HFMA Annual Conference
Delivering Value Through Digital

Session 2 – Improving Efficiencies

Q: What is the role of finance in supporting the use of digital technology to transform services and drive value and efficiency?

What are the particular challenges facing the finance profession around this agenda?

Patrick Mitchell
Director of Innovation, Digital and Transformation
Health Education England
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The Finance Role

- Finance staff are a crucial organisation catalysts to adopting digital change effectively
  - close working relations to key clinicians in leadership
  - working in alignment with clinicians to help win the hearts and minds to influence how we effectively utilise technology and not the tech itself
  - support business case development and benefits realisation plans
  - understand how plans can transform their organisation's priorities, improving efficiency
  - can see trends and likely outcomes through effective data use providing priorities for digital investment driving more effective ways of working

- Efficiencies in technology deployment
  - providing the 'gift of time' for the workforce
  - efficiencies through multi-skilled digital staff able to support transformation

The Finance Challenge

- Challenge for Finance staff in understanding the long-term sustainability need for digital and tech services
- Understand how technology will make a big difference for the organisation
- Understand the digital literacy needs from a professional clinical practice perspective and are able to talk the same language
- To allocate time and resource into the finance agenda for technologies
- Understand and see the bigger picture in investment driven ultimately by patient care not projects pushed by industry
- To ensure that investment is evidence based and not get caught up in pet products

What are we trying to achieve?
Challenges and Barriers

Technology available and working with policies for use

Changing shape and capabilities of digital workforce

Rate of technological change very fast, workforce very large in number and often quite disparate

No clear career pathway or professional 'home' for most digital roles

Importance of senior leadership understanding digital

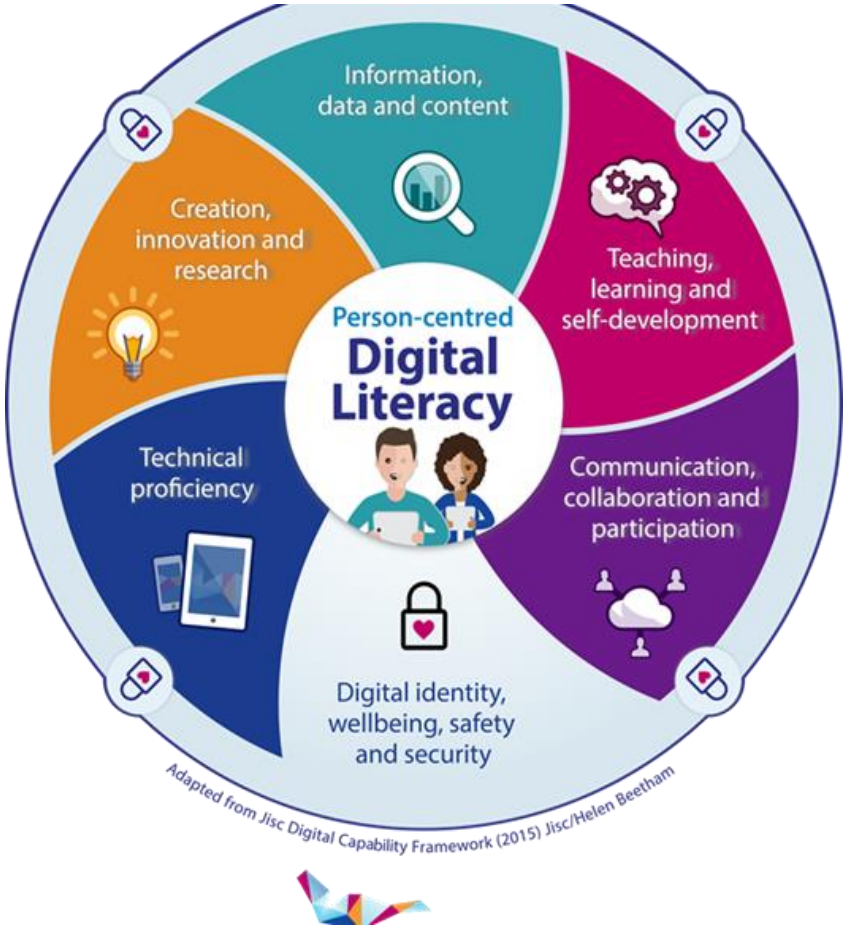
Uncertainty re sustainability of workforce initiatives

No single, contextualised place for digital learning

Big shifts in post-COVID-19 ways of working

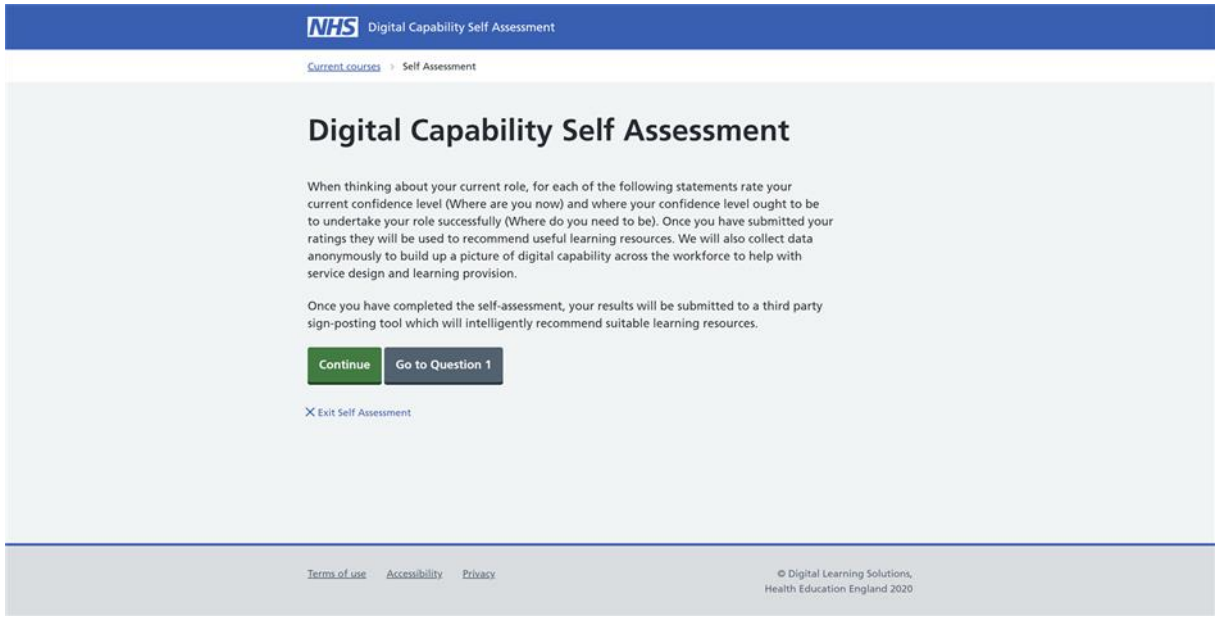
Defining Digital Literacy and assessment of needs

"Digital literacies are those capabilities that fit someone for living, working, learning, participating and thriving in a digital society."



Digital Capabilities Framework

- For self-assessment
- To inform personal and professional development plans
- To guide directed and self-directed learning
- For reflection and goal-setting
- For evaluation of progress and performance



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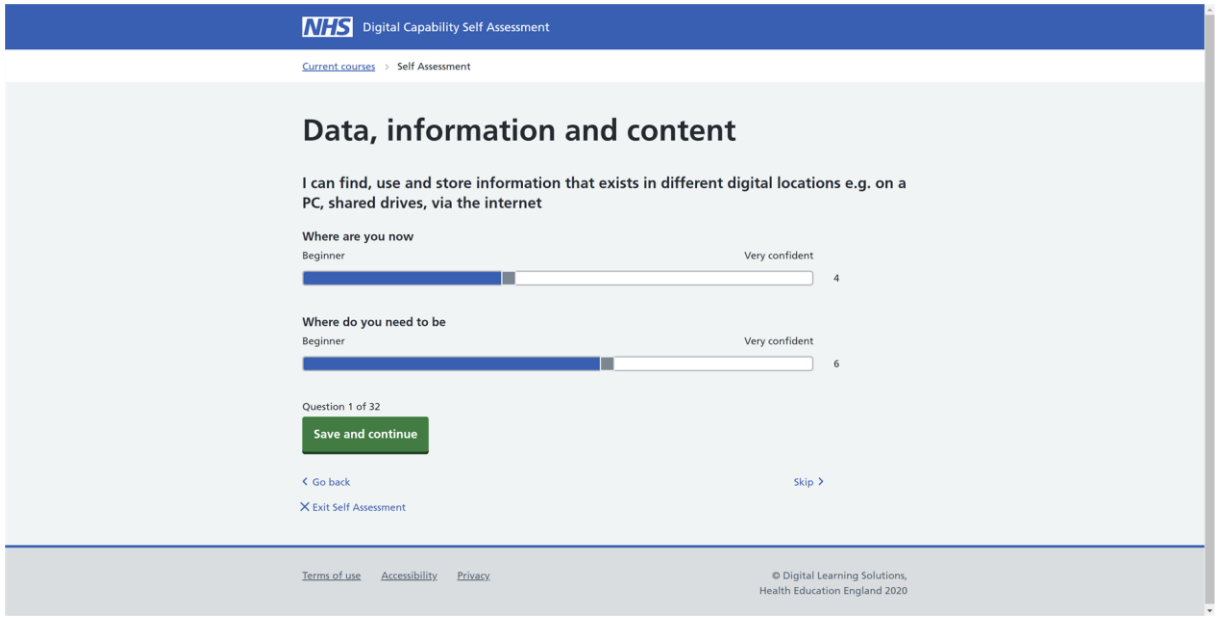

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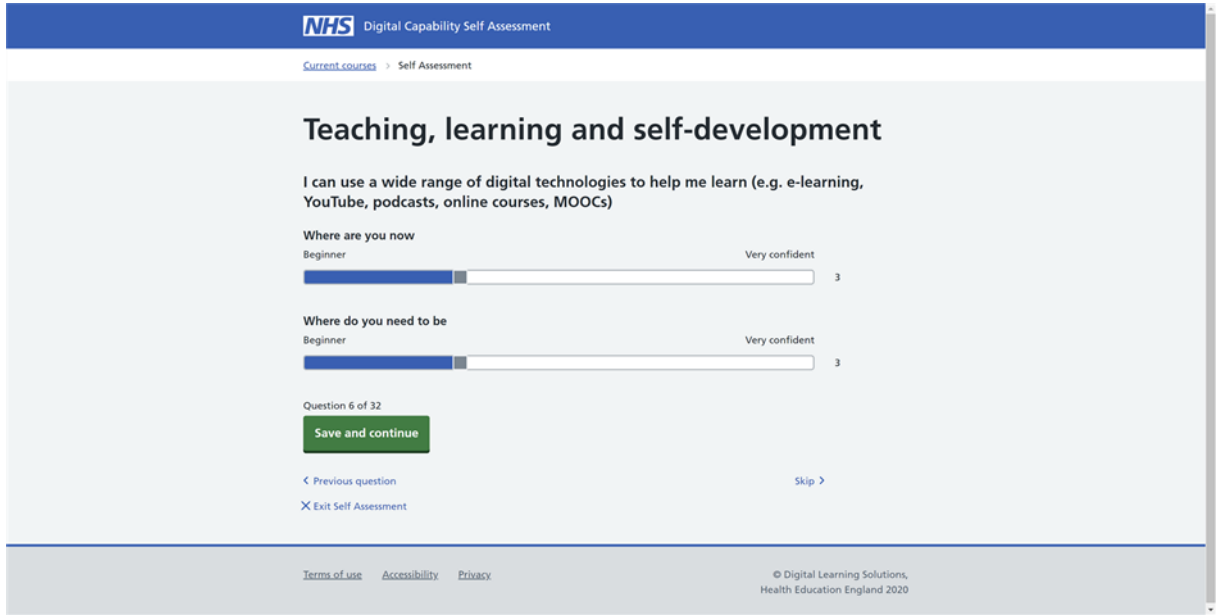

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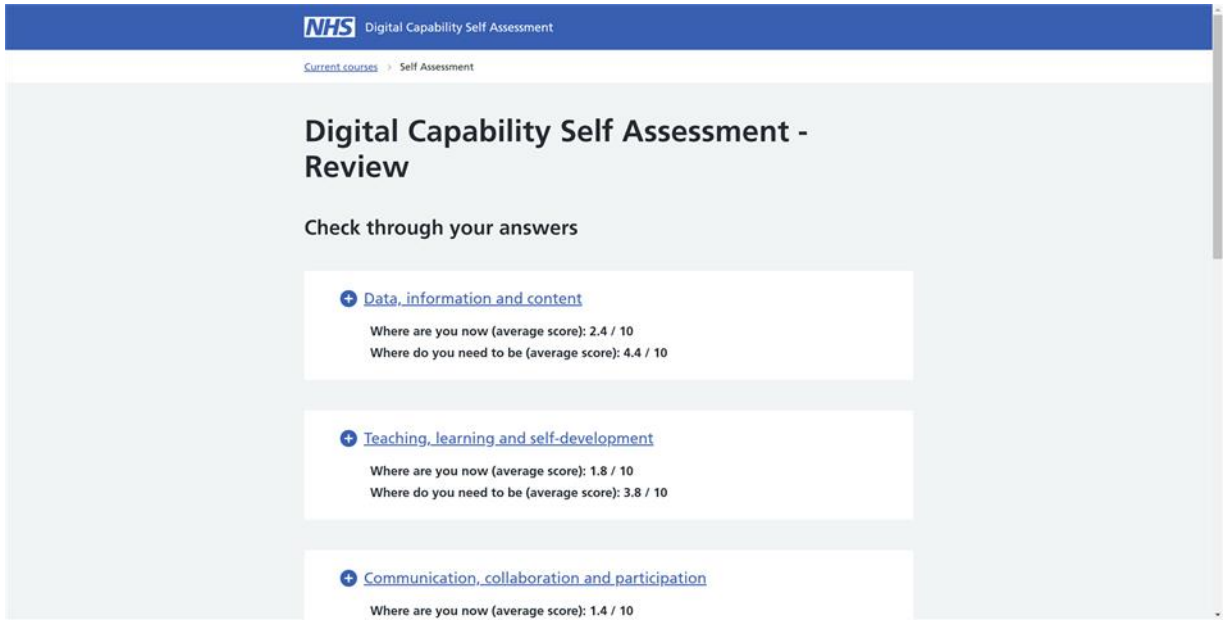

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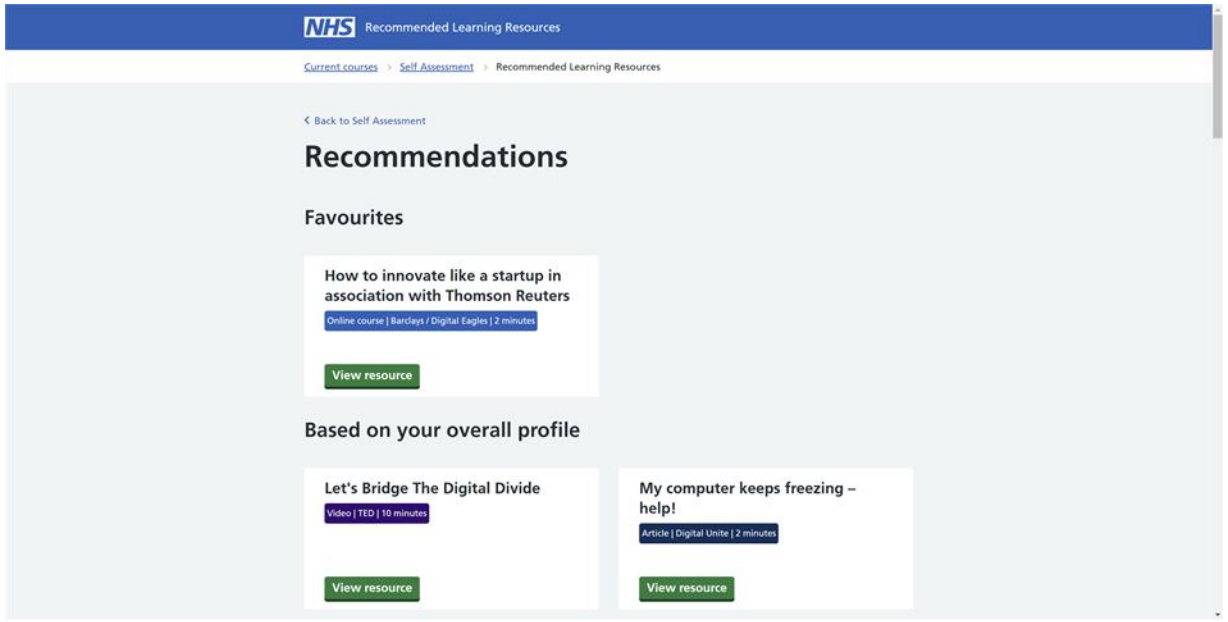

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