

Annual review

2019/20

hfma

President's and Chief Executive's Report

The year to 30 June 2020 was the third and final year of the current three-year strategy. It was not the year that we expected with the onset of the Covid-19 pandemic which has devastated the lives and livelihoods of millions.

Up to March 2020 the business plan was being delivered. However, during March 2020 as a result of the impact of Covid-19 this changed; all our staff moved to working from home, all face-to-face events were cancelled or moved to being run as virtual events, the conference centre 110 Rochester Row was closed as directed by government and planned summer student intakes were deferred to the autumn.

Despite the challenges HFMA continued to operate and, indeed, the outputs from our policy and technical team increased as did the number of webinars and other on-line activities. Our free bitesize e-learning modules, which are on the NHS ESR system, went live and the usage took off. In addition, the website was refreshed so that all Covid-19 related content was placed in a special portal with free access to all. The way this happened almost overnight is a testament to the HFMA team who pivoted the organisation to make it fully virtual.

If we did not know it already, we were reminded how resilient and supportive the NHS finance function is. With numerous messages of support and useful suggestions as to how HFMA could assist and support the finance community across the NHS, the association was able to tailor its work programme accordingly. In 'normal times' this support has been the key to HFMA's success. In these extraordinary times, the time and energy that HFMA's volunteers and membership have put into the association has ensured we have survived and are able to move forward with confidence.

By providing such a huge extra amount of support the association was also able to provide a significant increase in public benefit as evidenced by, for example, the increase in social media traffic and downloads of material. So, a huge thank you to all those who made that happen and for helping us get through this extraordinary period. This has allowed us to achieve all the success we have this last year.

One way we can measure these successes is through our key performance indicators, which we measure ourselves against each year. These show that at the end of 30 June 2020 we had reached a record 16,666 members and supported them and others through:

- 152,609 hours of CPD provided during the year
- 139 regional and national events including webinars
- 51 briefings and publications.

We ask attendees and users of all our activities to give feedback and over the last year we achieved an amazing 97% 'good' or 'excellent' on events and 95% from everyone who undertook e-learning. We are very proud of this feedback. During the year to 30 June 2020 we also continued to host, work alongside and support Future-Focused Finance (FFF) with the delivery of its programme of work.

However, despite all of this hard work we have been hit hard financially by the impact of Covid-19 with a loss for the year of £779k. Although the reserves built up over the years mean HFMA can 'ride the storm' this has resulted in the need for some restructuring to allow HFMA to be sustainable for the future. The reserves on 30 June 2020 stand at £3,606k.

The trustees also recognise that the future is very uncertain and therefore rather than set the new three-year strategy from 1 July 2020, it has been decided to wait a year. The year to 30 June 2021 will be one of reassessment with a recognition that there is a need to be nimble and flexible as we learn what the 'new normal' looks like in the Covid-19 world we now live in. We will use the second half of the next financial year to set a new three-year strategy for the three years from 1 July 2021 to 30 June 2024.

We would like to take this opportunity to thank our friends on the corporate partner programme – all 22 of them – who provide

us with valuable resources, without which we would not be able to run our central infrastructure. They, along with all our commercial supporters, continue to be very supportive in these challenging times for which we are very grateful.

Bill Gregory was the President for the first half of the year and his theme *Value the opportunity* was a message that matched the times. We would like to thank Bill for the steady and supportive leadership he brought to the role over the year.

The theme for the second half of the year, launched at the annual conference in December 2019, is *Taking pride in our future*. This is a theme that's been embraced by the finance community and one that particularly resonates with the way the country has rallied around the NHS since March 2020.

We are so proud of the contributions made by the NHS finance community to keeping the NHS show on the road and supporting our clinical colleagues throughout the pandemic. There's loads more to do, and right now the future looks very different to how we thought it would look at the beginning of the year. But we will be a big part of designing it and making sure that we keep the best of what we've learned to help the NHS recover and renew.

Thank you for reading this annual review. As always, please do not hesitate to contact us with any comments or thoughts and our best wishes to you all.



Caroline Clarke
President



Mark Knight
Chief Executive

Total number of HFMA members:

16,666

a **6%** increase on 2018/19
(2018/19 15,716)



Highlights

Launched HFMA bitesize a range of online CPD accredited courses

Removed plastic waste from *Healthcare Finance* magazine mailing and introduced a new weekly news email for members

Opened up publications and news content to all and published an extensive series of briefings, webinars and podcasts to support our community through the pandemic

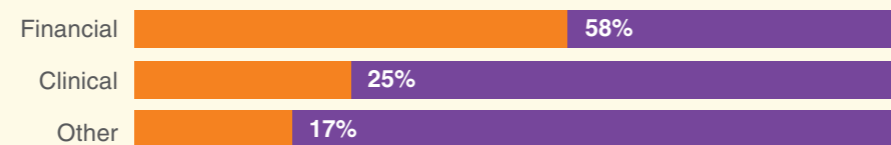
HFMA Qualifications

7 learners completed their MBA with BPP University

110 learners completed a qualification

540 learners enrolled in the qualifications
+34% from 2018/19

Breakdown of learners



Financial Management Training

In September 2019, eight new trainees joined the Finance Management Training Scheme (four in the South West and four in South Central). September also marked the completion date for the 2016 intake. All West Midlands and four out of five South West trainees have secured substantive roles in the NHS.

The scheme received a total of **230 applications** for the 2020 intake, which was shortlisted to eight trainees who started the scheme in September 2020.

Skills Development Network

4,000 CPD hours **515**

4,200 CPD hours **529**

3,000 CPD hours **380**

The South West Skills Development Network delivered 30 events as part of its 2019/20 programme, welcoming 515 delegates and delivering over 4,000 CPD hours to the region.

The West Midlands Skills Development Network provided approximately 4,200 CPD hours to the region through its 2019/20 programme. These events reached 529 delegates over the course of the year.

In the **South Central region**, 29 organisations contributed to the SDN levy. A total of 25 events were delivered as part of the 2019/20 programme, reaching over 380 delegates and providing approximately 3,000 CPD hours.

The policy and technical team

51 publications

10 consultation papers

24 HFMAtalk podcast episodes

Website visits

Total Page views
627,369 on 2018/19 **+12%**

65,425 on 2018/19 **+30%**

74,480 on 2018/19 **+16%**

14,637 **+7%**

Learning and development

152,609 hours of CPD provided during year

97% good or excellent feedback received on our events

139 regional and national events and webinars

HFMA held **46** webinars with over **9,000** attendees

FFF

During 2019/20 we continued to host the Future-Focused Finance (FFF) programme and committed £100k of our resources to support the initiative. The programme has gone from strength to strength, with amazing growth in the number of Value Makers, Finance and Clinical Educators and organisations gaining accreditation. We know that this growth represents the commitment across the service to developing ourselves and improving the service we offer to support the good health of our populations.

HFMA bitesize

HFMA bitesize launched and **40** e-learning short courses rebranded

40+ intermediate and advanced courses released

31,600+ courses assigned to learners and **7600+** courses completed

22 courses were made available free of charge to the NHS and **4600+** courses have been accessed since their release in March

733 learners completed the Introductory Award in Healthcare Finance

Annual conference

- HFMA president Caroline Clarke, launched her theme **Taking pride in our future**. Due to the restrictions of the pandemic Caroline will be the first ever President to undertake a two year term of office
- BBC Europe Editor, **Katya Adler**, closed the HFMA annual conference 2019

Branches

The **South Central branch** annual conference and awards welcomed 102 delegates in September, providing 1,326 CPD hours.

In September 2019, 247 delegates attended the **South West branch** annual conference. The conference received 99% excellent/good feedback.

The **West Midlands branch** 2019 annual conference in June, welcomed over 300 delegates. The branch also held an efficiency and innovation event in collaboration with the Healthcare People Management Association.

133 delegates attended the **North West branch** conference in 2019.

The **Wales branch** welcomed 250 delegates to its annual conference in September 2019, providing 1,875 CPD hours, and raising £1,345 for Cancer Research Wales in the charity raffle.

Hannah Witty, chief finance officer, Central and North West London NHS Foundation Trust, took over as chair of the **London branch** in 2019. The branch hosted a number of events, including their annual conference.

111 delegates attended the **Scotland branch** annual conference in October 2019.

The **East Midlands branch** annual conference and awards in November was attended by a record 144 attendees, and included a student forum, facilitated by the Skills Development Network.

The **Yorkshire and Humber branch** annual conference took place in January 2019 and welcomed 184 delegates.

The **Eastern branch** hosted an *Introduction to NHS finance* event in January which delivered 240 CPD hours. The annual conference welcomed a record 134 delegates, and achieved 100% excellent/good feedback.

The Kent, Surrey and Sussex branch annual conference in October, themed *To infinity and beyond – transforming healthcare* welcomed 175 delegates.

The **Northern Ireland branch** continues to deliver pertinent and well attended CPD events.

The Northern branch welcomed 297 to its annual conference in November 2019. In June 2020 the branch hosted two virtual events with the SDN.

Commercial

Supported by **22** corporate partners

110 Rochester Row, our conference centre in London, continues to be a successful investment for HFMA



Policy and technical

During 2019/20 HFMA's policy and technical team produced 51 publications and submitted 10 responses to consultation documents issued by stakeholders. For the first eight months of the year we delivered our agreed work programme until the impact of Covid-19 was evident. From March 2020 all non-urgent policy work was suspended and we focused on supporting NHS finance staff during the pandemic.

We asked members how best we could help them. Consequently, our main areas of focus were: briefings; podcasts; webinars and the creation of an NHS finance discussion forum portal. All of the HFMA's Covid-19 related outputs were openly available and not restricted to HFMA members.

We produced a range of briefings on technical matters aimed at supporting members as they go about their work. The topics covered included accounting for leases, the NHS pension scheme, external audit, going concern and costing. During 2019/20 we updated the *Practical guide to NHS charitable funds* and we published a discussion paper on the future of the NHS financial regime, which considered the changes needed to make the best use of scarce NHS resources, work on this will continue into 2020/21.

Our Covid-19 related work focused on the finance and governance issues raised by the pandemic and included summarising the guidance issued by NHS England and Improvement, advice when accepting gifts or donations and a checklist of financial governance considerations. We also produced a range of briefings to help finance staff work effectively during the pandemic, including tips for working from home and how to get the best from Microsoft Teams. The HFMAtalk podcast featured a wide range of interviews providing different perspectives on the pandemic and we hosted regular webinars enabling senior finance leaders at NHS England and Improvement to talk to finance directors as the finance response to the pandemic was being developed.

Our range of 'maps' continued to be popular, with the NHS efficiency and NHS corporate governance maps being regularly updated during the year. We added a Covid-19 guidance map to the range and updated it on a weekly basis during the height of the pandemic.

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 published a report with FFF reviewing

the future of the NHS finance function, we worked with CIPFA to update the glossary for NHS and local government finance and carried out research with ACCA exploring the role of NHS finance business partners.

We are grateful for the continued support from, and expertise of, our committees and groups, which contribute to the thought leadership of the association and allow us to produce a wide range of high quality publications and briefings.

Our networks

The summer conference in July 2019 welcomed over 150 delegates and focused on integration, prevention and technology as its overarching themes. Keynote addresses from bodies such as Public Health England, NHS Digital and NHS England and NHS Improvement were blended with detailed NHS case studies and an examination of personal health budgets through the eyes of a patient with long-term complex co-morbidities.

The Provider and Commissioner Networks came together in September to host an event on the value of community services, supported by the HFMA Healthcare in the Community Special Interest Group. This theme of collaborative working and bridging care setting divides continued with the November commissioning forum focusing on primary care networks, and the February integration summit focusing on integrated care systems and the progress towards national coverage by April 2021.

The highlight of the year for the Mental Health Network was the annual mental health conference in November 2019. Professor Tim Kendall, National Clinical Director for mental health at NHS England and NHS Improvement set out a clear vision for the future of mental health services, which was followed by an inspiring story of rebuilding a community and adapting how we bring together physical and mental health services after the Grenfell tower disaster.

The networks continued to work closely with those in senior finance and leadership roles in the NHS this year. At the forum and networking dinner for finance directors and chief finance officers in January 2020, Dr Robert Varnam, director of professional leadership for improvement directorate discussed how NHS England and NHS Improvement can help national, regional and local leaders make better use of resources. Natasha Curry, deputy director of policy at the Nuffield Trust highlighted what we can learn from care systems in Japan and Germany. Sir Simon Stevens, chief executive officer of the NHS, gave a national update

to an audience of NHS chief executive officers at the February 2020 CEO forum.

The Chair, Non-Executive and Lay Member Network hosted forums, an audit conference and a chair's conference this year. Uniquely in comparison to other NED networks, this network is open to all board members from across clinical commissioning groups and provider organisations and includes specific events for NHS chairs and audit committees. The content for the network is also shaped and influenced by HFMA's Governance and Audit Committee, with members from within the NHS, the National Audit Office and public sector auditors.

The Healthcare Costing for Value Institute continued to support those with involvement or interest in costing through its introductory and technical costing events, webinars, and publications, and in value through the 2019's international symposium and value challenge project.

A key achievement for the institute this year was the successful completion of the pilot stage for its Engagement Value Outcome (EVO) framework. The framework was tested with four NHS trusts, covering acute, mental health and community services. Each trust was awarded bronze EVO accreditation, all participants were made EVO ambassadors and the institute published a detailed case study on each of the four pilot sites. We are now working on the next phase of the framework. Applications will open in 2021.

At the beginning of 2020, the Covid-19 pandemic started to spread in the UK and the HFMA networks could not continue to deliver their event programmes as planned. Focus was given to webinars, online content and policy resources that could best help our NHS members and partners at this time. Healthcare in the UK and globally is going to be forever changed by Covid-19, and the way that professional bodies such as HFMA interact with and deliver content to its members will have to adapt and evolve. The networks are continuing to be proactive and flexible in order to meet these challenges.

Despite the extreme difficulties and challenges brought on by the pandemic, it has also acted as an accelerant for the kind of technology focused transformation and collaborative care that our healthcare service has been striving to implement these past years. In a similar way, the pandemic is propelling the HFMA to focus on the use of technology and on the benefits of a balance between face-to-face, virtual and hybrid events. It will be important to acknowledge which changes brought on by the current climate bring better value to our members, and to continue embedding those in the future.