



HFMA briefing
March 2022



NHS value and efficiency map

A tool promoting best practice in the efficient and effective use of resources to deliver high-quality sustainable healthcare

March 2022



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Introduction

The HFMA and NHS England and NHS Improvement (NHSE&I) have worked in partnership to publish a fully revised edition of the NHS value and efficiency map. The map has been renamed to include ‘value’, recognising the importance of a value-based approach to enabling the delivery of high-quality sustainable healthcare services.

The landscape that NHS organisations operate within is continually evolving. Formal establishment of integrated care boards (ICBs) during 2022 will necessitate working in partnership to meet system-wide financial duties. This is against a backdrop of growing pressures on services that existed before the Covid-19 pandemic and additional pressures as a direct result of the pandemic. However, the pandemic has also accelerated changes that were already in discussion and prompted many NHS organisation to revisit how services are delivered to the populations they serve.

There is increasing recognition that finance, clinical teams and informatics need to work collaboratively. Provision of high quality services to improve population health and wellbeing is synonymous with efficient and sustainable use of resources. The Health and Care Bill 2021¹ embeds this in law with a new duty for organisations to deliver against the ‘triple aim’ of improving (a) health and wellbeing, (b) the quality of services, and (c) efficiency and sustainable use of resources.

In addition to funding, an equally key constraint is capacity. Limited availability of additional staff and pressures on physical space are drivers for organisations to focus on improving the use of resources to improve productivity and reduce waste. This in turn increases value - measured as ‘health outcomes achieved that matter to patients relative to the cost of achieving those outcomes’.

The moral imperative to reduce health inequalities also plays into the efficiency agenda. The ‘cost of doing nothing’ means that tackling health inequalities has an impact on value and efficiency.

This map is a reference document for those involved in influencing the use of resources and ensuring delivery of the sustainable healthcare services. The intended audience is wide-ranging including finance staff, informatics teams, clinical staff, service managers and both executive and non-executive board members. The document is structured to signpost users to resources relevant to their individual areas of interest.

The map will be regularly updated. Please email policy@hfma.org.uk if you have suggestions for additions to the map.

Some of the resources listed are freely available, while others have restricted access. Where there is a restriction on access, further detail about obtaining access is provided in the ‘further information’ section at the end of the map.

¹ UK Parliament, *Health and Care Bill*, 2021

Explanation of terms

This section defines the terms that are commonly used in relation to the value and efficiency agenda.

Term	Definition and further information
Cash releasing and non-cash releasing savings/benefits	<p>Cash releasing benefits reduce the cost of the care model so that the resources can be completely re-allocated elsewhere, or the cost can be removed from a budget, for example reduced number of healthcare staff required.</p> <p>Non-cash releasing benefits provide economic value through savings from increased efficiency and effectiveness, and can free up capacity, but they do not release cash, for example reallocation of staff time.</p>
Cost improvement plans/programmes (CIPs)	<p>Cost improvement plans/programmes set out how an NHS organisation is going to save money while maintaining the quality of the services it provides and are required to close the gap between the level of revenue received and the expenditure incurred in any one year. The terms are widely understood as the mechanism by which NHS organisations account for the efficiency targets set annually by NHSE&I. CIPs are sometimes called waste reduction or efficiency programmes.</p>
Cost reduction and cost avoidance	<p>Cost reduction arises from providing a service at the same or better quality for a lower unit cost, through new ways of working that eliminate excess costs. The costs that are reduced could be ongoing or future pay or non-pay expenditure. A simple example is the use of a different orthopaedic prosthesis offering the same or improved clinical quality for a lower unit cost. Cost reduction savings are typically savings that are cash-releasing. Cash can be released on a recurrent, ongoing basis (if, for instance, staff costs are reduced) or a one-off, non-recurrent basis.</p> <p>Cost avoidance is a type of cost reduction which refers specifically to preventing future costs arising. Cost avoidance measures may involve some expenditure but at a lower level than the expected future costs to be avoided. As a result cost avoidance is generally non-cash releasing. Examples include the avoiding use of locum doctors by making substantive appointments and increasing the use of nursing bank staff to avoid higher cost agency premium pay.</p>

Term	Definition and further information
Costing	<p>Costing is about quantifying, in financial terms, the value of resources consumed in carrying out an activity.</p> <p>Patient-level information and costing systems (known as patient-level costing or PLICS):</p> <ul style="list-style-type: none"> • brings together healthcare activity information with financial information in one place • costs the actual care an individual patient receives using costing standards developed by NHSE&I • provides detailed information about how resources are used at patient-level, for example, staff, drugs, diagnostic tests
Economy, efficiency and effectiveness	<p>The National Audit Office uses three criteria to assess the value for money of government spending, for example the optimal use of resources to achieve the intended outcomes²:</p> <p>Economy: minimising the cost of resources used or required inputs – spending less (<i>for example, securing a better price for a medical device</i>)</p> <p>Efficiency: the relationship between the output from goods or services and the resources to produce them – spending well (<i>for example, delivering more healthcare activity with the same number of clinicians</i>)</p> <p>Effectiveness: the relationship between the intended and actual results of public spending (outcomes) – spending wisely (<i>for example, consuming the same resources for a healthcare intervention with better outcomes, or delivering the same outcomes with fewer resources</i>)</p>
Outcomes	<p>There is no standard definition for health outcome. Australia’s New South Wales Health Department describes a health outcome as ‘change in the health of an individual, group of people or population which is attributable to an intervention or series of interventions.’ Outcomes include patient-reported measures about patients’ care and specific data about the efficacy of the treatment patients receive in addressing their condition.³</p>

² National Audit Office, *Assessing value for money*

³ HFMA, *Introduction to health outcomes*, October 2016

Term	Definition and further information
Population health	<p>Population health is an approach aimed at improving the health of an entire population and requires working with communities and partner agencies. It is about improving physical and mental health outcomes, promoting wellbeing and reducing health inequalities across an entire population, with a specific focus on the wider determinants of health (things like housing, employment, education).</p> <p>Population health management improves population health by data driven planning and delivery of proactive care to achieve maximum impact. It includes segmentation, stratification and impactability modelling to identify local 'at risk' cohorts – and, in turn, designing and targeting interventions to prevent ill health and to improve care and support for people with ongoing health conditions and reducing unwarranted variations in outcomes.</p>
Productivity	Ratio of a volume measure of output to a volume measure of input use. ⁴
Quality, innovation, production and prevention (QIPP)	<p>The Quality, Innovation, Productivity and Prevention (QIPP) challenge was first introduced in 2009 as an umbrella term to describe an NHS approach at local, regional and national levels to reform operations and design services in the light of the economic climate at that time. QIPP targets were issued through strategic health authorities and delivery supported through national workstreams.</p> <p>Whilst the national workstreams ceased in March 2013, the term has continued to be used coterminous with cost improvement in the NHS Standard Contract up to and including 2021/22 and continues to be used as a term to describe the required efficiency savings in some NHS organisations.</p>
Unwarranted variation	Unwarranted variation is variation in the way that health services and care are delivered that cannot be explained by differences in patient illness or patient preferences and offers no improvement in outcomes or experiences for individuals or populations. ⁵

⁴ OECD

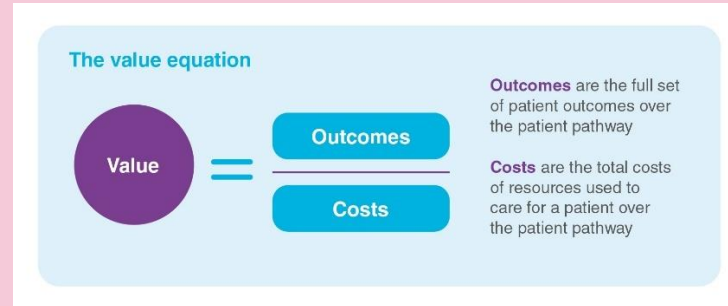
⁵ Nursing Times, *Exploring unwarranted variation through the RightCare programme*, 2018

Term

Definition and further information

Value

The notion of value in healthcare is largely based on the work of Professor Robert Kaplan and Professor Michael Porter of Harvard Business School in the US. They define value as the 'health outcomes achieved that matter to patients relative to the cost of achieving those outcomes'. This is often referred to as the **value equation** or **technical value**.



The Centre for Evidence-Based Medicine defines **value-based healthcare** as 'the equitable, sustainable and transparent use of the available resources to achieve better outcomes and experiences for every person.'⁶

Achieving technical value as described by the value equation is important for both individual organisations and systems, but integrated care systems (ICSs) are starting to ask themselves 'how should we allocate healthcare resources across the system to maximise outcomes for our local population?' This is often described as **allocative value** or **allocative efficiency**.

Social value is the quantification of the relative importance that people place on the changes they experience in their lives. The principles of social value provide the basic building blocks for anyone who wants to make decisions that take this wider definition of value into account, in order to increase equality, improve wellbeing and increase environmental sustainability.⁷

⁶ Centre for Evidence-Based Medicine, *Defining value-based healthcare in the NHS*, 2019

⁷ Social Value UK

Strategic agenda

This section provides links to key strategic documents and other guidance outlining the legislative duties in respect of value and efficiency in the NHS.

Topic	Links to tools and guidance	Resource	Last updated
Operational planning	NHS Planning Outlines priorities and requirements that NHS organisations must take into account during planning cycles including system wide working	FutureNHS workspace	n/a
Operational planning	2022/23 priorities and operational planning guidance Outlines priorities and requirements that NHS organisations must take into account during the 2022/23 planning cycle including system wide working	NHSE&I strategic document	December 2021
Operational planning	Summary of 2022/23 priorities and operational planning guidance Summarises key points from the guidance with particular focus on financial planning	HFMA briefing	December 2021
Elective recovery	Delivery plan for tackling the COVID-19 backlog of elective care Sets out how the NHS will recover elective care over the next three years	NHSE&I strategic document	February 2022
NHS long term plan	NHS long term plan (chapter 6) Details the five 'tests' that the NHS will be measured against to ensure that over the 10 years following publication taxpayers' investment will be used to maximum effect, including details of cash-releasing productivity targets	NHSE&I strategic document	January 2019
Health and Care Bill	2021 Health and Care Bill Introduces a new duty for organisations to deliver against the 'triple aim' of improving (a) health and wellbeing, (b) the quality of services, and (c) efficiency and sustainable use of resources	Parliamentary bill	July 2021

Topic	Links to tools and guidance	Resource	Last updated
Health and Care Bill	Summary of the Health and Care Bill Focuses on areas that will impact on finance leaders and teams across the NHS	HFMA briefing	July 2021
Population health management	Population health and the population health management programme Introduction to population health and the population health management programme	NHSE&I webpage	n/a
Population health planning	Vision for population health Outlines the reasoning and vision behind population health planning and steps required to achieve it	King's Fund report	November 2018

Enablers for value and efficiency

This section describes the key enablers which support the NHS to improve value and efficiency.

Leadership and governance

Leadership and effective governance are essential to promoting a culture of value-based decision making and efficient use of resources at all levels of an organisation.

Topic	Links to tools and guidance	Resource	Last updated
Board leadership	Board-level decision-making for value Examines how NHS boards can significantly improve decision-making for their organisation and the wider population to deliver value	HFMA webinar	October 2021
Corporate governance	NHS corporate governance map Summary of guidance and models to support effective corporate governance	HFMA briefing	October 2021

Topic	Links to tools and guidance	Resource	Last updated
Organisational culture	<p>Impact of culture and different organisational structures on delivering efficiency</p> <p>Summary of MBA research that assessed the impact that organisational structure has on culture</p>	HFMA briefing	August 2020

Collaborative working between different professions

Improving value and efficiency requires organisational and system wide multi-professional collaboration. 'Organisations can only deliver effective patient care within available resources by creating an environment where working relationships between clinicians and finance teams are thriving. Clinicians are responsible ultimately for the way in which services are delivered and for committing resources.'⁸

Topic	Links to tools and guidance	Resource	Last updated
Finance and clinical services	<p>Exploring the role of the NHS finance business partner</p> <p>Outlines how finance business partners play a key role in supporting the delivery of safe, effective and financially sustainable clinical services</p>	HFMA briefing	November 2019
Finance and clinical services	<p>Improving patient-level costing in community services</p> <p>Finance and clinical teams working together to improve the collection and interpretation of data</p>	HFMA Institute case study	February 2021
Finance and clinical services	<p>Collaborative working between finance and clinical staff</p> <p>A director of finance and a consultant in respiratory medicine and critical care share their insights into the importance of collaborative working between finance and clinical staff</p>	HFMA podcast	March 2020

⁸ Department of Health and Social Care, *Effective clinical and financial engagement - a best practice guide for the NHS*, 2013

Topic	Links to tools and guidance	Resource	Last updated
Finance and clinical services	Increasing clinical engagement in costing Initiatives that have been successful in increasing the quality of engagement between clinicians and the acute trust's finance and informatic teams, driving improvements in data quality and use of data to reduce variation	HFMA Institute case study	January 2020
Finance and clinical services	Engaging clinicians to use PLICS data to support changes in clinical practice Finance staff working collaboratively with senior clinicians to use PLICS data to support changes in clinical practice	HFMA Institute case study	May 2017
Finance and informatics	Going beyond the norm in costing How a multidisciplinary finance and business intelligence team provide 'actionable insight'	HFMA Institute webinar	November 2021
Finance, clinical services and informatics	EVO case studies - Great Western Hospitals NHS Foundation Trust Making the step change from service line reporting and PLICS being 'pushed' by the finance team to being owned by the services, resulting in the identification of unwarranted clinical variation	HFMA briefing	March 2020
Finance, clinical services and informatics	EVO (Engagement, Value, Outcome) pilot summary Framework for collaborative working between clinicians, finance and informatics to ensure resources are used in the most effective way possible	HFMA Institute briefing	December 2019
Finance, clinical services and informatics	Becoming a data driven organisation: engaging clinicians in reviewing and using data and information Engaging with clinical teams to access and improve the quality of the data using a bespoke data visualisation tool in mental health and community services	HFMA Institute case study	January 2016

System working

Fragmented care, where healthcare organisations work in silos, leads to poorer outcomes and inefficiencies. The move to a more collaborative, integrated approach to designing, planning and delivering health services across local systems with the establishment of integrated care systems (ICSs) provides the NHS with the opportunity to deliver better value.

Topic	Links to tools and guidance	Resource	Last updated
System leadership	System leadership Resources on leading across organisational boundaries	King's Fund website	n/a
Working as a system	Working together at scale: guidance on provider collaboratives Guidance for trusts working with a shared purpose and joint decision making where specialisation and consolidation will lead to better outcomes and value by reducing unwarranted variation and improving resilience	NHSE&I briefing	August 2021
Working as a system	ICS stories: Mid & South Essex Service Line Approach Developing service lines across a system, working closely with clinicians	HFMA webinar	November 2021
Working as a system	ICS stories: Integrated care in Humber, Coast and Vale ICS Clinical leaders worked collaboratively with the CCG and health and social care providers to deliver a new anticipatory and responsive community frailty model	HFMA webinar	October 2021
Working as a system	ICS stories: Capital prioritisation in Nottingham and Nottinghamshire ICS System-led capital planning	HFMA webinar	September 2021

Digital technology

Digital technologies such as digital medicine, artificial intelligence and robotics have a huge potential to transform the delivery of healthcare. These technologies can empower patients to participate actively in their care, with a greater focus on wellbeing and prevention. They also support the prediction of individual disease risk and personalise the management of long-term conditions.

Topic	Links to tools and guidance	Resource	Last updated
Introduction to digital technologies	Introduction to digital healthcare technologies Introduction to the role of digital technologies in healthcare transformation	HFMA briefing	July 2021
Introduction to digital technologies	Transforming healthcare with digital technologies Introduction to digital technologies and the opportunities they provide to reimagine how care is delivered	HFMA webinar	July 2021
Delivering value with digital	Delivering value with digital technologies Helping NHS finance support the transformation of care through digital technologies.	HFMA website	n/a
Automation	Unlocking efficiencies with digital workers Role of robotic process automation in achieving digital transformation	HFMA briefing	November 2020
Pathway redesign	Digital playbooks How to use digital ways of working to improve patient outcomes, by reimagining and redesigning care pathways	NHSE&I (formerly NHSX) tools	n/a

Business intelligence to support value-based decision making

Linking cost, activity and outcome data is key to understanding the use of resources to inform value-based decision making. As well as some of the links in this section, many of the case studies listed in the map provide examples of turning data into intelligence.

Topic	Links to tools and guidance	Resource	Last updated
Cost data	Introductory guide to costing Describes the fundamental elements of costing in the NHS, why it is important and the skills required by costing practitioners	HFMA Institute briefing	September 2020
Cost data	Patient-level costing Understand the reason for costing at the patient level and its power to support decision-making	HFMA bitesize course	April 2021
Cost data	Approved costing guidance Costing standards and guidance for providers of NHS services when submitting National Cost Collection data	NHSE&I website	n/a
Cost data	What finance data is required to drive value at a population level? Explores what is meant by value at a population level and the data required	HFMA briefing	June 2019
Outcome data	Collecting patient outcomes Approach and framework used to begin the collection of patient-reported outcomes for incorporation into a value-based approach to services	HFMA Institute case study	July 2018
Outcome data	Collecting outcomes to promote value-based healthcare Describes how an acute trust collected, measured and used health outcomes for patients receiving prostate cancer care	HFMA Institute case study	July 2017

Topic	Links to tools and guidance	Resource	Last updated
Outcome data	EQ-5D instruments Standardised self-reporting questionnaire that measures patient-reported health outcomes	EQ-5D website	n/a
Improving quality of activity data	Costing and data quality: improving the quality of non-financial data required for costing How NHS boards and system leaders need to focus on improving data quality to support value-based decision making	HFMA Institute briefing	February 2021
Improving quality of activity data	Improving data quality for costing community and mental health services Solutions for improving the accuracy and usability of community and mental health data	HFMA Institute briefing	June 2021
Linking cost and outcome data	Value challenge pilot report Proof of concept testing how easy it is in practice to link cost and outcome data at a patient-level	HFMA Institute briefing	May 2017
Data opportunities	How better use of data can help address key challenges facing the NHS Explores the richness of data available across health sectors and how it can be harnessed to support innovation and promote more efficient and patient-centred care	Health Foundation report	January 2022
Data for measuring value in mental health	Mental health value challenge - how can we maximise the use of resources in mental health to provide the best possible outcomes for service users? Describes the data building blocks required to measure value in mental health	HFMA Institute briefing	October 2020
Turning data into intelligence	Transforming the PLICS landscape Development of bespoke tools that maximise the benefits of data to support services to identify opportunity and waste	HFMA Institute case study	November 2020

Topic	Links to tools and guidance	Resource	Last updated
Turning data into intelligence	Presenting data - using Power BI as a tool for engagement Example of Power BI being used to present PLICS data for decision making	HFMA Institute webinar	June 2020
Turning data into intelligence	Using PLICS to drive value in mental health services Development of a bespoke activity information dashboard combining data from the PLICS system and the trust's activity system, using Qlikview business intelligence software	HFMA Institute case study	December 2019
Turning data into intelligence	Making data count Statistical process control (SPC) is an analytical technique that plots data over time, and is widely used in the NHS to understand whether change results in improvement	FutureNHS workspace	n/a
Sharing data across the system	Information governance for costing at a system level Overview of key guidance and examples of integrated care systems linking datasets	HFMA Institute briefing	January 2022
Benchmarking	The Model Health System Interactive tool incorporating many financial and non-financial metrics enabling health systems and trusts to benchmark quality and productivity	NHSE&I tool	n/a
Benchmarking	National Cost Collection Schedules of published costs from national cost collection. Trusts who submit cost data can access the 'PLICS portal' and compare their costs with other trusts	NHSE&I reports	n/a
National institute for health and care excellence (NICE)	Putting NICE guidance into practice Support and resources to help you make the best use of NICE guidance and quality standards including where implementing guidance can contribute to cost savings and efficiencies	NICE webpage	n/a

Improvement methodologies

A systematic approach to quality improvement can support the delivery of sustainable change, resulting in both improved patient outcomes and efficiency gains.

Topic	Links to tools and guidance	Resource	Last updated
Introduction to quality improvement	Quality improvement made simple Explanation of some popular quality improvement approaches and methods currently used in health care	Health Foundation report	April 2021
Quality improvement	The improvement journey Why organisation-wide improvement in health care matters, and how to get started	Health Foundation report	May 2019
Improvement science	Institute for Healthcare Improvement (IHI) The IHI uses improvement science to advance and sustain better outcomes in health and health care, including the development of the Triple Aim (simultaneously improving the health of the population, enhancing the experience and outcomes of the patient, and reducing per capita cost of care for the benefit of communities)	IHI website	n/a
Better value	Approaches to better value in the NHS - improving quality and cost Learning from three hospitals that have developed organisation-wide strategies for value improvement	King's Fund report	October 2018
Virginia Mason	Virginia Mason Institute Partnership Partnership with Virginia Mason and the NHS, developing a 'lean' culture of continuous improvement which puts patients first	NHSE&I webpage	n/a
Networking and learning opportunities	Q Community Network for people interested in improvement in healthcare	Health Foundation webpage	n/a

Topic	Links to tools and guidance	Resource	Last updated
Case study	How patient-level costing (PLICS) can support quality improvement Example of finance and clinicians working together to improve patient care and reduce waste	HFMA webinar	May 2021

Cost improvement plans

Robust cost improvement plans support NHS organisations to deliver the necessary savings required to close the gap between the level of revenue received and the expenditure incurred in any one year.

Topic	Links to tools and guidance	Resource	Last updated
Cost improvement introduction	Short course: NHS cost improvement programmes 3 hour introduction to cost improvement programmes in the NHS	HFMA bitesize course	March 2021
Cost improvement	Cost improvement and efficiency savings across the NHS Three finance directors discuss terminology and current thinking around cost improvement and efficiency	HFMA podcast	October 2020

Programme and project management

Programme and project management are essential to the successful delivery of sustained improvements in value and efficiency.

Topic	Links to tools and guidance	Resource	Last updated
Project management approaches	Quality, service improvement and redesign (QSIR) tools Describes a six-stage approach to project management supported by a library of tool and resources	NHSE&I webpage	n/a
Project management approaches	Project management – an overview Guide to the role of project management and tools available	NHSE&I briefing	n/a
Project management approaches	Managing projects Tools, techniques and examples of project management	HFMA webinar	February 2021
Benefits realisation	Benefits realisation: how does a benefits realisation approach support the delivery of value? Explores why an effective benefits realisation process is important and what a benefits realisation framework might look like	HFMA briefing	June 2021

Opportunities to improve value and efficiency

This section focuses on some of the core areas where there are opportunities to improve value and efficiency.

Reducing unwarranted clinical variation

Tackling variation in the way services are delivered across the NHS improves patient care and outcomes, as well as freeing up resources that can be put to better use elsewhere in the NHS.

Topic	Links to tools and guidance	Resource	Last updated
Getting it Right First Time	Best Practice Library - Getting It Right First Time (GIRFT) The Best Practice Library links to GIRFT resources including best practice pathways, national reports and metrics	GIRFT website	n/a
Getting it Right First Time	Value challenge 2.0 – How patient-level costing (PLICS) can support the implementation of Getting it Right First Time Using PLICS data to better understand variation	HFMA Institute briefing	October 2019
Low value interventions	Evidence-based interventions Programme designed to reduce the number of medical and surgical interventions which the evidence shows are inappropriate for some patients in some circumstances	Academy of Medical Royal Colleges website	n/a
Case study (acute)	EVO Case studies University Hospitals Birmingham NHS Foundation Trust Explores how best to use PLICS data in a programme of service transformation, reducing unwarranted variation in clinical practice and patient outcomes in an evidence-based way	HFMA briefing	October 2020
Case study (acute)	Using costing data to improve efficiency in an acute hospital Using national benchmarking sources (GIRFT and Model Hospital) to triangulate and promote increased confidence in the internal costing data to support service reviews	HFMA Institute case study	May 2018
Case study (acute)	Engaging clinicians to use PLICS data to support changes in clinical practice Using PLICS to support changes in clinical practice. Covers plastic surgery, cataract surgery and reducing delayed transfers of care	HFMA Institute case study	May 2017
Case study (community)	EVO Case studies Gloucestershire Health and Care NHS Trust Review of patient pathways using PLICS to trigger clinical conversations led to pathway improvement and reduction in unwarranted variation	HFMA briefing	February 2020

Service transformation and optimising patient pathways

As the NHS seeks to rise to the challenges of restoring services, meeting the new care demands and reducing the care backlogs that are a direct consequence of the pandemic, there is a renewed focus on productivity growth. Optimising patient pathways through service transformation can release capacity, while improving patient outcomes, freeing up staff time and estates, and improving efficiencies.

Topic	Links to tools and guidance	Resource	Last updated
Beneficial changes network	Beneficial Changes Network Examples of innovations and improvements in care and in the delivery of care and networking opportunities	FutureNHS workspace	n/a
Virtual wards	Virtual wards website Resources for establishing virtual wards which allow patients to get the care they need at home safely and conveniently, rather than being in hospital	NHSE&I website	n/a
Diagnostics	Diagnostics: Recovery and Renewal Review of NHS diagnostics capacity and recommendations for significant reform and investment	NHSE&I report	October 2020
Diagnostics	National community diagnostic centres Resources and information about the national community diagnostic centres programme	FutureNHS workspace	n/a
Outpatients	Outpatient Transformation Programme Tools and case studies supporting the transformation of outpatients	NHSE&I website	n/a
Outpatients	Patient initiated follow-up (PIFU) Helps providers and systems to manage waiting lists and see patients most in need quickly, with range of implementation support materials	NHSE&I website	n/a

Topic	Links to tools and guidance	Resource	Last updated
Digital transformation	Elective recovery tech fund Examples of systems using digital technology to speed up elective recovery and tackle waiting lists	NHSE&I (formerly NHSX) website	n/a
Digital transformation	Using digital technologies to prevent stroke Example of digital technology being used to improve detection and treatment of atrial fibrillation	HFMA case study	January 2022
Digital transformation	The mental health digital playbook - how digital technology can help deliver service improvement and transformation Examples of how mental health services are implementing digital technology into care pathways	HFMA webinar	November 2021
Population health management	Understanding resource consumption across a system Linking datasets across Derbyshire to understand which patients use most NHS resources	HFMA case study	September 2020
Population health management	A population approach to value-based healthcare One clinical commissioning group's population management approach to commissioning, going beyond traditional clinical care pathways	HFMA Institute case study	July 2018
Pathway redesign – mental health	Exploring how patient-level cost and activity data can inform pathway redesign in mental health Developing appropriate metrics to understand local variation in a community-based service delivered across seven localities	HFMA Institute case study	October 2021
Pathway redesign – mental health	EVO Case studies North Staffordshire Combined Healthcare NHS Trust Shows how appropriate presentation of data and active collaboration can lead to pathway improvements, even in a relatively short pilot exercise	HFMA briefing	March 2020

Topic	Links to tools and guidance	Resource	Last updated
Pathway redesign – community services	Delivering system savings through NHS community services Service innovations that have improved value for the health system	HFMA webinar	June 2021
Social impact bonds	Using social investment to support system priorities and drive outcomes Examples of how social investment can improve value for the health system	HFMA webinar	May 2021
Lord Carter review - acute	Productivity in NHS hospitals Sets out how non-specialist acute trusts can reduce unwarranted variation in productivity and efficiency	HM Government	2016
Lord Carter review – mental health and community	Lord Carter’s review into unwarranted variations in mental health and community health services Sets out how mental health and community health services can reduce unwarranted variation in productivity and efficiency	NHSE&I website	May 2018
Lord Carter review - ambulances	Lord Carter’s review into unwarranted variation in NHS ambulance trusts Sets out how ambulance services can reduce unwarranted variation in productivity and efficiency	NHSE&I website	September 2018

Getting the best out of our workforce

The NHS needs to use its workforce effectively and productively to address the challenges of workforce capacity.

Topic	Links to tools and guidance	Resource	Last updated
NHS people plan	NHS people plan Builds on the workforce commitments in the <i>NHS long term plan</i> with four core themes: (a) looking after our people, (b) belonging in the NHS, (c) new ways of working and delivering care and (d) growing for the future	NHSE&I strategic document	March 2021
Workforce development	Recovery and delivery Health Education England business plan 2021/22 Details how Health Education England (HEE) is supporting the wider NHS to meet the Government healthcare workforce priorities as outlined in the <i>NHS long term plan</i> and <i>NHS people plan</i>	HEE strategic document	June 2021
Clinical workforce productivity	Clinical workforce productivity Supports the <i>long term plan</i> commitments to deploy an effective, productive, evidence based workforce	FutureNHS workspace	n/a
Workforce transformation	Workforce transformation and redesign Tools supporting the development of a workforce responsive to changes in healthcare now and in the future	Health Education England (HEE) website	n/a
Workforce transformation	HEE Star: Accelerating workforce redesign A model to support workforce transformation, with workshops and resources	HEE tool	n/a
Workforce planning	Workforce deployment systems Compilation of resources to enable trusts in achieving e-rostering and e-job planning for their clinical workforce	NHSE&I webpage	n/a
Workforce planning	E-rostering the clinical workforce Implementation guidance to maximise workforce productivity and reduce administrative time	NHSE&I briefing	September 2020

Topic	Links to tools and guidance	Resource	Last updated
Workforce planning	E-job planning the clinical workforce Implementation guidance to ensure that workforce resources can be aligned for maximum impact on patient outcomes	NHSE&I briefing	September 2020
Workforce planning	Allied health professionals job planning: a best practice guide Advice for trusts to ensure that their approach to job planning for allied health professionals (AHPs) is consistent with best practice supporting productivity	NHSE&I webpage	n/a
Temporary staffing	Reducing expenditure on NHS agency staff: rules and price caps Details of rules for agency usage alongside tools for reducing agency staff and making effective use of temporary staff	NHSE&I webpage	n/a
Temporary staffing	Temporary staffing hub Collaborative space supporting NHS providers to reduce agency staff bills and encourage workers back into substantive and bank roles	FutureNHS workspace	n/a
Community nursing	Measuring the economic value of community nursing Discussion on how to measure the economic value of community nursing staff	HFMA briefing	February 2022
Digital workforce	Building our future digital workforce Resources to support address the challenges around building capacity and capability in the health and care digital technology workforce	HEE website	n/a
Digital workforce	Topol review and Topol digital fellowships Report on preparing the healthcare workforce to deliver the digital future and details of the digital fellowship programme	HEE website	n/a

Procurement

A robust procurement approach supports the delivery of value and efficiency.

Topic	Links to tools and guidance	Resource	Last updated
Value-based procurement	Value-based procurement for healthcare Project looking at the potential benefits and practical application of value-based procurement	NHS Supply Chain website	n/a
Value-based procurement	Buying better How a value-based approach to procurement can support a reduction in total costs across the whole patient pathway	HFMA roundtable briefing	July 2021
Value-based procurement	Moving towards a value-based healthcare approach to contracts with industry Example of outcomes-based contract	HFMA webinar	March 2021

Reducing health inequalities

As well as the moral imperative for reducing health inequalities, the ‘cost of doing nothing’ means that tackling health inequalities also has an impact on value and efficiency. The Marmot review⁹ estimated that direct treatment costs in England associated with inequality amounted to £5.5bn a year.

⁹ HM Government, *Fair society, healthy lives: the Marmot Review : strategic review of health inequalities in England post-2010*, January 2010

Topic	Links to tools and guidance	Resource	Last updated
Data sources	Health inequalities data sources map A tool to enable NHS finance staff to support their organisations to tackle health inequalities	HFMA briefing	October 2021
Role of NHS finance	The role of the NHS finance function in addressing health inequalities Explains what is meant by health inequalities and the role that NHS finance staff can play in tackling it	HFMA briefing	July 2021
Role of NHS finance	The finance role in addressing health inequalities Dr Bola Owolabi, NHSE&I director for health inequalities, in discussion with two finance directors	HFMA podcast	2022
National approach	Core20PLUS5 – An approach to reducing health inequalities National approach to support the reduction of health inequalities at a national and system level	NHSE&I website	n/a
Marmot progress review	Health equity in England: The Marmot review 10 years on Examines progress in addressing health inequalities in England	Health Foundation	February 2020

Medicines optimisation and prescribing

Optimising the use of medicines improves patient outcomes and reduces waste. The total expenditure on medicines in England in 2020/21 was about £16.7 billion – 55% in primary care and 45% in hospitals.¹⁰

¹⁰ NHS Business Services Authority, *Prescribing costs in hospitals and the community – England*, November 2021

Topic	Links to tools and guidance	Resource	Last updated
Improving outcomes and value	Medicines: improving outcomes and value National guidance on improving outcomes and value for medicine use	NHSE&I website	n/a

Corporate and support services

New ways of working in corporate and support services ensures that these resources are used to best effect.

Topic	Links to tools and guidance	Resource	Last updated
Finance	Finance Innovation Forum Examples of NHS finance innovations which deliver better value to an organisation	One NHS Finance website	n/a
Finance	Driving efficiency by automating NHS finance processes Examples of automating finance and accounting processes	HFMA webinar	July 2021
Estates	NHS property and estates – Why the estate matters for patients Report outlining the need for efficient and effective use of NHS estate including optimisation and rationalisation	Government report	March 2017

Further information

The approach to delivering value and driving efficiency will vary across organisations and systems depending on local circumstances. The majority of resources signposted throughout this document originate from within HFMA and NHSE&I, and are a combination of restricted and open source material. Further information is provided on the different resources available below.

NHS England and NHS Improvement

Resource	Further information
FutureNHS Collaboration platform	<p>A virtual collaboration platform that supports people working in health and social care to make change, improve and transform across organisations, places and professions. Members of the platform can join or create workspaces and communities to connect with others, learn and share.</p> <p>A number of workspaces on the platform are referenced in the resources above, but the site is continually evolving. There is also a FutureNHS case study hub which can be searched for relevant material across the platform.</p> <p>The home page provides instructions on access.</p>
The Model Health System	<p>Data-driven improvement tool that can be accessed by NHS organisations, enabling them to benchmark quality and productivity. Operational and system-level data is available.</p>
Getting It Right First Time - GIRFT	<p>National programme designed to improve the treatment and care of patients through in-depth review of services, benchmarking, and presenting a data-driven evidence base to support change.</p>
#SolvingTogether	<p>Platform for posting ideas on how to recover services, redesign care delivery and address health inequalities, led by the NHSE&I Transformation Directorate</p>
One NHS Finance	<p>One NHS Finance has three strategic priorities for improving the finance function and developing NHS finance staff:</p> <ul style="list-style-type: none"> • Developing our people – led by the National Finance Academy • Developing our community – led by Future-Focused Finance • Developing our systems and processes – led by the Finance Innovation Forum

HFMA

Resource	Further information
<p>HFMA</p>	<p>The Healthcare Financial Management Association (HFMA) is the professional body for finance staff in healthcare, providing independent and objective advice to its members and the wider healthcare community. Membership is individual but can be purchased through organisation partnerships and is free for NHS finance staff working at bands 2 to 6.</p> <p>The HFMA publishes a wide range of briefings, some of which are for members only while others are open access. It also hosts regular webinars that are free to view either live or on demand.</p> <p>All HFMA briefings, podcasts and courses are CPD accredited.</p>
<p>HFMA Healthcare Costing for Value Institute</p>	<p>The HFMA's Healthcare Costing for Value Institute supports the NHS to improve costing, turn data into powerful patient-level information, champion multi-disciplinary collaboration, and ultimately drive value across patient pathways. Membership of the Institute provides access to events and a wide range of resources, including those listed in this map.</p> <p>To find out if your organisation is a member of the Institute, email stephanie.brown@hfma.org.uk</p>
<p>HFMA Academy</p>	<p>The HFMA Academy offers a range of online qualifications in healthcare business and finance.</p>
<p>HFMA bitesize courses</p>	<p>HFMA bitesize provides a range of online CPD accredited courses in healthcare business and finance, a number of which are free to all NHS staff on the ESR platform.</p>

About NHS England and NHS Improvement

From 1 April 2019 NHS England and NHS Improvement have been working together as a single organisation to better support the NHS to deliver improved care for patients. As local health systems work more closely together, the same needs to happen at a national level. The single operating model has been designed to support delivery of the *NHS long term plan*.

Local health systems are supported by seven integrated regional teams who play a major leadership role in the geographies they manage. They make decisions about how best to support and assure performance in their region, as well as supporting system transformation and the development of integrated care systems.

About the HFMA

The Healthcare Financial Management Association (HFMA) is the professional body for finance staff in healthcare. For over 70 years, it has provided independent and objective advice to its members and the wider healthcare community. It is a charitable organisation that promotes best practice and innovation in financial management and governance across the UK health economy through its local and national networks.

The association also analyses and responds to national policy and aims to exert influence in shaping the wider healthcare agenda. It has particular interest in promoting the highest professional standards in financial management and governance and is keen to work with other organisations to promote approaches that really are 'fit for purpose' and effective.

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