

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?

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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



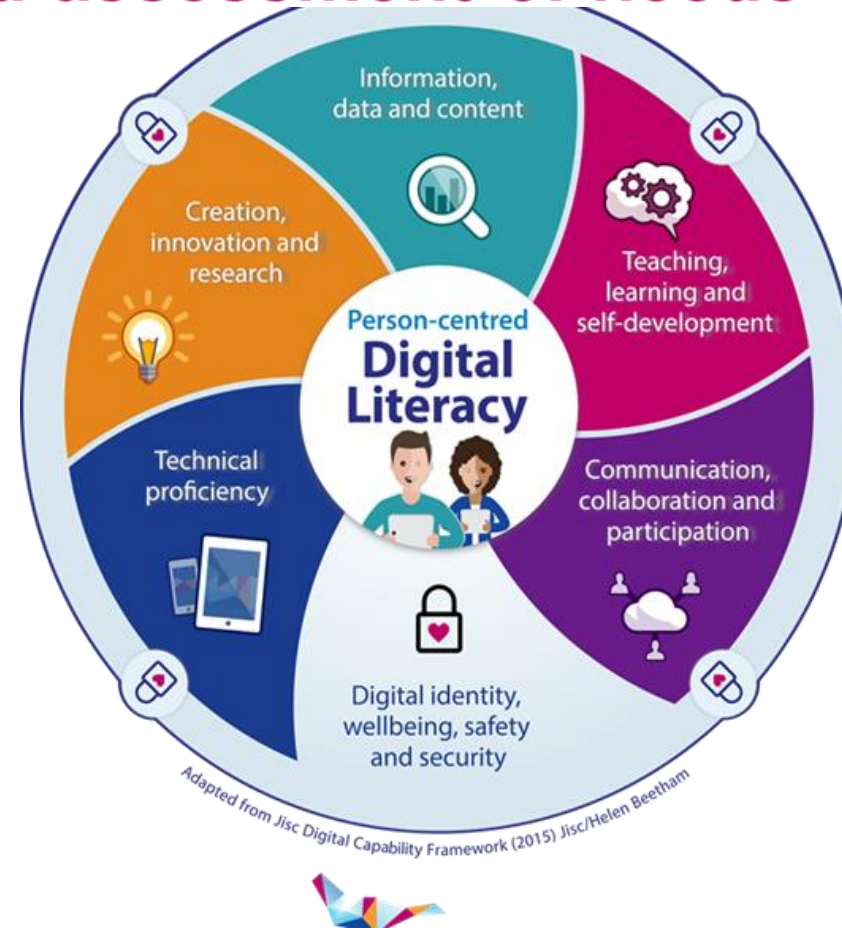
No single, contextualised place for digital learning



Big shifts in post-COVID-19 ways of working

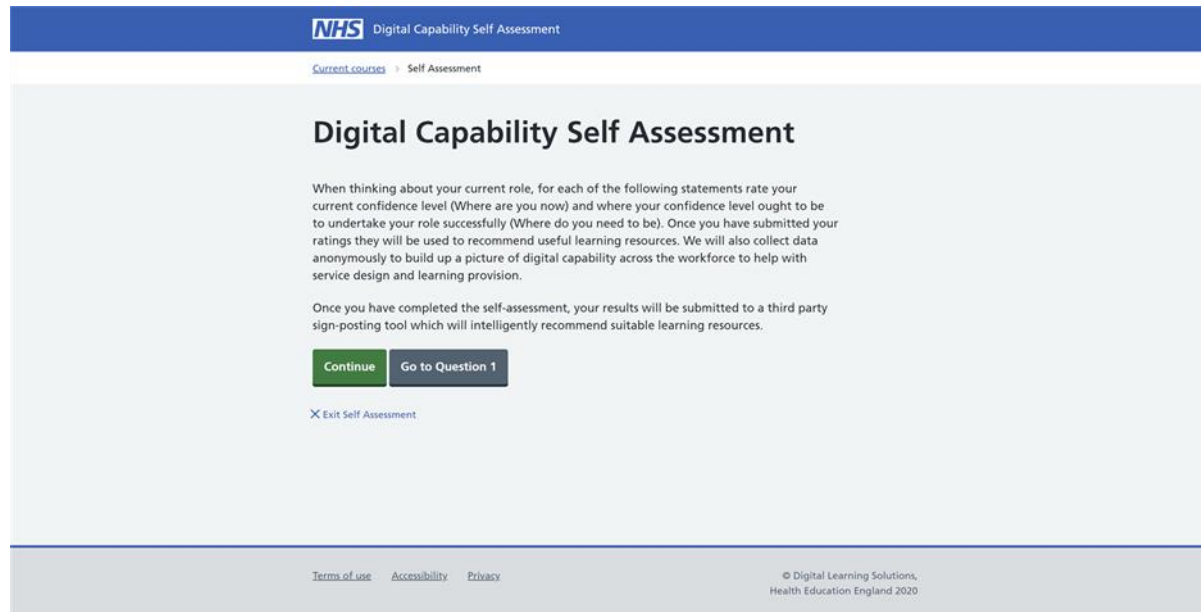
Defining Digital Literacy and assessment of needs

“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

A screenshot of the NHS Digital Capability Self Assessment web page. The page has a blue header with the NHS logo and the text "Digital Capability Self Assessment". Below the header is a breadcrumb trail: "Current courses > Self Assessment". The main content area is light grey and contains the title "Digital Capability Self Assessment" in bold. Below the title is a paragraph of text explaining the purpose of the assessment: "When thinking about your current role, for each of the following statements rate your current confidence level (Where are you now) and where your confidence level ought to be to undertake your role successfully (Where do you need to be). Once you have submitted your ratings they will be used to recommend useful learning resources. We will also collect data anonymously to build up a picture of digital capability across the workforce to help with service design and learning provision." Below this text is another paragraph: "Once you have completed the self-assessment, your results will be submitted to a third party sign-posting tool which will intelligently recommend suitable learning resources." There are two buttons: a green "Continue" button and a grey "Go to Question 1" button. Below the buttons is a link: "X Exit Self Assessment". At the bottom of the page, there are links for "Terms of use", "Accessibility", and "Privacy", and a copyright notice: "© Digital Learning Solutions, Health Education England 2020".

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The screenshot shows a web-based self-assessment tool. At the top, there is a blue header with the NHS logo and the text 'Digital Capability Self Assessment'. Below this is a breadcrumb trail: 'Current courses > Self Assessment'. The main content area has a light grey background and is titled 'Data, information and content'. Underneath the title is a descriptive sentence: 'I can find, use and store information that exists in different digital locations e.g. on a PC, shared drives, via the internet'. There are two progress indicators. The first is for 'Where are you now', showing a progress bar from 'Beginner' to 'Very confident' with a score of 4. The second is for 'Where do you need to be', showing a progress bar from 'Beginner' to 'Very confident' with a score of 6. Below these indicators is a green button labeled 'Save and continue'. At the bottom of the main content area, there are links for '< Go back' and 'Skip >'. A footer at the very bottom contains links for 'Terms of use', 'Accessibility', and 'Privacy', along with copyright information: '© Digital Learning Solutions, Health Education England 2020'.

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NHS Digital Capability Self Assessment

[Current courses](#) > Self Assessment

Teaching, learning and self-development

I can use a wide range of digital technologies to help me learn (e.g. e-learning, YouTube, podcasts, online courses, MOOCs)

Where are you now

Beginner Very confident

3

Where do you need to be

Beginner Very confident

3

Question 6 of 32

[Save and continue](#)

[< Previous question](#) [Skip >](#)

[X Exit Self Assessment](#)

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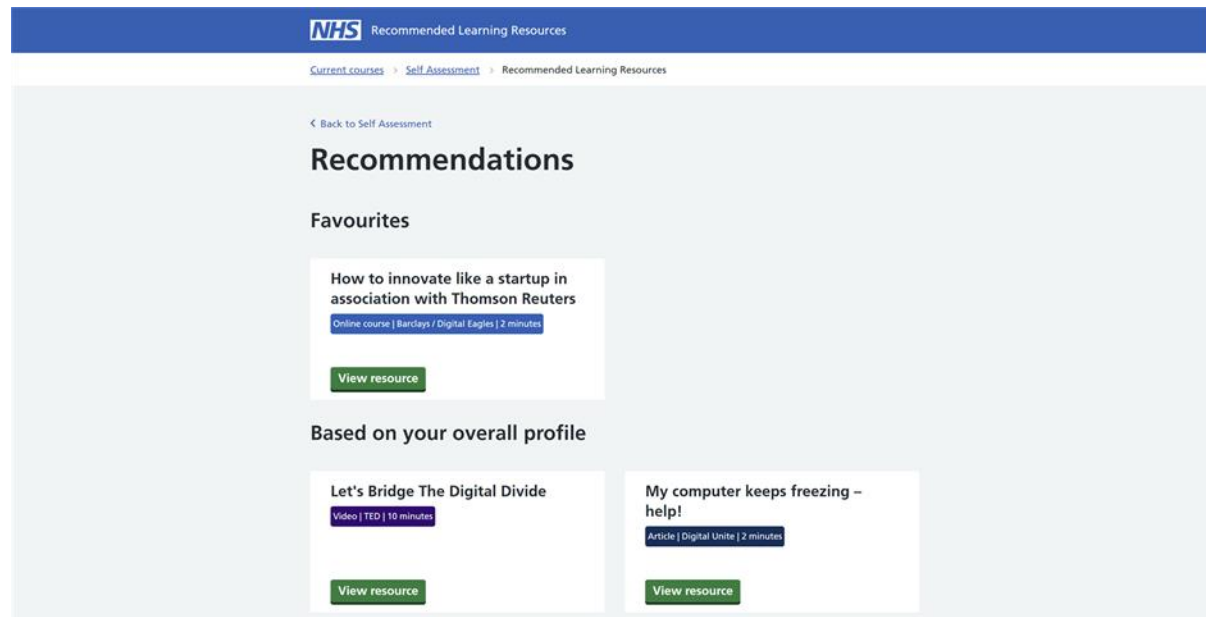
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The screenshot shows a web interface for a 'Digital Capability Self Assessment - Review'. At the top, there is a blue header with the NHS logo and the text 'Digital Capability Self Assessment'. Below this is a breadcrumb trail: 'Current courses > Self Assessment'. The main heading is 'Digital Capability Self Assessment - Review'. Underneath, it says 'Check through your answers'. There are three expandable sections, each with a plus icon and a blue link:

- Data, information and content**
Where are you now (average score): 2.4 / 10
Where do you need to be (average score): 4.4 / 10
- Teaching, learning and self-development**
Where are you now (average score): 1.8 / 10
Where do you need to be (average score): 3.8 / 10
- Communication, collaboration and participation**
Where are you now (average score): 1.4 / 10

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The screenshot shows a web page titled "NHS Recommended Learning Resources". At the top, there is a blue header with the NHS logo and the text "Recommended Learning Resources". Below the header, there is a breadcrumb trail: "Current courses > Self Assessment > Recommended Learning Resources". A link to "Back to Self Assessment" is visible. The main heading is "Recommendations". Underneath, there is a section for "Favourites" with one resource card: "How to innovate like a startup in association with Thomson Reuters", which is an online course from Barclays / Digital Eagles, 2 minutes long, with a "View resource" button. Below this is a section titled "Based on your overall profile" with two resource cards. The first is "Let's Bridge The Digital Divide", a video from TED, 10 minutes long, with a "View resource" button. The second is "My computer keeps freezing – help!", an article from Digital Unite, 2 minutes long, with a "View resource" button.

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