



# Investing for the long-term



## President and chief executive's report 2016-17

**The year to 30 June 2017 has been one of investment for HFMA. Not only increasing our services to members but also setting up an awarding organisation and the HFMA Academy. This has allowed us to launch our Diploma and Higher Diploma in healthcare finance with the first intake of 16 students in May 2017.**

Developing a qualification has been a long-term objective of the Association and so it is very exciting to be able to say in this report that this is being achieved. There is much work to be done to further develop our Awarding Organisation and the HFMA Academy but the first steps have been successfully taken.

HFMA only exists because of its members. The trustees, who are entrusted with the stewardship of the organisation, recognise that it is important to maintain the level of current services to support the membership in these particularly challenging times. Therefore, despite the investment in the Diploma and Higher Diploma we have retained and sometimes expanded the member offering.

The financial impact of these decisions in the year to 30 June 2017 is a deficit for the year of £222k compared to a surplus of £225k in the previous year. Adding back the investment of £277k in the Qualification this year then the association would have otherwise made a small surplus of £55k.

The year to 30 June 2017 was the last year of the 2014-17 strategy. The new strategy has been worked on over the year with full involvement from the membership, staff and wider stakeholders. Whereas the strategy over recent years has been to build reserves to ensure the association is financially sustainable and able to navigate any unforeseen issues, with reserves of £4,455k it is now felt that this has been achieved. Therefore, the new strategy for 2017-20 recognises the importance of continuing to pump all the association's resources into supporting the membership and financially, the focus will be on maintaining the current levels of reserves rather than building them further.

Clearly the highpoint of the year has been the launch of the Diploma and Higher Diploma. However, our other activities all continue to go from strength to strength. Our conference facility, 110 Rochester Row, continues to be busy and provide a focal point in the centre of London and continues to contribute financially with a surplus in the year to 30 June 2017 of £234k.

We continue to work closely with the private sector and would like to thank our friends on the corporate partner programme – all 25 of them – who provide us with valuable resources without which we would not be able to run our central infrastructure. We would also like to thank all of our commercial supporters whether they be national or local businesses.

Our reason for existence is to support our members so HFMA is delighted to be able to say that by the end of the year the target of 10,000 members set in the strategy was well beaten, the total at 30 June 2017 reaching 13,094.

The health system is under significant pressure and over the past year HFMA has been able to support members and others in the NHS through:

- 120,402 hours of CPD provided during year
- 190 local and national events
- 19 webinars
- 44 briefings and publications

We are also very proud of the fact that we ask attendees and users of all our activities to give feedback which over the last year was an amazing 99% good or excellent.

During 2016-17 we continued to host and be recognised as prime partner for Future Focused Finance ("FFF") and committed £100,000 of our resources

to support the initiative. HFMA are proud to be at the heart of FFF.

HFMA is blessed to not only have a very professional and dedicated team of staff but also a magnificent and growing group of volunteers. These individuals work so hard in their free time whether they be committee or branch members or chairs or as trustees. We are truly blessed to have such busy senior people in the NHS working so hard to make HFMA the success it is.

Shahana Khan was the president for the first half of the year whose theme "Step Up" was very relevant and embraced by the branches in particular. We thank Shahana for her commitment over the year and wish her all the best in the future as she steps down from her trustee role at this year's AGM.

One of the HFMA directors, Paul Briddock, left this year. The association has benefited enormously from his experience and hard work and wish him well in his future endeavours.

The theme for the second half of the year, launched at the 2016 annual conference in December 2016, is "Everyone Counts". The essence of the theme is to place members at the heart of everything we do, a key objective in these difficult times.

Thank you for reading this annual review, if this inspires you to take part please do not hesitate to contact us.



**Mark Orchard**  
President



**Mark Knight**  
Chief executive

## Membership

Total number of HFMA members:

**13,094**

(exceeding target of 10,000)



## Commercial

Supported by 26 corporate partners



## Learning and development

**120,402**

hours of CPD provided across the board

- ★ **99% good/excellent feedback** on all events
- ★ **190 local and national events** held across the UK
- ★ **1577 delegate** at regional conferences

Aspiring finance leaders programme launched with Future-Focused Finance

**108 applications received**

**30 future leaders** selected to attend the first development centre

## HFMA Diploma Higher Diploma

HFMA Diploma and Higher Diploma launched at HFMA annual conference 2016

**40 pilot learners** successfully completed

16 students on our first intake in May 2017 – **86%** of these were **NHS finance staff**, **6% clinical staff**, **13% non-finance NHS staff**

Increasing our voice



**100% positive media coverage**

**111,941 website visits**

**769,300 twitter impressions**

**549 new twitter followers**

**609 new followers on LinkedIn**

## Annual conference

HFMA President 2016/17 Mark Orchard launched his theme for the year 'Everyone counts'

Sarah Storey, DBE, multiple gold medal winning Paralympian closed the annual conference 2016



### The policy and technical team:



Produced  
**44**  
publications



Developed or updated  
**20**  
e-learning modules



Carried out  
**16**  
pieces of research



Responded to  
**15**  
consultation papers

## Branches

111 delegates in the **Eastern** annual conference and listened to Matt King speak

**East Midlands** annual conference had 125 delegates and 80% good/excellent feedback

Feedback from the hugely successful **Kent, Surrey and Sussex** prestige networking event included "We have a great resource in HFMA we should be very proud"

The **London** Step-Up workshops were split into two separate events and received 88% and 84% excellent/good feedback

**Northern Ireland's** branch ran 6 events attended by 550 delegates providing 2528 hours of CPD in total

The **Northern** annual conference was attended by 195 delegates providing 1355 hours of CPD

135 delegates attended the **North West** annual conference, increased number of branch awards entries and branch membership

John Connaghan, NHS Chief Operating Officer, NHS **Scotland** joined an impressive line-up for Scotland's annual conference attracted 120 delegates



Both **South Central's** technical update events with Charles Gubbins and the Football tournament attracted record numbers.

Membership in the **South West** has risen by 26% from the previous July and 235 delegates attended the annual conference 2016.

The annual **Wales** finance conference continues to grow each year, with 217 delegates and 88% good/excellent feedback in 2016.

320 delegates attended **West Midlands** annual conference, with speakers Bob Alexander and Chris Ham. 3 research and development committee projects were produced

200 delegates attended the 2-day **Yorkshire and Humber** annual conference in January 2017.



The continued support and expertise of our committees, who contribute to the thought leadership of the association, allow us to inform a wide audience through our publications. During 2016/17 we updated our bestselling Introductory guide to NHS finance and its sister publication Introductory guide to NHS governance.

## The core of HFMA: publishing, informing and networking

We continued to communicate the concerns of NHS finance directors through our NHS financial temperature check surveys and produced a range of briefings on technical matters aimed at supporting members as they go about their work.

The reach and depth of HFMA networks provides us with invaluable expertise and knowledge, adding value to our collaboration with a wide range of partners. For example we produced: an NHS efficiency map with NHS Improvement; a glossary for NHS and local government finance and governance with CIPFA; and carried out a review of the needs of aspiring finance leaders with Future-Focused Finance.

Our policy team continued the debate at national level with their timely responses to 14 consultation papers and submitted evidence to the House of Lords Select Committee Inquiry into the long-term sustainability of the NHS.

The Healthcare Costing for Value Institute continues to explore the challenge of translating the theory of value – measured as outcomes over costs - into practice, with a wide range of networking and training opportunities. The annual costing conference and technical costing update support NHS costing staff to improve their costing, while regional introduction to costing events provide less experienced staff with training in the fundamentals. The mental health PLICS toolkit supported trusts to turn patient-level costing data into operational intelligence, and a number of case studies describe how clinical and finance staff can work together to use the detailed information about the cost of caring for individual patients to support improvements to patient care.

The Value Challenge Pilot set out to test how easy it is to link costs and outcomes at a patient level. Significant challenges were encountered on the way, but the project demonstrated that it is possible to link costs to outcome data in a clinically meaningful way. The report's publication has generated new conversations in the UK and abroad about practical approaches to delivering value-based healthcare.

With increasing numbers of clinicians attending events, the Institute offers world-wide networking and learning opportunities with value masterclasses, and an international symposium on value in healthcare, with speakers from Sweden, Canada, Germany, Australia and the Netherlands, offering new insights.

Commissioners focused on value and 'Spending Wisely', and providers on 'Creating Synergy' at their respective annual conferences - providing platforms for learning, support and networking.

The Provider Finance Faculty facilitated the sharing of best practice from the Finance Improvement Programme (FIP), held directors' forums focused on digital health and procurement. Sustainability and Transformation Plans (STPs) and their governance arrangements featured heavily; and the faculty provided a platform to discuss and improve access to capital and cash, where members shared their experiences including those of Strategic Estates Partnerships (SEPs).

The Commissioning Finance Faculty grew from strength to strength with sessions focused on strategic financial planning and sharing early experiences of STPs during the second half of 2016. Different approaches to achieve financial sustainability were addressed

in early 2017 and a particularly popular forum on CHC followed addressing this area of concern.

The highlight of the Mental Health Faculty's year was its annual conference, particularly poignant with keynotes from Sir Simon Wessely and 'Stanger on a Bridge' Jonny Benjamin. The group continued its work on parity of esteem and had sessions focusing both on policy and practice including progress on the 5YFV for mental health and the task force and case studies on a focus on prevention plus the system-wide impact of mental health services. In February over 100 mental health finance professionals came together to focus on costing.

Sessions organised by the Chair, Non-Executive Director and Lay Member Faculty have offered a focused and unique environment for information sharing and education, for example around transformational leadership, new care models, diversity, engagement and integration. Sharing of best practice through members reflecting their experiences of exiting special measures, working with housing associations and tackling waste. We also ran a number of NHS Operating Game sessions for new non-executives, an Audit Conference, and nearly 100 attended the annual chairs' conference.

Our CEO forums continued our support of this important audience with an eclectic programme of speakers including Ben Goldacre, Jim Mackey, Robert Wachter, Angela Peddar from within the sector and Roger Whiteside, the CEO of Greggs.