



Annual review 2020/21

Reset and rebuild



President's and Chief Executive's Report

The business plan for the year to 30 June 2021 was set as a reset year for HFMA, having pivoted the organisation in the last quarter of the year to 30 June 2020 to cope with the impact of Covid-19. The focus of that business plan was to maintain our volume of activities to support our members as much as we could and at the same time to ensure the organisation was financially sustainable by making a small surplus.

We are delighted to be able to say that both objectives were achieved. The volume of activity and support to members was actually greater than ever in the last year. Financially the statutory accounts show a surplus of £348k for the year to 30 June 2021, compared to a deficit of £779k in the previous year to 30 June 2020. This is a most pleasing result and goes some way to rebuilding the reserves reduced in the previous year to a level of £3,954k at 30 June 2021.

The demand for outputs from our policy and technical team continued to be very high as did the requests for webinars and other on-line activities. Our free bitesize E learning modules, which are on the NHS ESR system, were accessed over 25,000 times. The number of people attending our virtual events was considerably higher than used to attend face to face events. The reach across the NHS, as result, was far greater than ever before.

If we did not know it already, we were reminded how resilient and supportive the NHS finance function is. We received numerous messages of support and useful suggestions as to how HFMA could assist and support the finance community across the NHS. As a result 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 have been able to move forward with confidence.

By the membership providing this support the association was also able to provide a significant increase in public benefit as evidenced by, for example, the levels of social media traffic and downloads of material over the last year.

When we develop our business plan each year, we set some key performance indicators which we measure ourselves against each year. These show that at the end of 30 June 2021 we had reached a record 17,396 members and supported them and others through:

- 336,900 hours of CPD provided during year
- 109 regional and national events including webinars
- 36 briefings and publications.

We ask attendees and users of all our activities to give feedback and over the last year we achieved an amazing 96% good or excellent on events and 96% from everyone who undertook our bitesize e-learning. We are very proud of this feedback.

During the year to 30 June 2021, we also continued to host, work alongside and support One NHS Finance with the delivery of their programme of work in England which has expanded considerably to encompass Future-Focused Finance, the National Finance Academy and the Finance Innovation Forum. We are proud to be a part of this exciting and developing set of programmes.

At the beginning of the year the trustees recognised that the future was very uncertain and therefore rather than set the new three-year strategy from 1 July 2020, it was decided to have two years of reset to 30 June 2022 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 2022 to 30 June 2025.

We would like to take this opportunity to thank our friends on the corporate partner programme 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.

Our theme for the period of the pandemic has been *Taking pride in our future*. We have never been prouder to be supporting our members working in the NHS through this hugely challenging time. They have demonstrated resilience, professionalism and sheer guts in keeping the NHS running over this last year.

There's always more to do but it is clear that the future looks very different post-pandemic to what it was pre-pandemic. At HFMA we will continue to work hard to support our members as the NHS moves forward and we will work hard to help ensure that we keep the best of what we've learnt over the last year.

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:

17,396

a **4.4%** increase
on 2019/20
(2019/20 16,666)



Highlights

- HFMA House, 4 Broad Plain, was purchased
- Reached **706,086** total website page views
- Record number of CPD hours delivered **336,900**

The policy and technical team

- Produced **36** new publications
- Responded to **15** consultation papers
- Published **11** new podcast episodes

Commercial sponsorship

Supported by **19** corporate partners

HFMA Qualifications

621

learners enrolled onto qualifications
+14% from 2019/20

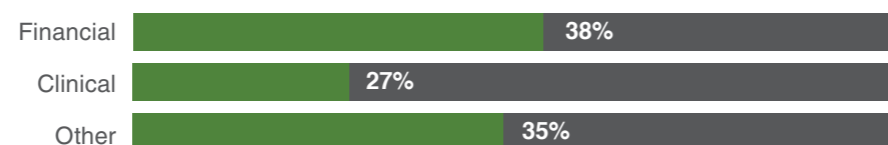
151

learners completed a qualification

6

learners completed their MBA with BPP University

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

1,900

CPD hours

371

The **South West** Skills Development Network delivered 30 events as part of its 2020/21 programme, welcoming 371 delegates and delivering over 1900 CPD hours to the region.

1,800

CPD hours

477

The **West Midlands** Skills Development Network delivered 35 events as part of its 2021/21 programme, welcoming 477 delegates and delivering over 1800 CPD hours to the region.

1,300

CPD hours

290

In the **South Central** region, a total of 22 events were delivered as part of the 2020/21 programme, reaching over 290 delegates and delivering over 1300 CPD hours.

1,000

CPD hours

431

In addition to this the SDN ran 8 joint events as part of the 2020/21 programme, welcoming 431 delegates and delivering over 1000 CPD hours.

Learning and development

- 96%** good or excellent feedback on events received.
- Published **36** briefings and publications.
- Provided **336,900** hours of CPD.
- Hosted **40** webinars.
- Held **109** regional and national events and webinars.
- Welcomed **4,668** webinar attendees.



Future-Focused Finance

During 2020/21 the HFMA continued to host the Future-Focused Finance (FFF) programme which saw large increases in network membership and organisations gaining accreditation. We also supported the development of the new strategy and programmes under the One NHS Finance initiative following the national engagement campaign. The new strategy sets out an ambitious vision for the future and some key priorities for the next five years.

HFMA bitesize

- 5 new intermediate courses released.
- 28,538** short courses assigned to learners and **5,409** courses completed.
- Out of these all 5 intermediate courses were made available free of charge to the NHS. **24,654** courses have been accessed since they were released on 31 March 2020. **20,218** of these were completed between July 2020 and June 2021.
- 670** learners completed their introductory award in healthcare finance.

Branches

The **South Central** branch annual conference and awards welcomed 343 delegates to their virtual annual conference in September 2020.

In September 2020, 157 delegates attended the **South West** branch annual conference. The conference received 100% excellent/good feedback.

The **West Midlands** branch annual conference ran in October 2020 as a virtual event. Over 560 delegates attended.

The **Wales** branch welcomed 250 delegates over their 5 day virtual annual conference in September 2020. However, on average around 110 logged in each day, providing 1,925 CPD hours across the 5 days.

The **London** branch hosted a number of events throughout the year delivering over 170 CPD hours.

133 delegates attended the **Scotland** branch annual conference in October 2020 as a virtual event.

The **East Midlands** branch held 3 technical events, all successfully hosted online.

The **Eastern** branch welcomed 300 virtual delegates to their first annual conference held in partnership with FFF and SDN and held 11 virtual events delivering 5,124 CPD hours.

The **Kent, Surrey and Sussex** branch held their first virtual conference in October 2020 and welcomed 179 delegates online providing 1163 CPD hours.

Annual conference

- HFMA president Caroline Clarke, continued her theme *Taking pride in our future*. Due to the restrictions of the pandemic Caroline continued her presidency and carried over her theme from 2019, become the first ever President to undertake a two-year term of office.
- Held as the first virtual annual conference, hosted from 110 Rochester Row and streamed out to a live audience, extended over 12 days and attracting over 3000 delegates across this period.
- Baroness Floella Benjamin, closed the HFMA annual conference 2020.



Policy and technical

During 2020/21 HFMA's policy and technical team produced 36 new briefings, updated a further 22 and submitted 15 responses to consultation documents issued by stakeholders.

Our briefings covered a range of subjects aimed at supporting members as they go about their work. The topics covered included population health management, costing, the mental health investment standard, accounting for NHS charities, the external audit market, as well as our usual suite of year-end related outputs. We also published a paper on the post Covid-19 NHS financial regime which considered the changes needed to make the best use of scarce NHS resources and a range of briefings to support the development of integrated care systems.

We also produced a number of timely briefings summarising guidance produced by NHS England and NHS Improvement and others. Our range of 'maps' continued to be popular, with the NHS efficiency, NHS corporate governance and Covid-19 maps being regularly updated during the year. We added a mental health guidance and resources map to the to the range and have plans for further guidance maps as we know members welcome being able to easily find support on specific topics.

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. We published the NHS finance function in 2019 report in partnership with FFF and the Skills Development Network. We also produced a number of briefings with our corporate partners covering issues such as improving data quality in the NHS and the use of digital workers.

During 2019/20 the policy and technical team undertook a number of income generating projects to support the finances of the association. This included the production of draft system financial governance documentation for NHS England and NHS Improvement and guidance on NHS finance for Innovate UK. We are also now providing secretariat and technical support to the Association of Ambulance Chief Executive's Finance Directors' Group.

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

Our networks

The summer conference in June 2021 moved online and welcomed 1000 delegates and focused on the overarching theme reflect and reset, which sought to capture learning from the pandemic. The programme was designed as an online festival of learning, with tickets sold on an organisational basis, meaning one ticket allowed access for the whole finance team. This approach was well received by attendees. Keynote addresses from speakers such as Professor Sir Chris Ham, Amanda Pritchard and Paralympian Ellie Simmonds were blended with detailed NHS case studies and an examination of health inequalities via a panel of senior NHS finance leaders and clinicians.

As well as a move to online events in response to the pandemic, September saw the official launch of the HFMA Hub, a refresh of the HFMA networks and previous faculty offering. The first event in the programme year was the professional development summit, this was aimed at finance professionals from provider and commissioner organisations and brought together several of the HFMA Hub Networks including the new System Finance Network. This new design and way of delivering content allowed our members to still keep on top of their CPD and learning despite new ways of working, with many still working from home at this time.

This theme of accessing high quality online content continued with the November commissioning forum focusing on delivering better care for major health conditions, and the February integration summit focusing on integrated care systems and the progress towards national coverage by April 2021. We also launched a new finance manager's forum in February, the forum provided a mixture of policy updates and technical support looking at the skills required for the finance manager role and for career progression.

The highlight of the year for the Mental Health Network was the annual mental health conference in March 2021. 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, and the event closed with a moving session from Jax Kennedy, a patient speaker discussing how being granted a personal health budget has provided her with access to her beloved service dog Kingston, who also joined in with the session!

The networks continued to work closely with those in senior finance and leadership roles in the NHS this year. At the online forum for finance directors and chief finance officers in

January 2021 Siva Anandaciva, chief analyst, The King's Fund, looked back at some of the key health policies and reviewed some of the successes, innovations and incredible leadership the NHS saw in the memorable year of 2020. Julian Kelly, chief finance officer at NHS England and NHS Improvement, also provided an update and outlined the key priorities for finance leaders in the year ahead. The CEO & Leadership network continues to deliver high quality content, including an update from Ted Baker, chief inspector of hospitals at the Care Quality Commission alongside a fascinating Q&A style session with Professor Yvonne Doyle, medical director and director for health Protection, Public Health England at our 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, including 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 successfully moved its introduction to costing, value masterclass and costing together events online, and held two costing conferences in November 2020 and April 2021, with hundreds of virtual delegates attending.

The Institute also welcomed a number of new associate partners throughout the year including the Picker Institute, King's Health Partners and the Federation for Informatics Professionals in Health and Social Care. The Institute works collaboratively with its associate partners on research, best practice sharing and thought leadership.

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.