





# DIVERSITY AND INCLUSION

HOW YOU CAN MAKE A DIFFERENCE





**TRUE DIVERSITY AND INCLUSION IN THE NHS  
FINANCE FUNCTION WILL BE A JOURNEY. AS  
WITH SOCIETY IN GENERAL, THERE IS NO MAGIC  
SPELL THAT CAN ELIMINATE YEARS OF LEARNED  
BEHAVIOURS, DISCRIMINATION AND PREJUDICE.**



# INTRODUCTION AND BACKGROUND

A diverse and inclusive finance function leads to better care for patients and a better place to work. It results in improved management of resources, greater innovation and more effective decision-making. Finding ways to improve diversity is important, while inclusivity is the key to maintaining diversity in the workplace.

The importance of diversity and inclusion is reaffirmed in the recently published *Interim NHS people plan* (the Plan), which states that the NHS must recognise its shortcomings in this area. Diversity and inclusion are essential in delivering each of the six themes set out in the plan. The plan looks at the importance of not just championing ideas, but how to advance inclusion and diversity, emphasising the critical capability of 'inclusive and compassionate leadership, so that all staff are listened to, understood and supported, and so that leaders at every level of the health system demonstrably reflect the talents and diversity of people working in health and care services and the communities they serve'.

Personal and collective commitment and action are essential in driving change. As Emma Knowles, HFMA director of policy and research writes:

*'True diversity and inclusion in the NHS finance function will be a journey. As with society in general, there is no magic spell that can eliminate years of learned behaviours, discrimination and prejudice.'* **HFMA, Voyage of discovery, July 2019**

Future-Focused Finance (FFF) and the Healthcare Financial Management Association (HFMA) are committed to supporting diversity and inclusion.

FFF launched their diversity work programme in 2018, with the underlying aim of achieving equality of opportunity. Recognising the importance of finance teams identifying, nurturing and supporting talented individuals from all backgrounds, a key aspect of the diversity workstream supports and enhances the careers of finance colleagues with protected characteristics, as defined by the Equality Act 2010. The programme was based on recommendations that came out of two FFF safe house discussions focusing on gender and ethnicity and includes a diversity delivery group which has helped to set key performance indicators and ambitions for the programme.

## EXHIBIT 1: FFF DIVERSITY PROGRAMME KEY THEMES

- challenging behaviours and changing culture
- access to and greater visibility of role models and mentors
- establishing networks for protected groups
- continued communication and profile via a regular series of events and workshops
- sharing good practice on flexible working
- working with NHS England and NHS Improvement to embed a positive accountability framework
- influencing a change in recruitment processes to ensure inclusivity and equal opportunity
- ownership at top level within organisations via finance director networks and accreditation processes
- marketing and communications.

As part of their work programme, FFF held a diversity forum in July 2019, which explored the practical actions that can make a difference and drive positive change. Delegates from the day shared their thoughts on the sessions and how they can make a difference – click on the individuals names to watch the interviews of **Katherine Archer**, **Mike Burns** and **Sunday Adeniyi**. As Hayley Ringrose from Stockport NHS Foundation Trust said at the event, 'this is where we need to get to - where all NHS finance staff are judged and promoted just on their expertise and the quality of their work.'

Building on the forum, this report sets out: why diversity and inclusion are important; considers the current position; and suggests what actions can be taken to make a difference.

# WHY ARE DIVERSITY AND INCLUSION IMPORTANT?

There are clear moral and legal reasons to ensure diversity and inclusion in the workplace. Morally, ‘all staff should be able to look at their leaders and see themselves represented, and our patients deserve the same’.

[Click here](#) to view the NHS Workforce Race Equality Standard (WRES) report.

The Chartered Institute of Personnel and Development (CIPD) [diversity factsheet](#) also sets out the moral case emphasising that people matter:

*‘The moral case for building fairer and more inclusive labour markets and workplaces is indisputable: people matter, and organisations must ensure their people management approaches do not put any group at a disadvantage. Regardless of our identity or background, we all deserve the opportunity to develop our skills and talents to our full potential, work in a safe, supportive and inclusive environment, be fairly rewarded and recognised for our work and have a meaningful voice on matters that affect us.’ CIPD*

All providers of public services must comply with the [Equality Act 2010](#) sections that relate to service provision and employment. All public sector organisations also need to comply with the [Public sector equality duty](#). Further detail is provided in the [Care Quality Commission’s Equally outstanding: equality and human rights – good practice resource](#).

Aside from the statutory position, there is clear evidence that getting diversity and inclusion right is critical for good performance. Recognising this, Matt Hancock, the secretary of state for health and social care, comments, ‘diversity of thought is essential to the future of the NHS. It is essential to make the best, and most intelligent use, of the £20bn a year

extra we’re putting into the NHS.’ Prerana Issar, chief people officer at NHS England and NHS Improvement agrees saying, ‘ensuring every member of NHS staff is treated fairly is the right thing for our staff and the right thing for our patients. The NHS long-term plan can only be delivered if we continue to have a world-class workforce. This is both about getting the right people to come and work at our NHS, and about ensuring that they are treated fairly and with respect’.

*‘Embracing diverse thinking is useful in generating ideas and getting useful feedback while at the same time creating an environment where everyone feels relevant and part of a shared mission’.* [Social Chorus 15 Ways to Improve Diversity and Inclusion in the Workplace](#)

Research by [McKinsey](#) shows that companies with a more diverse workforce are better able to attract top talent and improve their employee satisfaction and decision making, leading to increasing returns. The latest [WRES report](#) noted that ‘evidence shows that a motivated, included and valued workforce helps deliver high quality patient care, increased patient satisfaction and better patient safety – it also leads to more innovative and efficient organisations’.

At the FFF diversity forum Desiree Silverstone, executive coach and leadership trainer at Head Honchos, set out the top 10 benefits of workplace diversity:

## EXHIBIT 2: TOP 10 BENEFITS OF WORKPLACE DIVERSITY





**Paul Deemer**, head of diversity and inclusion at NHS Employers, emphasised that, ‘we need to recognise the power of diverse teams’. He referred to Deloitte’s eight powerful truths, based on their work with 50 of their biggest global customers. As part of this, Qantas CEO, Alan Joyce, commented, ‘we have a very diverse environment and a very inclusive culture...diversity generated better strategy, better risk management, better debates, [and] better outcomes.’

**Deloitte, *The diversity and inclusion revolution: eight powerful truths, January 2018***

When people feel they cannot be themselves at work this can impact on motivation, engagement and employee retention. **As Charong Chow, Social Chorus author**, comments, ‘consider the employee who’s a native Spanish speaker but doesn’t feel entirely comfortable to speak any language other than English in workplace common areas. Or the breastfeeding mother just returning to work who has no space to pump her breast milk. Or the Muslim employee who feels insecure about maintaining his daily prayer routine on company grounds.’

### EXHIBIT 3: THE DIVERSITY AND INCLUSION REVOLUTION: EIGHT POWERFUL TRUTHS

1. Diversity of thinking is the new frontier
2. Diversity without inclusion is not enough
3. Inclusive leaders cast a long shadow
4. Middle managers matter
5. Rewire the system to rewire behaviours
6. Tangible goals make ambitions real
7. Match the inside and the outside
8. Perform a culture reset, not a tick-the-box program

Source: Deloitte

**‘EMBRACING DIVERSE THINKING IS USEFUL IN GENERATING IDEAS AND GETTING USEFUL FEEDBACK WHILE AT THE SAME TIME CREATING AN ENVIRONMENT WHERE EVERYONE FEELS RELEVANT AND PART OF A SHARED MISSION’.**

***Social Chorus 15 ways to improve diversity and inclusion in the workplace***

# THE LANGUAGE OF DIVERSITY AND INCLUSION

Everyone will have had different experiences of diversity and inclusion and the language itself can be confusing, with people often worried that the wrong words may cause offence.

This is demonstrated in the experiences of **Zamila Bunglawala, Cabinet Office**, with her thoughts on the do's and don'ts involved in language. She comments that acronyms and terminology used to refer to people from ethnic minorities can be easily misunderstood, have negative connotations and make people feel marginalised.

Recognising that, 'understanding what is and isn't appropriate language is the first step to helping us have more confident and respectful discussions about these issues', she includes some simple tips to help such as referring to 'ethnicity' rather than 'race', 'BAME' or 'BME', 'non-white' or 'non-black'.



**Diversity can be defined as the 'what' and inclusion as the 'how', they are different but linked:**

**Diversity** refers to the presence of people who, as a group, have a wide range of characteristics, seen and unseen, which they were born or have acquired. These characteristics may include their gender identity, race or ethnicity, military or veteran status, LGBTQ+\* status, disability status, and more.

\* Lesbian, Gay, Bisexual, Trans, Queer/Questioning, and others.

**Inclusion** refers to the practice of making all members of an organisation feel welcomed and giving them equal opportunity to connect, belong, and grow – to contribute to the organisation, advance their skill sets and careers, and feel comfortable and confident being their authentic selves. *Deloitte, The inclusion imperative for boards, April 2019*

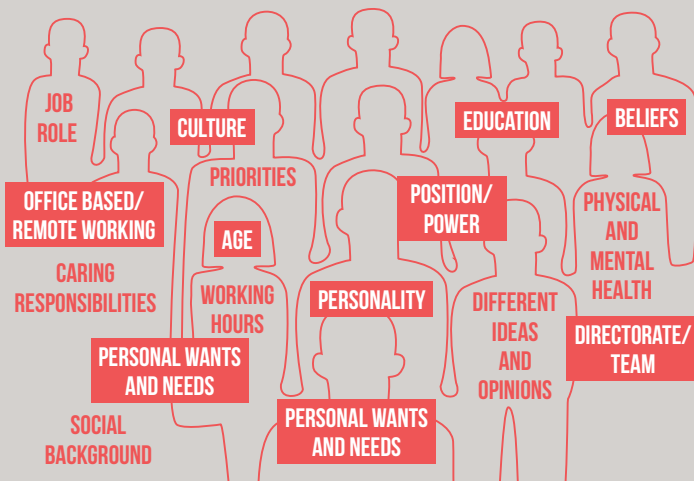
The Equality Act 2010 sets out nine protected characteristics and it is against the law to discriminate against someone because of them.

## EXHIBIT 4: THE NINE PROTECTED CHARACTERISTICS

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

In addition to the protected characteristics, there are a number of differences between people which should be considered. The King's Fund illustration opposite sets out a range of additional characteristics and preferences to be valued.

## EXHIBIT 5: ADDITIONAL CHARACTERISTICS AND PREFERENCES



### *King's Fund, Diversity and inclusion: at the fund and in the health and care system.*

It is important to recognise that people are not a single homogenous group who will fit neatly into one characteristic. There is significant intersectionality with each individual bringing their own diverse lived experience and needs.

The FFF diversity forum provided an opportunity for individuals to share knowledge and understanding, described by as one attendee as 'emotionally and educationally engaging'. Thought provoking workshops included topics such as transgender awareness and unconscious bias.

### Transgender awareness

There are 500,000 trans people in the UK and **Rikki Arundel's session** on rethinking sex and gender explored different terminology, the challenges faced and the impact on inclusion in the workplace.

Although the question of whether you are a male or female shouldn't affect anything, it does shape a person's life. One of the biggest challenges faced is the fear of shame that comes from the feeling of being different, treated differently and that you don't belong.

While we need to understand the impact of social identity, it is particularly important for trans people. Rikki suggested that there is a lack of awareness about trans people, which must be addressed.

### POSSIBLE ACTIONS TO CREATE A LGBTQ+ INCLUSIVE WORKPLACE:

- clear equality policies – fairly enforced
- mandatory awareness and unconscious bias training
- encourage and fund LGBTQ+ support
- make health and other benefits LGBTQ+ inclusive
- include LGBTQ+ people issues in publications
- focus marketing and advertising on LGBTQ+ community
- support local LGBTQ+ events.

There are a large number of gender possibilities, with each person having their own individual mix that doesn't need to fit into a particular term. Gender is about self expression and to simply be ourselves is what we need to encourage people to do. Rikki's overall key message is the need to treat everyone with dignity and respect.



## UNCONSCIOUS BIAS

Desiree Silverstone, Executive coach and leadership trainer at Head Honchos, stresses the need to be bold, brave and courageous in tackling unconscious bias.

Bias means that a person prefers an idea and possibly does not give equal chance to a different idea. There are three main types of bias:

- **Decision-making bias**, such as confirmation bias, where there is a tendency to search for, interpret, focus on and remember information in a way that confirms one's preconceptions
- **Social biases**, such as the false consensus effect when there is a tendency for people to overestimate the degree to which others agree with them
- **Memory error bias**, such as the bizarreness effect bias where unusual material is better remembered than common material.

Desiree explained that there are 11 million stimuli every second and you are only able to be aware of 50. Past experiences become your prediction method. Emotions are contagious too and you need five positive thoughts to counteract one negative one. In modern times, the brain reacts to the threat of not being part of a group. To influence change we need to move from fast to slow thinking where our response can be based on increased awareness and questioning.

# DIVERSITY AND INCLUSION IN THE NHS FINANCE FUNCTION TODAY

The 2017 *HFMA and Skills Development Network finance workforce census* looked at the number of women and those from black and minority ethnic background (BAME) in the NHS finance function.

The proportions of female and BAME staff are generally good until band 8 but then the faces become predominantly white and male:

---

**28%** of finance directors are female compared to 61% of the NHS finance workforce

---

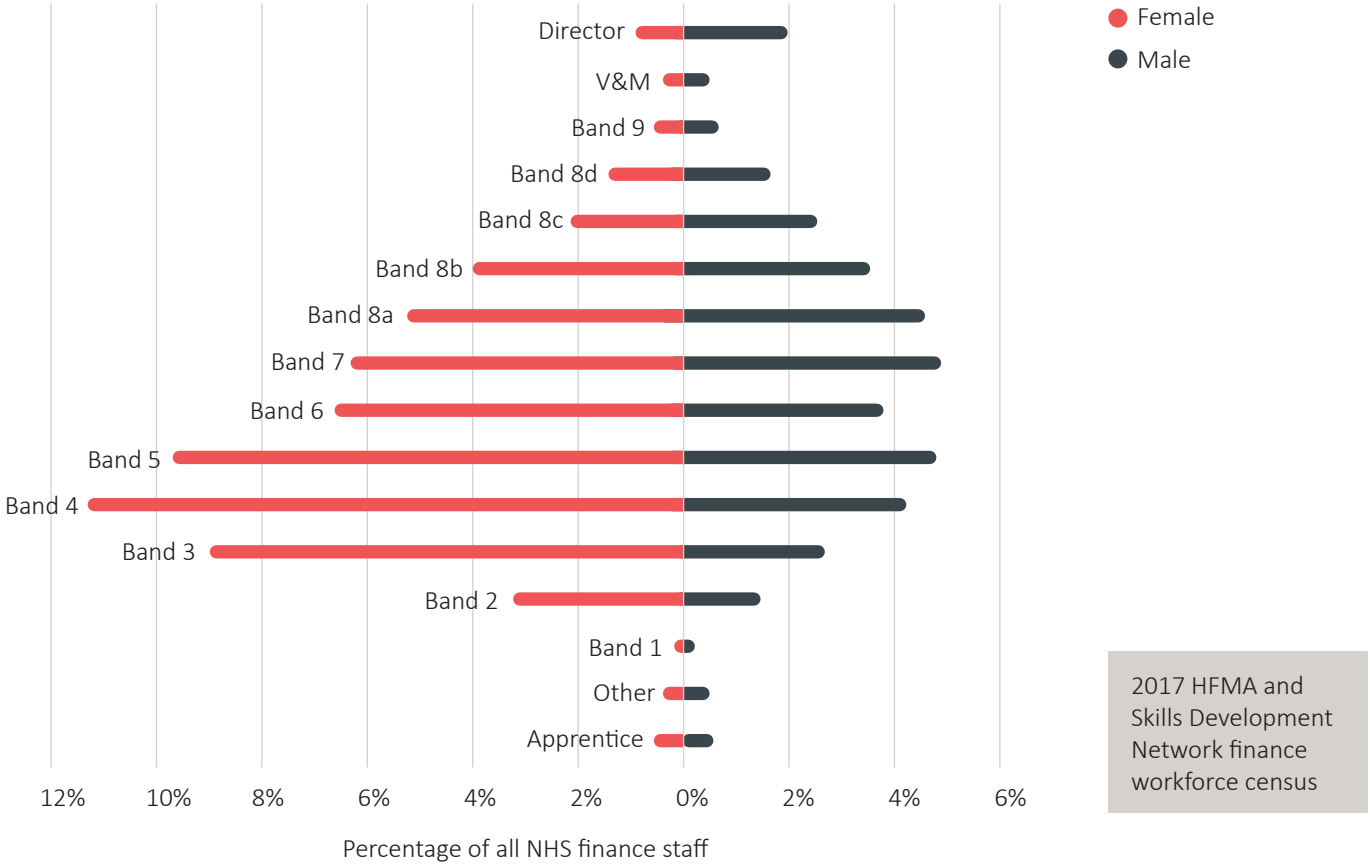
**04%** of finance directors are BAME compared to 18% of the NHS finance workforce (11% of employers did not disclose their employees' ethnicity).

---

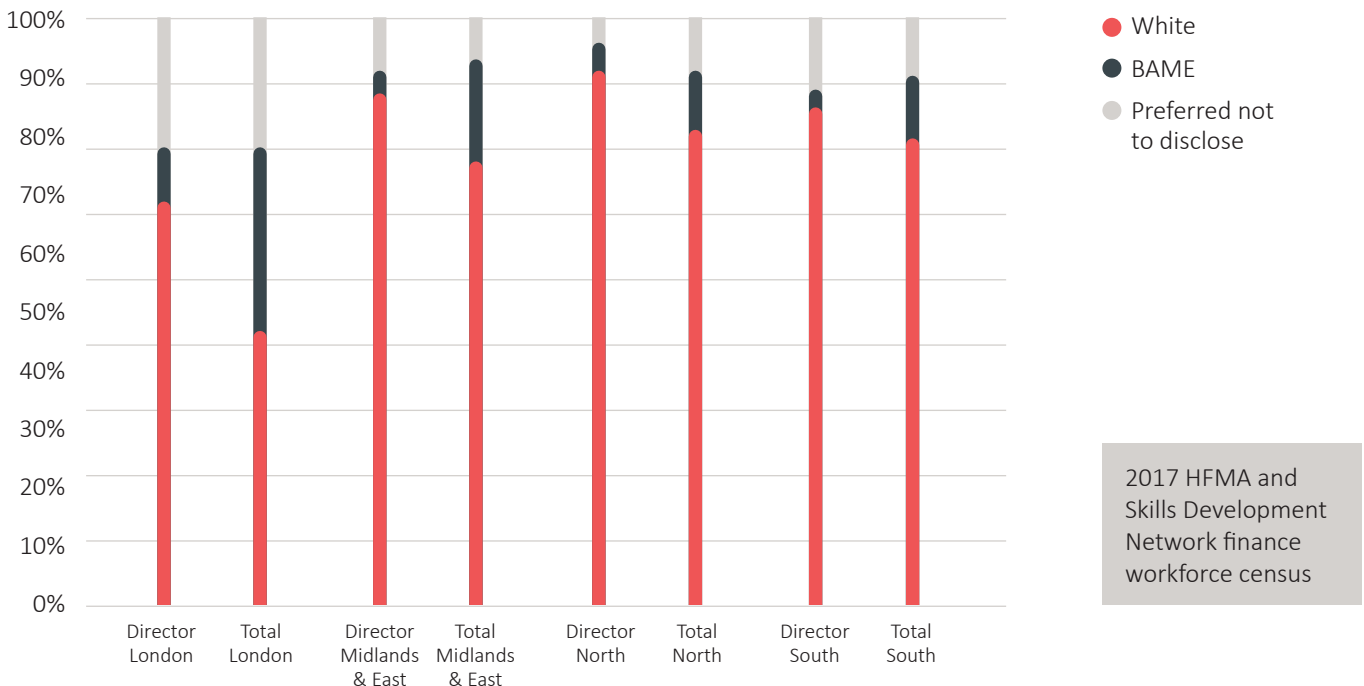
FFF's video, *Driving value through difference*, sets out why diversity and inclusion is important and the current position in NHS finance.



### EXHIBIT 6: NHS FINANCE STAFF BY GENDER AT EACH PAY GRADE



### EXHIBIT 7: BAME EMPLOYEES ACROSS NHS FINANCE AND AT DIRECTOR LEVEL BY REGION





The **2018 NHS staff survey** includes analysis of staff experience of equality, diversity and inclusion. Themes are scored on a scale that ranges from 0 (worst) to 10 (best) and overall experiences of equality, diversity and inclusion are good with a theme score of 9. However, this does reflect a small decline from 2015.

83%

of staff felt their organisation provides equal opportunities for career progression or promotion.

73%

of staff with a disability or long-term condition said their employer had made adequate adjustments to enable them to carry out their work.

08%

of staff reported personally experiencing discrimination at work in the last 12 months from managers or colleagues.

13%

of staff reported experiencing discrimination at work.

70%

of BAME staff said their organisation provides equal opportunities. In contrast 86% of white staff said the same.

It appears that many staff remain fearful of disclosing personal information about areas such as sexual orientation, disability, religion etc. For example, though only 3% of NHS staff declare they have a disability on their electronic staff record, around five times more said they are disabled in the anonymous NHS staff survey.

There is also a lack of diversity at board level. The **NHS workforce race equality standard (WRES) 2018 data**

**analysis report for NHS trusts** shows that the 7.4% of board members in NHS trusts are from a BAME background, compared to 19.1% of BAME employees in the total workforce. The NHS Confederation report, **Chairs and non-executives in the NHS: The need for diverse leadership** demonstrates 'progress and gains made in the early 2000s towards a more diverse board leadership in NHS trusts (including foundation trusts) has gone into reverse or made no progress. As a community of leaders, chairs and non-executive directors are often not representative of the communities they serve and the staff they govern'.

Although there is more progress to be made, it is important to recognise and celebrate the improved picture for this generation. Awareness of the importance of the diversity and inclusion agenda is increasing, as well as programmes in place to progress things further such as the **Equality and Diversity Council**, FFF diversity programme and introduction of standards for **Sexual Orientation, NHS Workforce Race Equality Standard (WRES)** and **NHS Workforce Disability Standard (WDES)**.

As **Joan Sadler reported at the 2019 NHS Confederation conference**, 'NHS England chief executive, Simon Stevens, used his key note speech to announce new impetus to the WRES. This included asking boards to set targets for implementing improvements for which they will be held accountable'. This is cemented in the **NHS oversight framework for 2019/20** which sets out inclusion metrics.

As sustainability and transformation partnerships (STPs) and integrated care systems (ICSs) are developing their long-term plans, focusing on local populations, there is the opportunity to look at the diversity of the workforce and whether this reflects the local population.

# WHAT ACTIONS CAN MAKE A DIFFERENCE?

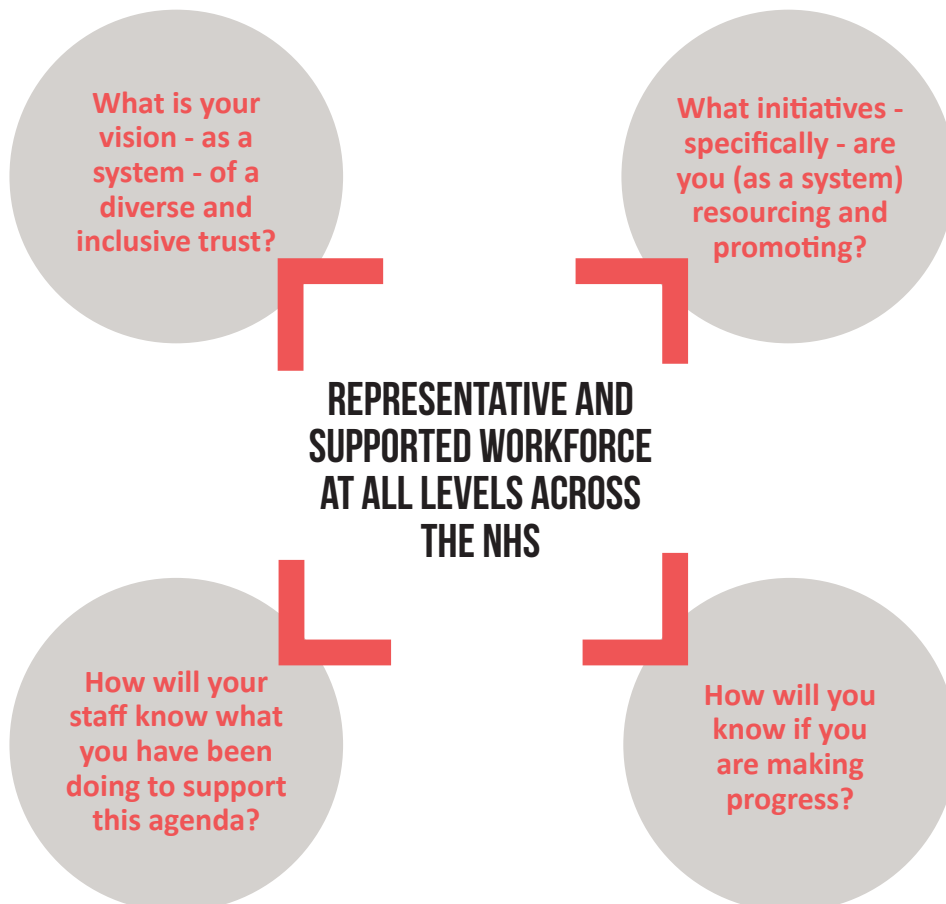
There is no doubt that there is the desire and will to make changes to improve diversity and inclusion in NHS finance. However, the challenge is translating this into sustained actions to get to a position where diversity and inclusion is embedded in ways of working for everyone.

As Edward John, FFF’s diversity programme lead said, ‘success would mean shifting organisational, cultural and personal beliefs – cultural changes would be the trickiest.’

The WRES team at NHS England and NHS Improvement developed exhibit 8, setting out the key questions to ask in supporting the delivery of the equality, diversity and inclusion ambition.

The recent FFF diversity forum focused on what actions we can all take to make a difference. This section pulls together some practical ideas, from both the event and the FFF diversity programme, to support diversity and inclusion. Not all will be appropriate, but may be helpful as a basis for consideration and discussion in order to make a difference in your organisations and teams.

## EXHIBIT 8: SUPPORTING THE EQUALITY, DIVERSITY AND INCLUSION AMBITION



## COMMUNICATION

**NHS Equality and Diversity Council** members agree that effective communications are essential. It is important to raise awareness of the challenges faced and action taken to help lever equality and diversity as an improvement tool for the system. Examples of actions include:

- celebrating successes such as the NHS rainbow badge scheme. 'The Rainbow Badge scheme is a brilliant push by hard-working NHS staff, as part of our **NHS long-term plan** for the health service, to show how much the LGBTQ+ community – patients and staff – is valued' **Dr Michael Brady, NHS National LGBTQ Health Advisor**
- creating opportunities for openness and feedback, along with reassurance that it is safe to speak truth to power such as employee engagement surveys, focus groups, team meetings, board attendance and 1-2-1s
- coproducing and sharing with the whole team an equality and inclusion statement, which includes measures of success
- using posters to share and emphasise key messages
- considering opportunities to share ideas outside of the organisation such as at STP/ICS meetings, health and wellbeing boards, patient forums and careers events
- making key diversity and inclusion metrics available and discuss them at team meetings. The HFMA shared diversity metrics from the 2017 census with provider organisations and will be doing so again following the 2019 census.

## BUILDING THE BUSINESS CASE

**Diversity and inclusion need to be viewed as a strategic priority and factored into organisational and system decision making. Examples of actions include:**

- having honest conversations to understand the current position of diversity and inclusion in the finance team such as understanding whether it has good representation in relation to the population they serve and feed this into a clear action plan if needed
- ensuring the organisation and finance team are clear on the aims and these are set out in a diversity strategy. The **FFF accreditation (levels 1-3)** have criteria for diversity and inclusion objectives
- setting out clearly who is accountable for progress on developing a strategy for diversity and inclusion and how this will be measured, reported and monitored
- ensuring business cases include equality impact assessments to provide challenge and accountability
- developing plans with effective engagement across all groups rather than in a void
- ensuring short-term and long-term considerations are included in plans and include arrangements to monitor and evaluate their impact
- including an agenda item on diversity and inclusion at finance team meetings.

## RECRUITMENT

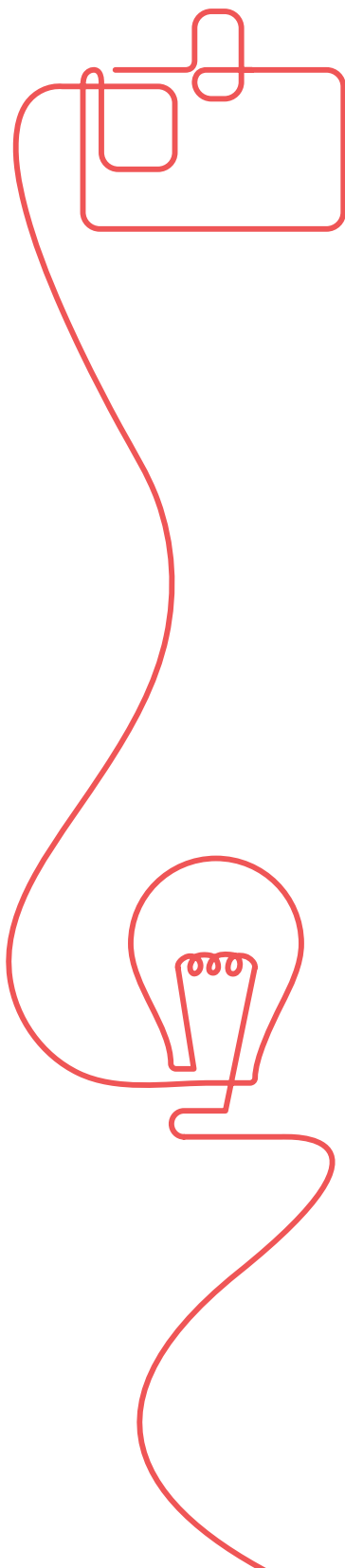
**All stages of recruitment need to be inclusive and encourage diversity. Examples of actions include:**

- considering whether the advertising approach is accessible and welcoming to all, including consideration of where positions are advertised and language used
- considering including the phrase ‘we welcome applications from...’ to encourage underrepresented groups
- creating a blind system of reviewing CVs so you don’t see demographic characteristics
- ensuring that building and resources are accessible to all
- when working with agencies to recruit into senior positions, use the **FFF equality and diversity commitment charter** to clearly set expectations of a recruitment process in line with NHS diversity and inclusion standards
- setting up a pool of people from minority groups to have on shortlisting and interview panels
- ensuring interview training is in place to cover diversity and inclusion including unconscious bias
- ensuring structured interviews are used with a rule sheet
- considering minority apprenticeships or paid internships to support pipelines such as the **Windsor fellowship**
- considering applying the ‘Rooney Rule’ – a national football league policy that requires league teams to interview ethnic minority candidates for head coaching and senior football operation jobs. It is sometimes cited as an example of affirmative action, though there is no quota or preference given to minorities in the hiring of candidates
- challenging yourself by asking ‘if this person’s characteristics were different, would I still be doing the same thing?’
- Setting recruitment diversity goals to allow progress to be tracked
- Consider support in place to ensure diversity in finance staff in senior levels such as the six steps used in the **London-based Going Beyond programme**.

## TRAINING

**Training is essential in ensuring a consistent and understood approach to diversity and inclusion. Examples of actions include:**

- ensuring clear induction and refresher training on the diversity and inclusion strategy is in place
- providing specific training to develop people’s understanding and knowledge, covering topics such as why it is important, key terminology and unconscious bias. The Cabinet Office have produced a helpful **short guide** on how we write about ethnicity
- encouraging attendance at relevant development programmes such as **FFF sponsorship** and **senior talent** programmes, **NHS learning disability employment programme** and **the diversity and inclusion partners programme**
- encouraging attendance at diversity and inclusion events and attendees to feedback to the team, such as those provided by **FFF** and **NHS employers**
- signposting relevant guidance such as the **job centre plus ‘access to work’ scheme**; **NHS employers guides**; **the model employer**; **a fair experience for all**; and many others included on the **NHS England and NHS Improvement website**.



## CULTURE

**‘Most often employees quit jobs when they feel that their authentic self and uniqueness is not appreciated or valued.**

As such, it is vital to create an environment where they feel a sense of connectedness to the company and its people’.

*Social Chorus 15 Ways to Improve Diversity and Inclusion in the Workplace*

Culture is key to ensuring embedded diversity and inclusion, both in terms of ensuring diversity in recruitment and ensuring it is inclusive enough to make people want to stay.

Senior leadership championing this has a significant impact on culture. Examples of actions include:

- completing and using a self-assessment of inclusion governance arrangements, as part of or separate to the annual governance assessment. *Deloitte’s article, the inclusion imperative for boards*, includes some suggested areas for focus
- considering a specific diversity and inclusion committee
- having a diversity champion(s) within the organisation and/or finance team
- acknowledging the benefits of difference and make

diversity and inclusion conversations commonplace by making the most of opportunities to talk to others about the agenda and share good practice. CQC’s *Equally outstanding Equality and human rights* is a helpful good practice resource

- acknowledging and honour multiple religious and cultural practices
- considering a flexible working policy
- being open about the current position such as talking about potential gender pay disparities
- providing opportunities to minority groups to inform strategy and challenge peers and leadership on decisions such as the reverse mentoring programme\*
- reviewing existing and new finance team policies in terms of diversity and inclusivity
- having a diversity inclusion statement
- providing mentoring programmes for underrepresented groups.

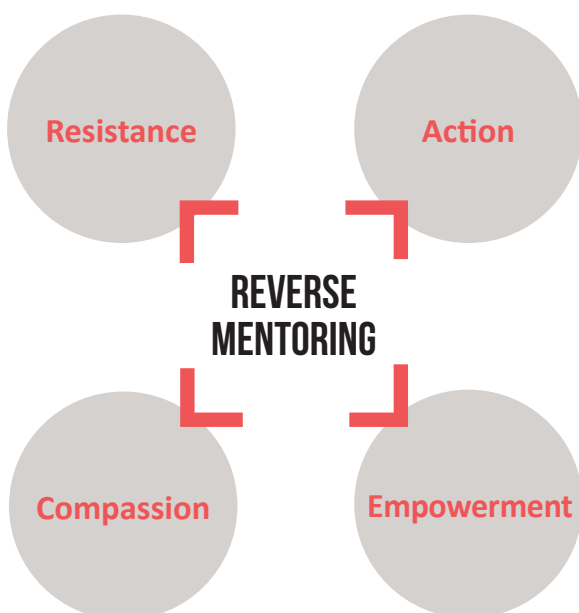
### \*Reverse mentoring

‘Reverse mentoring is when a worker in senior position is mentored by someone in a more junior position than themselves’ (Murphy 2012)

Stacy Johnson, Associate Professor at University of Nottingham explains the Reverse Mentoring for Equality, Diversity and Inclusion (ReMEDI) project which focuses on the development of leaders by mentors who are ‘experts by experience’

*The ReMEDI project* is a framework for reverse mentoring conversations to drive change. Based on the RACE model (see below), the framework puts people together that wouldn’t normally be put together in a long-term relationship and encourages challenging conversations to drive change.

A case study on the ReMEDI framework in action from Derbyshire Healthcare NHS Foundation Trust can be found [here](#).





## INDIVIDUAL CHANGES

**It can be easy to think of diversity and inclusion challenges as a societal problem that needs to be addressed by organisations and regulators.**

However, we all need to take responsibility to demonstrate behaviours that will ensure a truly diverse and inclusive NHS finance function. Many of the actions above can be taken by organisations and individuals. Further individual actions can be taken everyday – both big and small – that will have an impact on diversity and inclusion. Examples of actions include:

- learning about diversity and inclusion and raise awareness about the existence of differences. **The FFF website** provides links to key material and further case studies can be found on the **NHS England website** and at the **workplace EDI website**
- seeking out different viewpoints such as by choosing a range of different people to speak to or news articles written by a diverse range of people
- being confident to challenge views and behaviours, raise issues and encourage others to do the same such as asking to speak at team meetings, attend a board meeting or writing a blog
- getting involved in networks, such as **NHS Confederation's** BAME leadership network and health and care women leaders network; **FFF's** diversity network and women in NHS finance network; and **NHS England and NHS Improvement's** staff networks, or set up your own local network. **NHS employers** have produced helpful guidance on setting up networks
- becoming a **WRES expert** – there are now over 80 ambassadors for the WRES programme
- leading by example or look to others for role models such as the FFF **role model bank**
- getting involved in mentoring and reverse mentoring
- attending events to increase knowledge, confidence and motivation. Feedback from the FFF diversity forum was positive including 'helps to feel not alone', 'provides some great ideas to take back to work to start tackling inclusion issues' and 'has inspired me to do more and continue to be myself and drive progress in my career as a black woman'
- joining the **FFF sponsorship programme** – a two year programme providing career sponsorship for high potential finance staff who are from the groups under-represented at director level within NHS finance.



## WHERE TO FIND FURTHER INFORMATION

Extracts from the July FFF diversity conference can be viewed [here](#).

**Subscribe** to FFF's monthly diversity bulletin which will keep subscribers updated on the current projects and events.

If you are interested in being involved in the FFF diversity workstream, and/or joining the delivery group, please email [futurefocusedfinance@nhs.net](mailto:futurefocusedfinance@nhs.net).

## ACKNOWLEDGEMENTS AND THANKS

This report was written by HFMA and FFF. We are grateful to the people who have been featured in the videos and contributed to this work.



The Healthcare Financial Management Association (HFMA) is the professional body for finance staff working in healthcare. For 70 years it has provided independent support and guidance to its members and the wider healthcare community.

It is a charitable organisation that promotes the highest professional standards and innovation in financial management and governance across the UK health economy through its local and national networks. The association analyses and responds to national policy and aims to exert influence in shaping the healthcare agenda. It also works with other organisations with shared aims in order to promote financial management and governance approaches that really are 'fit for purpose' and effective.

The HFMA is the biggest provider of healthcare finance and business education and training in the UK. It 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 association is also an accredited provider of continuing professional development, delivered through a range of events, e-learning and training. In 2019 the HFMA was approved as a main training provider on the Register of Apprenticeship Training Providers and will be offering and developing a range of apprenticeships aimed at healthcare staff from 2020.



Future-Focused Finance is about improving NHS finance for everyone; recognising the need for strong financial skills and understanding across all professional groups to deliver the good patient care and value for tax payers.

In 2018 the Future Leadership Council refreshed their strategic aim and objectives. This means with the support of the Finance Development Foundation and Finance Staff Development we're working to develop a diverse, appropriately skilled, adaptable and resilient finance function and workforce to ensure value for money and quality services for patients.