free	January 2022
Publication	<a href="#">Using digital technologies to prevent stroke</a>	Free	January 2022
Publication	<a href="#">Roundtable: greening up</a>	Free	November 2021
Publication	<a href="#">Exploring how patient-level cost and activity data can inform pathway redesign in mental health</a>	Free to HFMA Institute partners	October 2021
Publication	<a href="#">Roundtable: a vision for ophthalmology</a>	Free	September 2021


<b>Publication</b>	<a href="#">Using patient-level costing as a tool to add value</a>	Free to HFMA Institute partners	September 2021
<b>Publication</b>	<a href="#">What does good look like for costing in the NHS?</a>	Free to HFMA Institute partners	September 2021
<b>Publication</b>	<a href="#">Roundtable: buying better</a>	Free	July 2021
<b>Publication</b>	<a href="#">Benefits realisation: how does a benefits realisation approach support the delivery of value?</a>	Free	June 2021
<b>Publication</b>	<a href="#">Roundtable: digital role</a>	Free	May 2021
<b>Publication</b>	<a href="#">Improving patient-level costing in community services – Gloucestershire Health and Care NHS Foundation Trust</a>	Free to HFMA Institute partners	February 2021
<b>Publication</b>	<a href="#">Costing and data quality: improving the quality of non-financial data required for costing</a>	Free	February 2021
<b>Publication</b>	<a href="#">Costing and informatics – webinar summary</a>	Free to HFMA Institute partners	January 2021
<b>Publication</b>	<a href="#">Transforming the PLICS landscape: Leeds Teaching Hospitals NHS Trust case study</a>	Free to HFMA Institute partners	November 2020
<b>Publication</b>	<a href="#">Presenting data – using Power BI as a tool for engagement (webinar summary)</a>	Free	October 2020
<b>Publication</b>	<a href="#">EVO case studies – University Hospitals Birmingham NHS Foundation Trust</a>	Free	October 2020
<b>Publication</b>	<a href="#">Mental Health Value Challenge – how can we maximise the use of resources in mental health to provide the best possible outcomes for service users?</a>	Free	October 2020
<b>Publication</b>	<a href="#">Research and Development Costing Special Interest Group briefing</a>	Free to HFMA Institute partners	September 2020
<b>Publication</b>	<a href="#">An introductory guide to costing</a>	Free to HFMA Institute partners	September 2020
<b>Publication</b>	<a href="#">EVO Case studies North Staffordshire Combined Healthcare NHS Trust</a>	Free	March 2020
<b>Publication</b>	<a href="#">EVO Case studies Gloucestershire Health and Care NHS Foundation Trust</a>	Free	February 2020

<b>Publication</b>	<a href="#">National cost collection 2019 – views and recommendations of HFMA and Institute members</a>	Free	February 2020
<b>Publication</b>	<a href="#">Value challenge 2.0 – How patient-level costing (PLICS) can support the implementation of Getting it Right First Time</a>	Free	October 2019
<b>Publication</b>	<a href="#">Report on the value challenge pilot</a>	Free	May 2017
<b>Publication</b>	<a href="#">Costing skills in the NHS</a>	Free	October 2018
<b>Publication</b>	<a href="#">What finance data is required to drive value at a population level?</a>	Free	June 2019
<b>Publication</b>	<a href="#">EVO Case studies Great Western Hospitals NHS Foundation Trust</a>	Free	March 2020
<b>Publication</b>	<a href="#">Using PLICS to drive value in mental health services</a>	Free to HFMA Institute partners	December 2019
<b>Publication</b>	<a href="#">How PLICS became mainstream in Stockport</a>	Free to HFMA Institute partners	May 2019
<b>Publication</b>	<a href="#">The Alder Hey Cheeseboard</a>	Free to HFMA Institute partners	February 2019
<b>Publication</b>	<a href="#">PLICS – the Leeds way</a>	Free to HFMA Institute partners	September 2018
<b>Publication</b>	<a href="#">A population approach to value-based healthcare</a>	Free to HFMA Institute partners	July 2018
<b>Publication</b>	<a href="#">Using costing data to improve efficiency in an acute hospital</a>	Free to HFMA Institute partners	May 2018
<b>Publication</b>	<a href="#">Collecting patient outcomes</a>	Free to HFMA Institute partners	July 2018
<b>Publication</b>	<a href="#">Collecting outcomes to promote value-based healthcare</a>	Free to HFMA Institute partners	July 2017
<b>Publication</b>	<a href="#">Engaging clinicians to use PLICS data to support changes in clinical practice</a>	Free to HFMA Institute partners	May 2017
<b>Publication</b>	<a href="#">PLICS Toolkit for acute services – the basics</a>	Free to HFMA Institute partners	April 2016

<b>Publication</b>	<a href="#">Mental health PLICS toolkit</a>	Free to HFMA Institute partners	April 2017
<b>Publication</b>	<a href="#">PLICS toolkit for community services</a>	Free to HFMA Institute partners	March 2018
<b>Publication</b>	<a href="#">PLICS: Beyond the basics</a>	Free to HFMA Institute partners	2019
<b>Webinar</b>	<a href="#">Improving data for pathway redesign: coding across multiple organisations</a>	Free	June 2022
<b>Webinar</b>	<a href="#">Future of costing in England</a>	Free	May 2022
<b>Webinar</b>	<a href="#">Bitesize CPD webinar: Board-level decision-making for value</a>	Free	October 2021
<b>Webinar</b>	<a href="#">Understanding resource consumption across a system</a>	Free to HFMA Institute partners	July 2021
<b>Webinar</b>	<a href="#">How patient-level costing (PLICS) can support quality improvement</a>	Free to HFMA Institute partners	May 2021
<b>Webinar</b>	<a href="#">Moving towards a value-based healthcare approach to contracts with industry</a>	Free	March 2021
<b>Webinar</b>	<a href="#">Costing and informatics</a>	Free to HFMA Institute partners	July 2020
<b>Webinar</b>	<a href="#">Improving value in mental health – an update from the Mental Health GIRFT team</a>	Free	July 2020
<b>Webinar</b>	<a href="#">An introduction to SQL</a>	Free to HFMA Institute partners	June 2020
<b>Webinar</b>	<a href="#">CPD webinar from HFMA Bitesize: Harnessing the power of clinical and financial collaboration to deliver value</a>	Free	June 2020
<b>Webinar</b>	<a href="#">The next step - how to use PLICS to benefit your trust</a>	Free to HFMA Institute partners	March 2020
<b>Webinar</b>	<a href="#">Costing with informatics</a>	Free to HFMA Institute partners	October 2019
<b>Webinar</b>	<a href="#">Taking a closer look at Model Mental Health</a>	Free	March 2019

Podcast	<a href="#">How costing can support the efficiency agenda</a>	Free	April 2023
HFMA bitesize	<a href="#">Foundation course: NHS Costing (England)</a>	Paid for	June 2023
HFMA bitesize	<a href="#">Intermediate course: introduction to digital transformation</a>	Free for NHS	December 2022
HFMA bitesize	<a href="#">Advanced course: Patient-level costing</a>	Free for NHS	August 2023
HFMA bitesize	<a href="#">Advanced course: Defining value in healthcare</a>	Paid for	July 2023
HFMA bitesize	<a href="#">Advanced course: Cost behaviour analysis to generate value</a>	Paid for	August 2023
HFMA bitesize	<a href="#">Advanced course: Measuring outcomes and taxpayer value</a>	Paid for	August 2023
HFMA bitesize	<a href="#">Advanced course: Payment systems to drive value</a>	Paid for	July 2023
HFMA bitesize	<a href="#">Advanced course: The NHS allocations policy and value</a>	Paid for	July 2023
HFMA bitesize	<a href="#">Advanced course: Working with the private sector to add value</a>	Paid for	August 2023
HFMA qualification	<a href="#">Advanced module: Creating and delivering value in healthcare</a>	Paid for	June 2023
HFMA qualification	<a href="#">Advanced module: Supporting quality through patient-level costing</a>	Paid for	December 2022
ONF	<a href="#">BPV Decision Framework</a>	Free	June 2017
ONF	<a href="#">Engagement, Value, Outcome (EVO) Framework</a>	Free	July 2023

## Risk management and governance

Resource	Links to tools and guidance	Availability	Last updated
Publication	 <a href="#">HFMA's response to the FRC consultation on revisions to the Corporate governance code</a>	Free to HFMA members only	September 2023
Publication	<a href="#">System risk management</a>	Free	August 2023

<b>Publication</b>	<a href="#">NHS corporate governance map</a>	Free	March 2023
<b>Publication</b>	<a href="#">HFMA's response to NHS England's consultation on the provider licence</a>	Free	December 2022
<b>Publication</b>	<a href="#">Board reporting for integrated care boards (ICBs): considerations for best practice</a>	Free	September 2022
<b>Publication</b>	<a href="#">Ethical standards: roles and responsibilities of the NHS accountant</a>	Free	July 2022
<b>Publication</b>	<a href="#">HFMA response to the consultation on the draft Code of governance for NHS provider trusts</a>	Free	July 2022
<b>Publication</b>	<a href="#">HFMA response to the consultation on the draft Guidance on good governance and collaboration</a>	Free	July 2022
<b>Publication</b>	<a href="#">HFMA response to the consultation on the draft Addendum to your statutory duties – a reference guide for NHS foundation trust governors</a>	Free	July 2022
<b>Publication</b>	<a href="#">How to review and scrutinise the numbers during the year</a>	Free	April 2022
<b>Publication</b>	<a href="#">Integrated care system finance and governance guidance map</a>	Free	April 2022
<b>Publication</b>	<a href="#">Integrated care boards: finance policies and procedures</a>	Free	February 2022
<b>Publication</b>	<a href="#">Non-statutory and hosted bodies: accounting and governance issues</a>	Free to HFMA members only	November 2020
<b>Publication</b>	<a href="#">How do you ensure robust system risk management arrangements?</a>	Free	December 2018
<b>Guide</b>	<a href="#">Practical guide: NHS audit committee handbook</a>	Paid for	March 2018
<b>Webinar</b>	<a href="#">Shared care records programme: Financial governance and lessons learnt</a>	Free	November 2021
<b>Webinar</b>	<a href="#">The right way to yes – business case governance</a>	Free	June 2021
<b>Webinar</b>	<a href="#">Auditors' work on VFM arrangements under the new Code of audit practice</a>	Free	October 2020
<b>Webinar</b>	<a href="#">Governance and control in a virtual working from home environment</a>	Free	September 2020
<b>Webinar</b>	<a href="#">CPD webinar from HFMA Bitesize: Board assurance and working together</a>	Free	June 2020
<b>Webinar</b>	<a href="#">Introducing NHS finance to chairs, non-executives &amp; lay members</a>	Free	June 2020
<b>Webinar</b>	<a href="#">CPD webinar from HFMA Bitesize: Risk management and governance</a>	Free	May 2020



HFMA bitesize	<a href="#">Foundation course: NHS governance (England)</a>	Paid for	July 2023
HFMA bitesize	<a href="#">Intermediate course: The fundamentals of governance</a>	Free for NHS	February 2023
HFMA bitesize	<a href="#">Intermediate course: Risk management and governance</a>	Free for NHS	February 2023
HFMA bitesize	<a href="#">Intermediate course: Models of governance in the NHS</a>	Free for NHS	February 2023
HFMA bitesize	<a href="#">Intermediate course: Good governance</a>	Free for NHS	February 2023
HFMA bitesize	<a href="#">Intermediate course: Board assurance and working together</a>	Free for NHS	March 2023
HFMA qualification	<a href="#">Advanced module: Managing the healthcare business</a>	Paid for	January 2023

## Scotland

Resource	Links to tools and guidance	Availability	Last updated
Publication	<a href="#">Near me: assessing the financial impact of Scotland's video consultation service</a>	Free	June 2019
Publication	<a href="#">Planning for health in Scotland – a regional approach</a>	Free	June 2019
Publication	<a href="#">Medicines costs in Scotland</a>	Free	July 2017
HFMA bitesize	<a href="#">Foundation course: Integrated healthcare (UK)</a>	Paid for	June 2022
HFMA bitesize	<a href="#">Intermediate course: NHS finance in the devolved nations</a>	Paid for	January 2023

## System working

Resource	Links to tools and guidance	Availability	Last updated
Publication	 <a href="#">The New York health system</a>	Free	September 2023
Publication	<a href="#">System risk management</a>	Free	August 2023

<b>Publication</b>	<a href="#">System decision-making and governance</a>	Free	July 2023
<b>Publication</b>	<a href="#">Hewitt review</a>	Free	January 2023
<b>Publication</b>	<a href="#">Developing an effective integrated care board finance team</a>	Free	September 2022
<b>Publication</b>	<a href="#">Integrated care system finance and governance guidance map</a>	Free	July 2022
<b>Publication</b>	<a href="#">Integrated care system finance and governance guidance map</a>	Free	April 2022
<b>Publication</b>	<a href="#">Roundtable: on the right track</a>	Free	February 2022
<b>Publication</b>	<a href="#">Summary of joining up care for people, places and populations</a>	Free to HFMA members only	February 2022
<b>Publication</b>	<a href="#">Integrated care system finance and governance guidance map</a>	Free	April 2022
<b>Publication</b>	<a href="#">Integrated care boards: finance policies and procedures</a>	Free	February 2022
<b>Publication</b>	<a href="#">Measuring the economic value of community nursing</a>	Free	February 2022
<b>Publication</b>	<a href="#">Skills, behaviours and leadership styles required and exhibited by NHS system leaders: MBA in healthcare finance summary</a>	Free	January 2022
<b>Publication</b>	<a href="#">Information governance for costing at a system level</a>	Free Institute partners only	January 2022
<b>Publication</b>	<a href="#">Integrated care boards: finance committee terms of reference</a>	Free	December 2021
<b>Publication</b>	<a href="#">Roundtable: network connection</a>	Free	December 2021
<b>Publication</b>	<a href="#">Supporting system working through finance: principles and behaviours</a>	Free	November 2021
<b>Publication</b>	<a href="#">An introduction to aligned incentive contracts</a>	Free	June 2020
<b>Publication</b>	<a href="#">What finance data is required to drive value at a population level?</a>	Free	June 2019
<b>Publication</b>	<a href="#">How do you ensure robust system risk management arrangements?</a>	Free	December 2018
<b>Publication</b>	<a href="#">How do you support effective system decision-making?</a>	Free	November 2018

<b>Publication</b>	<a href="#">How do you align resource plans across the system?</a>	Free	October 2018
<b>Publication</b>	<a href="#">A population approach to value-based healthcare</a>	Free to HFMA Institute partners	July 2018
<b>HFMA bitesize</b>	<a href="#">Foundation course: Integrated healthcare (UK)</a>	Paid for	June 2022
<b>HFMA bitesize</b>	<a href="#">Intermediate course: Integration in healthcare</a>	Free for NHS	January 2023
<b>HFMA bitesize</b>	<a href="#">Intermediate course: NHS finance in the devolved nations</a>	Paid for	January 2023
<b>HFMA qualification</b>	<a href="#">Advanced module: Making finance work in the NHS</a>	Paid for	June 2023
<b>Webinar</b>	<a href="#">ICS stories: closing the data-action gap for patient and population health management in Cheshire and Merseyside</a>	Free	July 2022
<b>Webinar</b>	<a href="#">ICS stories: the mental health provider collaborative in Northamptonshire ICS</a>	Free	June 2022
<b>Webinar</b>	<a href="#">ICS stories: the importance of relationships in Hampshire and the Isle of Wight</a>	Free	February 2022
<b>Webinar</b>	<a href="#">ICS stories: Mid &amp; South Essex Service Line Approach</a>	Free	November 2021
<b>Podcast</b>	<a href="#">In conversation with the 2022 finance team of the year award winners</a>	Free	April 2023

## Wales

Resource	Links to tools and guidance	Availability	Last updated
<b>Publication</b>	<a href="#">Delivering a value-based lymphoedema service for Wales</a>	Free	February 2022
<b>Publication</b>	<a href="#">Benefits realisation: how does a benefits realisation approach support the delivery of value?</a>	Free	June 2021
<b>Publication</b>	<a href="#">70 years of the NHS in Wales: the changing role of the NHS finance function</a>	Free	September 2018
<b>Publication</b>	<a href="#">Accounting and auditing for NHS charities – the legal requirements</a>	Free	October 2017

<b>Publication</b>	<a href="#">Pooled budgets: pooled budgets and the integration agenda in Wales</a>	Free	October 2017
<b>Publication</b>	<a href="#">Integrated Reporting in the context of the Well-being of Future Generations Act (Wales) 2015</a>	Free	June 2017
<b>Publication</b>	<a href="#">Collecting patient outcomes</a>	Institute member only	July 2018
<b>HFMA bitesize</b>	<a href="#">Foundation course: NHS budgeting (Wales)</a>	Paid for	July 2023
<b>HFMA bitesize</b>	<a href="#">Foundation course: NHS business cases (Wales)</a>	Paid for	August 2023
<b>HFMA bitesize</b> 	<a href="#">Foundation course: NHS costing (Wales)</a>	Paid for	September 2023
<b>HFMA bitesize</b>	<a href="#">Foundation course: NHS finance (Wales)</a>	Paid for	February 2023
<b>HFMA bitesize</b>	<a href="#">Foundation course: NHS governance (Wales)</a>	Paid for	August 2023
<b>HFMA bitesize</b>	<a href="#">Foundation course: NHS charities (England and Wales)</a>	Paid for	September 2022
<b>HFMA bitesize</b>	<a href="#">Intermediate course: NHS finance in the devolved nations</a>	Paid for	January 2023

## Workforce issues

Resource	Links to tools and guidance	Availability	Last updated
<b>NHS pensions</b>			
<b>Publication</b>	<a href="#">NHS pensions – recent developments</a>	Free	October 2020
<b>Publication</b>	<a href="#">Pensions lifetime and annual allowances: the impact on the NHS</a>	Free	April 2020
<b>Accounting for staff</b>			
<b>Webinar</b>	<a href="#">Off-payroll working rules (IR35): tax offsetting consultation and potential NHS impact</a>	Free	June 2023

<b>Webinar</b>	<a href="#">The best way to claim a tax refund. What can you claim for and how much are you missing out on?</a>	Free	September 2022
<b>Webinar</b>	<a href="#">Driving workforce savings - staff bank best practice</a>	Free	March 2020
<b>Wellbeing and resilience</b>			
<b>Webinar</b>	<a href="#">CPD webinar from HFMA bitesize: Managing employee engagement</a>	Free	March 2021
<b>Webinar</b>	<a href="#">CPD webinar from HFMA bitesize: Managing projects</a>	Free	February 2021
<b>Webinar</b>	<a href="#">CPD webinar from HFMA bitesize: Managing conflict</a>	Free	October 2020
<b>Webinar</b>	<a href="#">CPD webinar from HFMA bitesize: Influencing and negotiating</a>	Free	July 2020
<b>Webinar</b>	<a href="#">CPD webinar from HFMA bitesize: Motivation and relationship management</a>	Free	June 2020
<b>Webinar</b>	<a href="#">CPD webinar from HFMA bitesize: Ethics and professional considerations</a>	Free	June 2020
<b>Webinar</b>	<a href="#">Looking after your wellbeing and resilience: update from Mind</a>	Free	April 2020
<b>Webinar</b>	<a href="#">CPD webinar from HFMA bitesize: self-management, confidence, and resilience</a>	Free	May 2020
<b>Webinar</b>	<a href="#">CPD webinar from HFMA Bitesize: Management and leadership</a>	Free	May 2020
<b>HFMA bitesize</b>	<a href="#">Intermediate course: motivation and relationship management</a>	Free for NHS	February 2023
<b>HFMA bitesize</b>	<a href="#">Intermediate course: managing conflict</a>	Free for NHS	February 2023
<b>HFMA bitesize</b>	<a href="#">Intermediate course: influencing and negotiating</a>	Free for NHS	February 2023
<b>HFMA bitesize</b>	<a href="#">Intermediate course: management and leadership</a>	Free for NHS	February 2023

<b>HFMA bitesize</b>	<a href="#">Intermediate course: change management</a>	Free for NHS	August 2022
<b>HFMA bitesize</b>	<a href="#">Intermediate course: project management</a>	Free for NHS	August 2022
<b>HFMA bitesize</b>	<a href="#">Intermediate course: employee engagement</a>	Free for NHS	August 2022
<b>HFMA bitesize</b>	<a href="#">Intermediate course: performance management</a>	Free for NHS	August 2022
<b>HFMA bitesize</b>	<a href="#">Advanced course: self-management, confidence and resilience</a>	Free for NHS	November 2022
<b>HFMA qualification</b>	<a href="#">Advanced module: Personal effectiveness and leadership</a>	Paid for	June 2023
<b>Staffing models</b>			
<b>Publication</b>	<a href="#">HFMA summary of the NHS long term workforce plan</a>	Free to HFMA members only	July 2023
<b>Publication</b>	<a href="#">The NHS finance function in 2022: England</a>	Free	May 2023
<b>Publication</b>	<a href="#">Skills, behaviours and leadership styles required and exhibited by NHS system leaders</a>	Free	January 2022
<b>Publication</b>	<a href="#">Summary of Integrated care systems: design framework</a>	Free	June 2021
<b>Publication</b>	<a href="#">NHS finance: designing our future</a>	Free	December 2019
<b>Publication</b>	<a href="#">Exploring the role of the NHS finance business partner</a>	Free	November 2019
<b>Publication</b>	<a href="#">Diversity and inclusion: how you can make a difference</a>	Free	November 2019
<b>Webinar</b>	<a href="#">Inclusion and diversity: a view from HFMA award winners, Airedale NHS Foundation Trust</a>	Free	June 2022
<b>HFMA bitesize</b>	<a href="#">Advanced course: Managing, motivating and leading teams</a>	Free for NHS	November 2022

<b>HFMA qualification</b>	<a href="#">Advanced module: Supporting quality care through patient-level costing</a>	Paid for	December 2022
<b>HFMA qualification</b>	<a href="#">Advanced module: Personal effectiveness and leadership</a>	Paid for	June 2023
<b>ONF</b>	<a href="#">Parental leave – e-module</a>	Free	April 2022
<b>ONF</b>	<a href="#">Parental leave: guidance for line managers</a>	Free	March 2022
<b>ONF</b>	<a href="#">Equality, diversity, and inclusion action plan</a>	Free	November 2023
<b>ONF</b>	<a href="#">Hybrid working resource pack</a>	Free	September 2021
<b>ONF</b>	<a href="#">Inclusion and diversity resource pack</a>	Free	January 2020
<b>ONF</b>	<a href="#">Sponsorship programme</a>	Free	October 2020
<b>ONF</b>	<a href="#">Equality and diversity recruitment commitment charter</a>	Free	February 2019
<b>ONF</b>	<a href="#">Behavioural skills framework</a>	Free	October 2018
<b>ONF</b>	<a href="#">Great place to work characteristics and toolkit</a>	Free	December 2016

## Working with clinicians

	Links to tools and guidance	Availability	Last updated
<b>Roundtable</b>	<a href="#">Turning it around</a>	Free	July 2022
<b>Publication</b>	<a href="#">Exploring how patient-level cost and activity data can inform pathway redesign in mental health</a>	Free	October 2021
<b>Publication</b>	<a href="#">Costing and informatics – webinar summary</a>	Free	January 2021
<b>Publication</b>	<a href="#">Transforming the PLICS landscape: Leeds Teaching Hospitals NHS Trust case study</a>	Free to HFMA Institute partners	November 2020
<b>Publication</b>	<a href="#">Presenting data – using Power BI as a tool for engagement (webinar summary)</a>	Free	October 2020
<b>Publication</b>	<a href="#">EVO case studies – University Hospitals Birmingham NHS Foundation Trust</a>	Free	October 2020
<b>Publication</b>	<a href="#">Mental Health Value Challenge – how can we maximise the use of resources in mental health to provide the best possible outcomes for service users?</a>	Free	October 2020
<b>Publication</b>	<a href="#">An introductory guide to costing</a>	Free to HFMA Institute partners	September 2020
<b>Publication</b>	<a href="#">Using PLICS data to benefit your trust – webinar summary</a>	Free	August 2020
<b>Publication</b>	<a href="#">EVO Case studies North Staffordshire Combined Healthcare NHS Trust</a>	Free	March 2020
<b>Publication</b>	<a href="#">EVO Case studies Gloucestershire Health and Care NHS Foundation Trust</a>	Free	February 2020
<b>Publication</b>	<a href="#">Increasing clinical engagement in costing</a>	Free to HFMA Institute partners	January 2020
<b>Publication</b>	<a href="#">EVO Case studies Great Western Hospitals NHS Foundation Trust</a>	Free	March 2020



<b>Publication</b>	<a href="#">Using PLICS to drive value in mental health services</a>	Free to HFMA Institute partners	December 2019
<b>Publication</b>	<a href="#">How PLICS became mainstream in Stockport</a>	Free to HFMA Institute partners	May 2019
<b>Publication</b>	<a href="#">Using costing data to improve efficiency in an acute hospital</a>	Free to HFMA Institute partners	May 2018
<b>Publication</b>	<a href="#">Collecting patient outcomes</a>	Free to HFMA Institute partners	July 2018
<b>Publication</b>	<a href="#">Collecting outcomes to promote value-based healthcare</a>	Free to HFMA Institute partners	July 2017
<b>Publication</b>	<a href="#">Engaging clinicians to use PLICS data to support changes in clinical practice</a>	Free to HFMA Institute partners	May 2017
<b>Publication</b>	<a href="#">PLICS Toolkit for acute services – the basics</a>	Free to HFMA Institute partners	April 2016
<b>Publication</b>	<a href="#">Mental health PLICS toolkit</a>	Free to HFMA Institute partners	April 2017
<b>Publication</b>	<a href="#">PLICS toolkit for community services</a>	Free to HFMA Institute partners	March 2018
<b>Publication</b>	<a href="#">PLICS: Beyond the basics</a>	Free to HFMA Institute partners	2019
<b>Webinar</b>	<a href="#">Harnessing the power of clinical and financial collaboration to deliver value</a>	Free to HFMA Institute partners	June 2020
<b>Webinar</b>	<a href="#">Presenting data - using Power BI as a tool for engagement</a>	Free to HFMA Institute partners	June 2020
<b>Webinar</b>	<a href="#">Reducing variation, quality improvement and how the finance community can work with clinicians</a>	Free to HFMA Institute partners	March 2020
<b>Webinar</b>	<a href="#">Harness PLICS to support QI Webinar: The power of clinical and financial collaboration</a>	Free to HFMA Institute partners	2018
<b>Podcast</b>	<a href="#">Collaborative working between finance and clinical staff</a>	Free	May 2020
<b>HFMA bitesize</b>	<a href="#">Advanced course: Harnessing the power of clinical and financial collaboration</a>	Free for NHS	September 2022

<b>HFMA qualification</b>	<a href="#">Advanced module: Creating and delivering value in healthcare</a>	Paid for	June 2023
<b>HFMA qualification</b>	<a href="#">Advanced module: Supporting quality care through patient level costing</a>	Paid for	December 2022
<b>ONF</b>	<a href="#">Clinical coding simplified</a>	Free	December 2020
<b>ONF</b>	<a href="#">An introduction to clinical coding in the NHS</a>	Free	December 2020
<b>ONF</b>	<a href="#">Costing in the NHS</a>	Free	November 2021
<b>ONF</b>	<a href="#">How Money Flows in the NHS</a>	Free	April 2023

## 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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