



HFMA briefing
Updated April 2024



NHS value and efficiency map

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

The CPD Standards Office
CPD PROVIDER: 50137
2022-2024
www.cpdstandards.com



Contents

Introduction	3
Using the map	4
Strategic framework	10
Legislation.....	10
Strategic and operational planning	10
Enablers for value and efficiency	12
Financial efficiency and productivity programmes	12
Clinically led service improvement programmes.....	13
Leadership and governance.....	13
Value-based healthcare methodologies	14
Quality improvement methodologies	16
Multi-professional collaboration.....	17
System-wide working	18
Data collection and quality assurance	19
Programme and project management	20
Business intelligence.....	21
Opportunities to improve value and efficiency	23
Pathway redesign across a system	23
Service improvement in acute care	24
Service improvement in mental health and community health services	25
Service improvement in ambulance services	25
Population health management and prevention	26
Reducing health inequalities	27
Digital technology.....	28
Workforce	29
Medicines optimisation and prescribing.....	30
Procurement and commercial services	31
Corporate and support services	32
Further information	33
NHS England	33
HFMA	34

Introduction

The HFMA has worked in partnership with NHS England to produce an NHS value and efficiency map which recognises the importance of a value-based approach to enabling the delivery of high-quality sustainable healthcare services.

In March 2024, Professor Sir Stephen Powis, national medical director of NHS England told delegates at a HFMA Costing for Value Institute event *'I don't think there has been a more pressing time to drive value-based healthcare because if we can't continue to provide high quality care at lower cost then I think we are going to be, as a nation, in quite a difficult position. So, if you're not been a believer in value-based healthcare, in producing high quality at the lowest possible cost then you need to become a believer, because that is the way we're going to have to deal with the challenge we have ahead of us.'*

This is not a new approach. The concept of value-based healthcare, linking health outcomes with the cost of delivering those outcomes was first developed by Professor Robert Kaplan and Professor Michael Porter of Harvard Business School in 2012. But as Sir Stephen Powis articulates, the need for its application within and across the NHS is greater now than ever.

In the short term, organisations and systems may talk about the efficiency targets and productivity gains required to contribute to the system-wide financial duty of achieving year-on-year break-even targets. Achieving longer term financial and operational sustainability requires a wider lens and is more likely to be framed as a 'value-based approach' but the principles are not that different.

Both short and long-term planning for sustainability require multi-disciplinary teams, including finance, clinicians and informatics, to work collaboratively. Both require teams to look equally for opportunities within their individual organisations and across organisational boundaries.

Furthermore, there is increasing recognition that systems must focus to improving population health and wellbeing, coupled with reducing health inequalities, but that these priorities are aligned with efficient and sustainable use of resources.

All of this means that staff involved in influencing the use of resources and ensuring delivery of the sustainable healthcare services are looking for guidance and examples of best practice in this area. This map is a helpful tool with links to key documents all in one place.

Using the map


The intended audience for the map is wide-ranging including finance staff, informatics teams, clinical staff, service managers and both executive and non-executive board members. Its purpose is to highlight the published resources that support organisations and systems in delivering financially sustainable services in both the short and longer term.

The document is structured to signpost users to resources relevant to their individual areas of interest. Most references only appear once in the document. Where material is relevant to more than one heading it has been added to the section deemed most appropriate or added multiple times.

The map is split into four sections:

- *Explanation of terms* sets out those terms commonly used in relation to value and efficiency.
- *Strategic framework* provides links to relevant legislative and strategic guidance.
- *Enablers* includes resources aimed at helping organisations take a systematic approach to identifying and implementing a value-based approach. It includes cultural considerations, data requirements and methodologies that can be adopted.
- *Opportunities* focuses on core areas where there are opportunities to improve value and efficiency. It includes national guidance relating to these areas as well as sharing examples of best practice.

The map is updated periodically as new guidance, case studies and resources are produced. Additions to the map since the last update are marked as

 , even if it is not a newly published resource. If you would like to flag additional material to be included in the next update of this map, please contact policy@hfma.org.uk.

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.

This forms part of a suite of maps including *NHS corporate governance map*; *Integrated care system finance and governance guidance map*; *Mental health guidance and resources map*; *NHS environmental sustainability guidance map*; *Digital technologies resources map* and *Health inequalities data sources map*.

Explanation of terms


This section defines the terms that are commonly used in relation to the value and efficiency agenda. In addition, the HFMA has released a briefing with more detail aimed at helping stakeholders understand the terms.¹

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 NHS England. 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 non-budgeted costs arising. Cost avoidance measures may involve some expenditure but at a lower level than the expected future costs to be avoided. This needs to capture the net impact against a “do nothing” scenario. 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>

¹ HFMA, *Financial sustainability: understanding the terms used*, August 2023

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 NHS England • 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>

² National Audit Office, *Assessing value for money*

Term	Definition and further information
 Financial sustainability	<p>There is no single definition of financial sustainability. In a series of reports on the financial sustainability of the NHS, the National Audit Office (NAO) used this statement³: 'To be sustainable, the NHS needs to manage patient demand (including how long patients wait) and the quality and safety of services within the resources given to it.'</p> <p>The HFMA glossary of terms⁴ uses the following definition:</p> <p>Provision of safe and quality healthcare services within the resources available that meet the healthcare requirements of the population, and with the flexibility/ capability to maintain those services over the longer term, responding to emerging health challenges and developments.</p> <p>NHS bodies deliver financial sustainability within a partnership environment. All decisions reflect financial, operational, environmental and societal issues across the local health and care system. Services are delivered in an equitable manner across society and incorporate the relevant environmental factors beyond the health and care setting.</p>
Health inequalities	<p>Health inequalities are avoidable, unfair and systematic differences in health between different groups of people. These differences may be in health status (<i>for example, life expectancy</i>); access to or quality of care; behavioural risks (<i>for example, smoking rates</i>) and wider determinants of health. Different groups of people are affected based on factors including socio-economic status; geography; social exclusion and characteristics protected in law (<i>for example, sex, ethnicity or disability</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.⁵</p>

³ National Audit Office, *NHS financial management and sustainability*, February 2020


⁴ HFMA, *HFMA introductory guide to NHS finance (Appendix)*

⁵ 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	Productivity measures how many units of output are produced from one unit of inputs – and so improved productivity is a means to achieve greater efficiency. ⁶
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. ⁷
Value	Value is concerned with the delivery of the best quality of care possible within the resources available.

⁶ UK Government, *The Government Efficiency Framework*, July 2023

⁷ Nursing Times, *Exploring unwarranted variation through the RightCare programme*, 2018

Term	Definition and further information
<p>Value equation</p>	<p>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.</p> <div data-bbox="1025 316 1659 632" style="border: 1px solid #ccc; border-radius: 15px; padding: 10px; text-align: center;"> <p>The value equation</p>  <p>Outcomes are the health results that matter for a patient's condition over the complete pathway of care</p> <p>Costs are the total costs of care for a patient's condition over the complete pathway of care</p> </div> <p style="text-align: right; font-size: small;">Source: Porter, <i>Value-based health care delivery</i> (2012)</p>
<p>Value-based healthcare</p>	<p>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.’⁸</p> <p>Allocative value or allocative efficiency describes the aim of allocating healthcare resources across the system to maximise outcomes for the whole population in the system.</p> <p>Personal value uses measures of patient opinion taking into account both patient experience and their ability to make a preference-based informed decision.</p> <p>Social (or societal) value builds on this by aiming to quantify 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.⁹</p>

⁸ Centre for Evidence-Based Medicine, *Defining value-based healthcare in the NHS*, 2019

⁹ Social Value UK

Strategic framework

This section provides links to key legislative and strategic guidance that an organisation needs to be aware of regarding efficient and effective use of resources in the NHS.

Legislation

Link and description	Publication date
UK Parliament: <i>Health and Care Act 2022</i> Enactment bill introducing 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	April 2022
HFMA: <i>Summary of the Health and Care Bill</i> Outlines key parts of the bill which brings into effect the proposals set out in the white paper <i>Working together to improve health and social care for all</i>	July 2021



Strategic and operational planning




Websites

- NHS England: *NHS operational planning and contracting guidance* current and previous planning guidance
- NHS England: *NHS Payment Scheme* all documentation relating to the rules governing payment for NHS-funded secondary healthcare
- NHS England: *Delivery plan for tackling the Covid-19 backlog of elective care* links to the original delivery plan (February 2022) for recovering elective care over the next three years and subsequent updates, including 2023/24 priorities.
- NHS England: *Integrated urgent and emergency care* resources to support systems to deliver improvements

Workspaces on FutureNHS collaboration platform

- *NHS planning* tools and resources to support planning cycles
- *Payment systems support* tools, products and other information to help stakeholders work with the NHS payment system
- *Emergency Care Improvement Support Team (ECIST)* clinically led resources to improve flow across the urgent and emergency care system

Link and description	Publication date
 HFMA: <i>Summary of 2024/25 priorities and operational planning guidance</i> Key points from the guidance with particular focus on financial planning (Last year’s summary can be found here: <i>HFMA: Summary of 2023/24 priorities and operational planning guidance</i>)	April 2024 (January 2023)
 NHS England: <i>2024/25 priorities and operational planning guidance</i> Covers priorities and requirements that NHS organisations must take into account during the 2024/25 planning cycle including system wide working (Last year’s guidance can be found here: <i>NHS England: 2023/24 priorities and operational planning guidance</i>)	March 2024 (January 2023)

Link and description	Publication date
 NHS England: Revenue finance and contracting guidance for 2024/25 Sets out the revenue and contracting frameworks for 2024/25 and provides detailed guidance for planning within trusts and integrated care boards. A separate document covers capital planning (Previous guidance can be found here: NHS England: Revenue finance and contracting guidance for 2023/24)	March 2024 (January 2023)
 NHS England: Elective recovery fund technical guidance Relates to elective activity and the operation of the Elective Recovery Fund (ERF) and payment for 2024/25 (Previous guidance can be found here: NHS England: Elective recovery fund technical guidance 2023/24)	March 2024 (January 2023)
 NHS England: 2023-25 NHS payment scheme (amended) National guidance with small amendments to be applied in 2024/25 (Original guidance for the two year scheme can be found here: NHS England: 2023-25 NHS payment scheme)	March 2024 (June 2023)
HFMA: An introductory guide to finance On-line free guide covering NHS finance and governance	Updated January 2024
HM Government: National framework for NHS continuing healthcare and NHS funded nursing care Principles and processes of the national framework	Updated July 2023
NHS England: Reducing did not attends (DNAs) in outpatient services National guidance and case studies covering how providers can effectively reduce their DNA rates to release capacity for elective recovery and improve patient experience	February 2023
NHS England: Delivery plan for recovering urgent and emergency care services Sets out ambitious targets for improving waiting times both for ambulances to get to patients and once patients arrive in the emergency department	January 2023
NHS England: Integrated care board and system finance business rules Sets out the rules applicable from 1 April 2023 that remain applicable for 2024/25	January 2023
NHS England: NHS long term plan (chapter 6) Details the five ‘tests’ that the NHS will be measured against to ensure that taxpayers’ investment will be used to maximum effect, including details of cash-releasing productivity targets	January 2019
HM Government: Children and young people’s continuing care national framework Guidance for assessing need and to support commissioning	January 2016

Enablers for value and efficiency

This section describes the key enablers which support the NHS to improve value and efficiency. It highlights cultural and structural considerations including multi-disciplinary and cross-system working; details the data required to support effective decision making and identifies a range of programmes and methodologies that can be used to encourage systematic approach to identifying and implementing a value-based approach.

Financial efficiency and productivity programmes

NHS organisations are expected to implement on-going efficiency plans to ensure that they can continue to deliver and improve high-quality care provision within the limited resources available. These plans may be known as cost improvement programmes or waste reduction programmes. In addition to recognising the necessary savings required to close the gap between the level of revenue received and the expenditure incurred in any one year in a single organisation, programmes may also be multi-year and/or multi-organisational.


In addition, NHS organisations are facing increased scrutiny over productivity with current targets to improve productivity back to pre-pandemic levels, and achieve 1.9% to 2% annual growth by 2028/29.

Websites

- One NHS Finance: *Efficiency Exchange* platform for individual NHS organisations to share efficiency ideas that can be replicated at the local, regional or national level
- NHS England: *Model Hospital Productivity and Efficiency Benchmarking* 20 key metrics to support the NHS aims to achieve the nationally set productivity targets (note link cannot be provided, users with access to Model Health System¹⁰ should log in and search for the relevant section).

Workspaces on FutureNHS collaboration platform

- *Productivity and Efficiency Improvement Hub* provides a single platform to navigate national programmes and a directory of other relevant resources
- *National efficiency forum* examples and case studies of projects that have realised waste reduction or service improvement

	Link and description	Publication date
	HFMA: <i>Obstacles and Opportunities</i> roundtable discussion focused on the Scottish health system but linked to all four UK nations exploring the realities of improving productivity and efficiency in provision of healthcare. The wide ranging discussion covers workforce and skills optimisation, digitalisation of service delivery, prevention and population health management; also reflecting on the capacity and capability to implement change within organisations and the skills finance professionals would need to support this.	July 2023
	HM Government: <i>The Government Efficiency Framework</i> Briefing setting out a principles-based approach to the drivers of efficiency savings across public services	July 2023

¹⁰ NHS England, *The Model Health System*

Link and description	Publication date
HFMA: <i>How costing can support the efficiency agenda</i> Podcast showcasing work developed by Barts Health NHS Trust who were shortlisted for the 2022 HFMA costing award	April 2023
HFMA bitesize: <i>NHS cost improvement programmes</i> Short course introduction	March 2021
HFMA: <i>Cost improvement and efficiency savings across the NHS</i> Podcast discussing terminology and current thinking around cost improvement and efficiency	October 2020
The Health Foundation: <i>Eight case studies that show you can improve quality while also saving money</i> Briefing	September 2014
Monitor and Audit Commission: <i>Delivering sustainable cost improvement programmes</i> Briefing	January 2012

Clinically led service improvement programmes


There is increasing evidence that financial efficiency and clinical improvement are closely linked. Increasingly a value-based healthcare approach to service improvement is formalising this link (see section below). However it is essential that staff involved in influencing the use of resources are engaged with national and local programmes driven by clinicians and/or focussed on clinical service improvement.

Websites

- NHS England: *Outpatient recovery and transformation* including guiding principles and approaches
- NHS England: *Patient initiated follow-up* tools to support implementation of processes to manage waiting lists and prioritise patients most in need
- NHS England: *Getting It Right First Time Academy resources* links to pathways, national reports and metrics
- Academy of Medical Royal Colleges: *Evidence-based interventions* resources designed to reduce inappropriate medical and surgical interventions

Workspaces on FutureNHS collaboration platform

- *Elective recovery* tools and best practice to accelerate restoration of elective and cancer care
- *Outpatient recovery and transformation* with tools and case studies supporting the transformation of outpatient services
- *National community diagnostic centres* information about the programme
- *Getting It Right First Time* including tools and resources relevant to the GIRFT programme

Link and description	Publication date
 GIRFT: <i>Closing the gap: actions to reduce waiting times for children and young people</i> A set of actions to reduce waiting times for children, with links to essential data, resources and case studies. These compliment the national toolkit for elective recovery for children and young people and other resources provided on the CYP FutureNHS workspace.	September 2023

Leadership and governance

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









	Link and description	Publication date
New	HFMA: NHS corporate governance map Brings together guidance and models to support effective corporate governance	Updated October 2023
	HFMA: Integrated care system finance and governance guidance map Supplementary map bringing together the key guidance and resources to support the change to statutory ICSs	July 2022
	HFMA: Financial sustainability essential building blocks Themes emerging from interviews with senior finance and clinicals experts	June 2022
	HFMA: Improving NHS financial sustainability are you getting the basics right? Includes self-assessment and detailed checklist	April 2022
	HFMA bitesize: Board assurance and working together Short course looking at governance during the business cycle and how boards get assurance that their organisation is meeting its objectives	November 2021
	HFMA: Board-level decision-making for value Webinar examining how NHS boards can significantly improve decision-making for their organisation and the wider population to deliver value	October 2021
	HFMA: Impact of culture and different organisational structures on delivering efficiency Summary of MBA research	August 2020

Value-based healthcare methodologies

Value-based healthcare is described as equitable, sustainable and transparent use of available resources to achieve better outcomes and experiences for every person. Maximising value in this context requires organisations to focus on both the health outcomes and the cost of delivering those outcomes. Methodologies for value-based healthcare promote multi-professional collaboration to achieve this aim and can effectively be applied at local department or organisational level. As integrated care systems evolve and system working becomes embedded, the same methodologies can be applied across a multi-organisation health system.

Websites

- One NHS Finance: *Engagement Value Outcome (EVO)* details a framework model designed to ensure clinical and finance team work collaboratively to use resources in the most effective way possible
- One NHS Finance: *Best Possible Value Decision Toolkit* provides a set of tools and supporting material to support value-based decision making for healthcare services, designed to be used in multi-professional collaborations
- The Health Foundation: *Star (socio-technical allocation of resources) tool* aimed at commissioner working with their stakeholders to allocate resources to benefit patients in their community
- Healthcare improvement Scotland: *Value Management* a methodology for enabling teams to continually improve their services focusing on both quality improvement and cost reduction
- *Welsh value in health centre* resources to support a consistent approach to value-based healthcare, including procurement, across Wales

	Link and description	Publication date
	HFMA: Value masterclass 2024¹¹ Recordings from event focused on applying value in practice with presentations from organisations and systems that have pursued a value-driven approach (HFMA Institute membership required)	March 2024
	NHS Impact and Warwick University partnership: The Value from Continuous Improvement in Healthcare Outputs and recommendations from two roundtable events with senior leaders in September 2023, defining and demonstrating value from continuous improvement in the NHS	March 2024
	Virginia Mason Institute™: What is Lean healthcare? a framework for applying the principles of lean management to healthcare	October 2023
	Scottish Government: Value based health and care action plan Briefing to support health and care colleagues deliver value based health and care	October 2023
	One NHS Finance: EVO launch at leadership summit Presentation from EVO pilot scheme participants and launch of framework application process	July 2023
	Royal College of Physicians: Value-based healthcare: is it the way forward? Article written by Sally Lewis in the Future Healthcare Journal examining the strengths and limitations of value-based healthcare and its application in the UK context	November 2022
	One NHS Finance: Guide to framing decisions for value Sets out a structured approach based on four domains of situation, complications, objectives and constraints to help identify the correct decision	September 2019
	HFMA: Value: delivering for systems Roundtable exploring progress in delivering value across systems and the obstacles that needed to be removed	October 2018
	HFMA: Debating value An HFMA roundtable supported explored progress in moving towards value-based healthcare	January 2018
	NHS Confederation and the Academy of Medical Royal Colleges: A culture of stewardship - The responsibility of NHS leaders to deliver better value healthcare Paper written by Professor Sir Muir Gray introducing the principles of applying a triple value approach to healthcare improvement	September 2015
	HFMA: Costing and the pursuit of value in healthcare¹² This briefing describes the approach developed by Professor Robert Kaplan and Professor Michal Porter on pursuing value in healthcare. It is based on a session delivered by Professor Kaplan at a masterclass to launch of the Healthcare Costing for Value Institute	May 2015

¹¹ Login to HFMA website before copying web address into browser, or search [Healthcare Costing for Value Institute Resource Library](#)

¹² Preview of briefing only. The full version is only available to members of the Healthcare Costing for Value Institute who can login and access it via the same link.

Quality improvement methodologies

Quality improvement is closely linked to value-based healthcare but focus on processes and structures, as opposed to outcomes and costs. However a systematic approach to quality improvement can support the delivery of sustainable change, resulting in both improved patient outcomes and efficiency gains.

Websites

- NHS England: *The five components of NHS Impact* an improvement approach aimed at promoting continuous improvement as the main method for tackling clinical, operational and financial challenges
- NHS England: *baseline for improvement* a rapid and measurable overview across the entire NHS including NHS England national and regional teams
- The Health Foundation: *Q Community* network for people interested in improvement in healthcare
- *Institute for Healthcare Improvement* resources relating to improvement science in context of sustaining better outcomes in health and health care

Workspaces on FutureNHS collaboration platform

- *NHS IMPACT (Improving Patient Care Together)* an improvement approach to support organisations, systems and providers to shape their strategy underpinning this with continuous improvement, and to share best practice and learn from one another.

Link and description	Publication date
HFMA: Quality improvement to increase value ¹³ Case study describing how one trust has empowered their workforce to prioritise and drive improved outcomes for patients.	March 2023
HFMA: How patient-level costing (PLICS) can support quality improvement ¹⁴ Video presentation and associated slides describing an approach to improving patient care and reducing waste through multi-professional collaboration (HFMA Institute membership required)	May 2021
The Health Foundation: Quality improvement made simple Explanation of some popular quality improvement approaches and methods	April 2021
The Health Foundation: The improvement journey Why organisation-wide improvement in health care matters	May 2019
The King's Fund: Approaches to better value in the NHS - improving quality and cost Organisation-wide strategies for value improvement	October 2018
NHS Institute to Innovation and Improvement: Lean six sigma, some basic concepts Briefing	Not available
NHS Institute to Innovation and Improvement: Going lean in the NHS Introduction to the lean thinking and its application in the NHS	2007

¹³ Preview of briefing only. The full version is only available to members of the Healthcare Costing for Value Institute who can login and access it via the same link.

¹⁴ Login to HFMA website before copying web address into browser, or search *Healthcare Costing for Value Institute Resource Library*

Multi-professional collaboration

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.'¹⁵

Link and description	Publication date
HFMA: <i>Financial sustainability engagement pack</i> Slide deck and accompanying speaker notes for explaining the importance of financial sustainability to operational teams, clinicians and budget holders	June 2022
HFMA: <i>The role of costing in financial sustainability</i> ¹⁶ During the 2022 costing conference a panel of senior finance and clinical leads discuss the role of costing teams in supporting financial sustainability and whole patient pathways mapping could provide opportunities to deliver real savings across systems. The recording is available via this link scrolling down to the appropriate session (HFMA Institute membership required)	April 2022
HFMA: <i>Improving patient-level costing in community services</i> ¹⁷ Case study of finance and clinical teams working together to improve the collection and interpretation of data	February 2021
HFMA: <i>Collaborative working between finance and clinical staff</i> Podcast with a director of finance and a consultant in respiratory medicine and critical care sharing their insights	March 2020
HFMA: <i>Increasing clinical engagement in costing</i> ¹⁷ Initiatives that have been successful in increasing the quality of engagement between clinicians, finance and informatic teams to driving improvements in data quality and examples of using the data to reduce variation	January 2020
HFMA: <i>Exploring the role of the NHS finance business partner</i> Outlines how finance business partners play a key role in supporting the delivery of safe, effective and financially sustainable clinical services	November 2019
HFMA: <i>Engaging clinicians to use PLICS data to support changes in clinical practice</i> ¹⁶ Case study	May 2017
HFMA: <i>Becoming a data driven organisation and engaging clinicians in reviewing and using data and information</i> ¹⁶ Case study about a bespoke data visualisation tool in mental health and community services	January 2017

¹⁵ Department of Health and Social Care, *Effective clinical and financial engagement - a best practice guide for the NHS*, 2013

¹⁶ Login to HFMA website before copying web address into browser, or search *Healthcare Costing for Value Institute Resource Library*





¹⁷ Preview of briefing only. The full version is only available to members of the Healthcare Costing for Value Institute who can login and access it via the same link.

System-wide 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 opportunity to work with partners across health and social care and with the voluntary, community and social enterprise sectors in deliver better value.

Websites

- The King's Fund: *System leadership* includes resources to support leadership across organisational boundaries

Link and description	Publication date
 HFMA: A vision for system costing¹⁸ Case study sharing the innovative approach to costing and benchmarking across Mid and south Essex ICS, awarded the HFMA costing award in December 2023	January 2024
 HFMA: Productive discussion Blog exploring the complexities of measuring productivity across organisations and systems	December 2023
NHS England: Guide to effective NHS data partnerships Briefing outlining implications and methods for data sharing across organisational boundaries and outside of the NHS	July 2023
NHS England: Working in partnership with people and communities Statutory guidance to support meeting the public involvement legal duties and the 'triple aim' of better health and wellbeing	July 2022
NHS Providers: Providers in place-based partnerships Case studies of local collaboration	July 2022
The King's Fund: Provider collaboratives: explaining their role in system working The opportunities they provide and questions to consider	April 2022
 HFMA: Reflecting on the journey of West Yorkshire ICS Podcast in which senior managers reflect on how system working has progressed in their ICS, lessons they have learned and what the future holds as they move forward.	February 2022
 HFMA: On the right track Roundtable discussion about the steps being taken and tools being used by new integrated care systems to speed up improvements in the quality and efficiency of care	February 2022
HFMA: ICS stories: Mid & South Essex Service Line Approach Webinar explaining how to develop service lines across a system, working closely with clinicians	November 2021
NHS England: Working together at scale: guidance on provider collaboratives For trusts working with a shared purpose and joint decision making where specialisation and consolidation will lead to better outcomes and value	August 2021

¹⁸ Preview of briefing only. The full version is only available to members of the Healthcare Costing for Value Institute who can login and access it via the same link


Data collection and quality assurance





Consistent approaches to data collection and reporting with assurance of robust data quality is important for optimal use of data across systems and wider benchmarking.

Websites

- NHS England: *Approved Costing Guidance* contains links to published costing standards, guidance and technical documents for providers of NHS services to comply with when submitting National Cost Collection data
- NHS England: *Data quality and data quality maturity index (DQMI)* promotes consistency in the management and use of data quality assurance processes and tools
- Euroqol: *EQ-5D instruments* standardised self-reporting questionnaires for measuring patient-reported health outcomes

Workspaces on FutureNHS collaboration platform

- *Costing engagement* Tools and resources to help practitioners implement costing standards and submit trust cost data as part of the annual national cost collection
- *NHS England Health Economics Unit: Bow tie – how to guide* Bow tie analysis is a popular method of presenting risk assessment, making the different factors easy to visualize. This guide explains how to present the data. 

	Link and description	Publication date
	HFMA: What does good look like for costing in the NHS? An update of the September 2021 briefing highlighting 10 tests of what good costing looks like in the NHS, detailing progress to date.	February 2024
	HFMA: An introductory guide to costing in the NHS 2023 update ¹⁹ Briefing describing the fundamental elements of costing in the NHS (HFMA Institute membership required)	October 2023
	The Lancet Digital Health: Mapping and evaluating national data flows: transparency, privacy, and guiding infrastructural transformation Briefing	October 2023
	NHS England Health Economics Unit: Data linkage guide This guide describes how to link data, and the value of data, for population health management.	January 2022
	HFMA: Improving data quality for costing community and mental health services Briefing	June 2021
	HFMA bitesize: Patient-level costing Short course addressing the reason for costing at the patient level and its power to support decision-making	April 2021
	HFMA with Grant Thornton: Costing and data quality: improving the quality of non-financial data required for costing Briefing	February 2021
	HFMA: Data holds key to system value Professor Matthew Cripps comments on the importance of data across systems for understanding value	June 2019
	HFMA: What finance data is required to drive value at a population level? Briefing	June 2019

¹⁹ Login to HFMA website before copying web address into browser, or search *Healthcare Costing for Value Institute Resource Library*


Link and description	Publication date
HFMA: Collecting patient outcomes ²⁰ Case study describing an approach for collecting patient-reported outcomes and incorporating a value-based approach to services	July 2018
HFMA: Collecting outcomes to promote value-based healthcare ²⁰ Case study describing an approach using the outcome framework developed by the International Consortium for Health Outcomes Measurement	July 2017
NHS England: Data quality – guidance for providers and commissioners Helps identify data quality issues and potential solutions for improvement	October 2017

Programme and project management

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

Websites

- NHS England: *Quality, service improvement and redesign (QSIR) tools* resources to support project management
- NHS England: *NHS Project and Change Academy* learning modules to provide NHS health and care staff with project and change management knowledge and skills
- *Healthcare Project and Change Association (HPCA)* tools and resources to enable a workforce with capacity and capability to enable the system to change and innovate for the benefit of patients and service users.
- HPCA: *YouTube* channel with free access to a library of recordings of project and change management and related topical webinars, masterclasses and conference sessions

Link and description	Publication date
 HPCA: EVO project pillar presentation detailing the skills required to undertake the project management roles which are essential to the <i>Engagement Value Outcome (EVO)</i> framework	Accessed April 2024
HFMA: Managing projects Webinar covering tools, techniques and examples of project management	February 2021
HFMA: Benefits realisation: how does a benefits realisation approach support the delivery of value? Briefing discussing process and framework	June 2021
Cabinet office: Creating the right framework to realise the benefits for patients and the NHS where data underpins innovation Guiding principles and a framework to help the NHS shares data with researchers	July 2019

²⁰ Preview of briefing only. The full version is only available to members of the Healthcare Costing for Value Institute who can login and access it via the same link.

Business intelligence

Linking cost, activity and outcome data and ensuring that data quality is robust is key to understanding the use of resources to inform value-based decision making. Consistent approaches to data collection and reporting are important for optimal use of data across systems and wider benchmarking. 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.

Websites

- NHS England: *National Cost Collection* contains schedules of published costs from national cost collection. Trusts who submit cost data are also given access to a PLICS portal to compare their costs with other trusts
- NHS England: *Model Health System* incorporates financial and non-financial metrics enabling system wide quality and productivity benchmarking
- NHS England: *Datasets and data dashboard* access to national datasets and interactive dashboards
- NHS Business Services Authority: *Data services* reports and data for a range of primary care services
- National institute for health and care excellence: *Putting NICE guidance into practice* support and resources including efficiencies and cost saving measures
- *NHS Benchmarking Network* provides benchmarking data and reports to member NHS organisations through an annual work programme with the aim of improving patient outcomes, raising health standards and delivering quality health and care services through data excellence, benchmarking and the sharing of innovation
- *Making Data Count* a central portal with links to all resources and forums associated with the development of the tool across the NHS

Workspaces on FutureNHS collaboration platform

- *Making data count home page* Tools and resources to support use of statistical process control (SPC) for data analysis
- *Health Expenditure Benchmarking* Available as part of the costing engagement workspace, this toolkit is intended for commissioners and providers to analyse expenditure against core diagnosis groupings

Link and description	Publication date
NHS England: <i>Making Data Count essentials guide for finance staff</i> Briefing and examples of how to use SPC in a finance setting (FutureNHS login required)	May 2023
<i>Better, broader, safer: using health data for research and analysis</i> Briefing discussing how efficient and safe use of health data for research and analysis can benefit patients and the healthcare sector.	April 2022
HFMA: <i>Information governance for costing at a system level</i> ²¹ Overview, challenges and examples	January 2022
The Health Foundation: <i>How better use of data can help address key challenges facing the NHS</i> Reporting exploring the availability and use of data health sectors	January 2022
HFMA: <i>Transforming the PLICS landscape</i> ²¹ Case study describing bespoke tools to identify efficiencies and reduce waste in clinical services	November 2020

²¹ Preview of briefing only. The full version is only available to members of the Healthcare Costing for Value Institute who can login and access it via the same link.


Link and description	Publication date
HFMA: <i>Mental health value challenge - how can we maximise the use of resources in mental health to provide the best possible outcomes for service users?</i> Briefing	October 2020
HFMA: <i>Presenting data - using Power BI as a tool for engagement</i> Webinar demonstrating presentation of PLICS data	June 2020
HFMA: <i>Using PLICS to drive value in mental health services</i> ²¹ Case study showing a bespoke dashboard combining cost data with activity data from across the organisation	December 2019
HFMA: <i>Value challenge pilot report</i> Proof of concept testing practicalities of linking cost and outcome data at a patient-level	May 2017

Opportunities to improve value and efficiency

This section focuses on some of the core areas where there are opportunities to improve value and efficiency. This includes examples of addressing unwarranted clinical variation, which improves patient care and outcomes, as well as freeing up resources. Similarly, examples of optimising patient pathways through service transformation shown how capacity can be released, while improving patient outcomes, freeing up staff time and estates, and improving efficiencies. This is vital if services are going to improve productivity while maintaining financial sustainability.

Pathway redesign across a system

As partnerships and collaboration within integrated care systems develop and mature, there is increasing opportunity for system partners to work together to redesign pathways across traditional organisational boundaries.

	Link and description	Publication date
	NHS Confederation: <i>Improving health and care at scale: learning from the experience of systems</i> A review of the early work of integrated care systems at the forefront of improvement at scale, using the NHS IMPACT improvement approach	November 2023
	HFMA: <i>Achieving best possible value for musculoskeletal services across a health system</i> ²² Case study describing application of Best Possible Value (BPV) Decision Framework to develop a system wide pathway, reducing clinical variation	August 2023
	HFMA: <i>How allocative value can identify the most effective ways for ICSs to use their resources</i> ²³ Webinar and associated <i>slides</i> (HFMA Institute membership required)	June 2023
	HFMA: <i>Measuring productivity during a health crisis</i> Blog exploring the advantages and challenges of using productivity measures as a tool for identifying and expressing how the NHS effectively uses its resources during a health crisis such as the Covid-19 pandemic	May 2023
	HFMA with Grant Thornton: <i>Multi-year plans: embedding system-level productivity and efficiency</i> Briefing identifying three key areas of focus for systems when developing long-term plans	October 2022
	HFMA: <i>Delivering a value-based lymphoedema service for Wales</i> ²² Case study demonstrating improvement in patient outcomes arising from a system wide value-based approach to service redesign	February 2022
	HFMA: <i>System transformation</i> Roundtable discussing opportunities, and tools available, for integrated care systems to drive improvements in the quality and efficiency of care	February 2022
	HFMA: <i>ICS stories: Integrated care in Humber, Coast and Vale ICS</i> Webinar outlining collaborative work across the CCG and health and social care providers to deliver a community frailty model	October 2021

²² Preview of briefing only. The full version is only available to members of the Healthcare Costing for Value Institute who can login and access it via the same link.

²³ Login to HFMA website before copying web address into browser, or search [Healthcare Costing for Value Institute Resource Library](#)

Service improvement in acute care

Link and description	Publication date
HFMA: <i>Using PLICS to drive service improvement - Nottingham's Wave programme</i> ²⁴ Case study describing an approach to identifying and reducing waste in clinical pathways	May 2022
Virginia Mason Institute™: <i>Achieving cost efficiencies while increasing staff engagement</i> Case study	March 2022
HFMA with One NHS Finance: <i>Establishing a radiology capacity and demand model to improve value and efficiency</i> Clinical transformation case study	October 2022
NHS England: <i>Diagnostics: recovery and renewal</i> Report on capacity and recommendations for reform and investment	October 2020
One NHS Finance: <i>EVO pilot University Hospitals Birmingham NHS Foundation Trust</i> Case study using Engagement Value Outcome framework to reduce unwarranted variation and improve patient outcomes	October 2020
HFMA: <i>Value challenge 2.0 – How patient-level costing (PLICS) can support the implementation of Getting it Right First Time</i> Briefing	October 2019
HFMA: <i>Using costing data to improve efficiency in an acute hospital</i> ²⁴ Case study exploring use of national benchmarking to promote confidence in the internal costing data to support service reviews	May 2018
Cabinet office: <i>Productivity in NHS hospitals</i> Lord Carter's review of efficiency in hospitals shows how large savings can be made by the NHS	February 2016

²⁴ Preview of briefing only. The full version is only available to members of the Healthcare Costing for Value Institute who can login and access it via the same link.

Service improvement in mental health and community health services

Link and description	Publication date
HFMA with One NHS Finance: <i>Creating efficiencies by optimising patient pathways</i> Clinical transformation case study showcasing improvements in the memory clinic at North Staffordshire Combined NHS Trust	July 2023
HFMA: <i>What does greater productivity look like in mental health services?</i> Blog outlining the challenges of defining and using productivity as a way of measuring improvement	July 2023
HFMA: <i>The mental health digital playbook - how digital technology can help deliver service improvement and transformation</i> Webinar exploring care pathways	November 2021
HFMA: <i>Exploring how patient-level cost and activity data can inform pathway redesign in mental health</i> ²⁵ Case study focusing on identifying local variation in a community-based service	October 2021
HFMA: <i>Delivering system savings through NHS community services</i> Webinar highlighting value based service innovations	June 2021
One NHS Finance: <i>EVO pilot North Staffordshire Combined Healthcare NHS Trust</i> Case study using Engagement Value Outcome framework to show how data presentation and active collaboration are key to pathway improvements	March 2020
One NHS Finance: <i>EVO pilot Gloucestershire Health and Care NHS Trust</i> Case study using Engagement Value Outcome framework for pathway improvement and reduction in unwarranted variation	February 2020
NHS England: <i>Lord Carter's review into unwarranted variations in mental health and community health services</i> Briefing	May 2018

Service improvement in ambulance services

Workspaces on FutureNHS collaboration platform

- *Ambulance Improvement Network* resources include a link to the *Model Ambulance Hub* and associated support material


Link and description	Publication date
NHS England: <i>Lord Carter's review into unwarranted variation in NHS ambulance trusts</i> Briefing	September 2018


²⁵ Preview of briefing only. The full version is only available to members of the Healthcare Costing for Value Institute who can login and access it via the same link.

Population health management and prevention

Understand current, and predict future, health and care needs of the whole population, as opposed to just those accessing health and social care services is essential to tailoring better care and support for the population, designing joined up and sustainable health and care services which make best use of public resources.

Websites

- Action on Smoking and Health: *Data and Cost Calculators* detail the financial cost of smoking to government, public sector bodies and society 
- HM Government: *English indices of deprivation* links to published deprivation data up to and including 2019 (latest available)
- NHS England: *Population health and the population health management programme* outlines the national work programme
- The King's Fund: *Population health* details work on population health and the wider determinants of health


Link and description	Publication date
 HFMA: <i>Measuring productivity and the impact of prevention</i> Blog written by James Gaughan, research fellow at The Centre for Health Economics	December 2023
 NHS Midlands and Lancashire: <i>Improving health outcomes using our population health management tool</i> Case study showing how people with clinical and social issues were identified, enabling early interventions to improve health outcomes.	2022
HFMA: <i>Using virtual reality to improve access to pulmonary rehabilitation</i> Case study describing the benefits of a digitally delivered home-based treatment programme	May 2022
HFMA: <i>Using digital technologies to prevent stroke</i> Case study demonstrating improved detection and treatment of atrial fibrillation	January 2022
HFMA: <i>Using social investment in end of life care to promote innovation in healthcare: a provider trust view</i> Webinar	October 2022
HFMA: <i>Using social investment to support system priorities and drive outcomes</i> Webinar	May 2021
HFMA: <i>Understanding resource consumption across a system</i> Case study exploring how to understand which patients use most NHS resources	September 2020
HFMA: <i>A population approach to value-based healthcare</i> ²⁶ Case study describing population management approach to commissioning	July 2018

²⁶ Preview of briefing only. The full version is only available to members of the Healthcare Costing for Value Institute who can login and access it via the same link.

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 review²⁷ published in 2010 estimated that direct treatment costs in England associated with inequality amounted to £5.5bn a year and the impact was seen most recently during the Covid-19 pandemic.

Websites

- Action on Smoking and Health: *Health Policy* sets out the health inequalities identified as being caused or contributed to by smoking 
- NHS England: *The Equality and Health Inequalities Hub* information about statutory responsibilities and national programmes
- NHS England: *Core20PLUS5 – An approach to reducing health inequalities* resources to support the reduction of health inequalities at a national and system level
- NHS England: *The Healthcare Inequalities Improvement Dashboard* key strategic indicators

Workspaces on FutureNHS collaboration platform

- *Equality and Health Inequalities Network* brings together materials that will be useful for professionals tasked with improving patient equality and reducing health inequalities

	Link and description	Publication date
	HFMA: Health inequalities data sources map Brings together guidance, tools and resources	Updated February 2024
	PLOS ONE: Cardiac interventions in Wales: A comparison of benefits between NHS Wales specialties Paper describing data analysis of cost savings before and after interventions, including a cost saving analysis. The findings include the benefit of a proactive care first attendance making a cost saving to later reactive care. Also shows the impact of deprivation on the health pathway.	February 2024
	HFMA: Bolton quality contract Case study exploring a financial incentive added into the the Bolton quality contract to incentive an approach to addressing health inequalities across all general practices. The incentive and approach has enabled significant savings on prescribing costs	February 2024
	HFMA: Using financial incentives to tackle health inequalities Briefing describing how financial incentives should be considered as one tool of many for addressing health inequalities and value.	February 2024
	HFMA: Considering health inequalities in business cases Briefing looking at practical ways in which business cases can consider impact on health inequalities, including identifying and optimising value	January 2024
	HFMA: Resources and funding to reduce health inequalities Briefing explaining the sources of funding available to systems and highlighting complexities that exist within current funding and allocation formulae	July 2023
	HFMA bitesize: Introduction to health inequalities for finance Short course exploring what health inequalities are and how finance staff can make a difference in addressing them	July 2023

²⁷ HM Government, *Fair society, healthy lives: the Marmot Review : strategic review of health inequalities in England post-2010*, January 2010



Link and description	Publication date
HFMA: <i>Health inequalities: establishing the case for change</i> First introductory briefing on health inequalities produced by the HFMA working with NHS England.	May 2023
HFMA: <i>Using cost data to address health inequalities</i> ²⁸ Briefing outlining legal responsibilities, national guidance and available resources, including case study examples	April 2022
HFMA: <i>The finance role in addressing health inequalities</i> Podcast featuring Dr Bola Owolabi, NHS England director for health inequalities	January 2022
HFMA: <i>The role of the NHS finance function in addressing health inequalities</i> Briefing	July 2021
The Health Foundation: <i>Health equity in England: The Marmot review 10 years on</i> Examining progress in addressing health inequalities in England	February 2020

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.

Websites

- HFMA: *Delivering value with digital technologies* bringing together all HFMA digital technologies briefings, case studies, bitesize courses and other resources developed as part of the ongoing collaboration with NHS Digital Academy
- NHS England: *Digital playbooks* contains tools for using digital healthcare technologies to improve patient outcomes
- NHS England: *Elective recovery tech fund* examples of systems using digital technology to speed up elective recovery and tackle waiting lists
- NHS England: *Virtual wards* evidence and resources for establishing virtual wards
- NHS England: *Building our future digital workforce* resources developed by Health Education England to support growth of capacity and capability in the healthcare digital technology workforce

Link and description	Publication date
 HFMA: <i>HeartFlow 3D map - reducing unnecessary cardiac interventions</i> Case study	March 2024
HFMA: <i>Data to outcomes - Dorset Intelligence and Insight Service</i> Case study	June 2023
 HFMA: <i>Digital technologies resources map</i> Brings together guidance, tools and resources from HFMA and other sources to support digital transformation	Updated February 2024
HFMA: <i>How can digital technology help the NHS overcome its challenges</i> Podcast discussing importance of setting solid foundations for digital transformation and driving forward the digital agenda	September 2022

²⁸ Preview of briefing only. The full version is only available to members of the Healthcare Costing for Value Institute who can login and access it via the same link.

Link and description	Publication date
 HFMA: Near me: assessing the financial impact of Scotland's video consultation service The briefing considers how the financial impact can be assessed at the national level, the patient level and through the value lens, with guidance on the organisational level specific financial information that needs to be collected.	March 2022
HFMA: Introduction to digital healthcare technologies Briefing	July 2021
HFMA: Transforming healthcare with digital technologies Webinar	July 2021
HFMA: Unlocking efficiencies with digital workers Briefing discussing the role of robotic process automation	November 2020
NHS England (formerly Health Education England): Topol review Report on preparing the healthcare workforce to deliver a digital based future	February 2019

Workforce

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

Websites

- NHS England: *Workforce transformation and redesign* developed by Health Education England to provide tools and programmes for the NHS to use its workforce effectively and productively to address the challenges of workforce capacity
- NHS England: *Accelerating workforce redesign* Health Education England developed Star model and implementation workshops to support workforce transformation
- NHS England: *Workforce deployment systems* resources to support e-rostering and e-job planning for a clinical workforce
- NHS England: *Allied health professionals job planning* briefing, tools and resources
- NHS England: *Reducing expenditure on NHS agency staff: rules and price caps* includes tools to support reduction of temporary staff and ensure that they are used effectively

Workspaces on FutureNHS collaboration platform

- *Clinical workforce productivity* supporting deployment of an effective, productive, evidence-based workforce
- *Temporary staffing hub* supporting reduction in agency staffing by encouraging substantive and bank roles deployment
- *Continuing Healthcare Workforce Development* single point of access to documents and links required for NHS Continuing Healthcare
- *Children and Young People's Continuing Care (CYPCC) Workforce Development* current policies, legislation and links

Link and description	Publication date
HFMA: Summary of the NHS Long Term Workforce Plan Key points from the plan including the financial implications	July 2023
NHS England: NHS Long Term Workforce Plan Set out a strategic direction aimed at addressing current workforce challenges in the long term by focusing on training and retaining staff alongside reforming how care services are delivered	June 2023
NHS England: Bank development toolkit To facility increasing the number of staff registered on bank and the proportion of temporary shifts delivered through the bank rather than agency (FutureNHS login required)	November 2022

Link and description	Publication date
NHS England: <i>Agency rules toolkit</i> To support organisations to manage agency usage in accordance with the rules and promote quality and value for money (FutureNHS login required)	August 2022
HFMA: <i>Measuring the economic value of community nursing</i> Briefing	February 2022
NHS England (formerly Health Education England): <i>Recovery and delivery business plan 2021/22</i> Briefing detailing support to the wider NHS to meet the Government healthcare workforce priorities. Superseded by <i>HEE Business Plan 2022/23</i>	June 2021
NHS England: <i>NHS people plan</i> Strategic document building on the workforce commitments in the <i>NHS long term plan</i> . Superseded in June 2023 by the <i>NHS Long Term Workforce Plan</i>	March 2021
NHS England: <i>E-rostering the clinical workforce</i> Briefing and implementation guidance to maximise workforce productivity	September 2020
NHS England: <i>E-job planning the clinical workforce</i> Implementation guidance for aligning workforce to achieve maximum impact on patient outcomes	September 2020

Medicines optimisation and prescribing

Optimising the use of medicines improves patient outcomes and reduces waste. The total expenditure on medicines in England in 2021/22 was about £17.2 billion split roughly equal between primary and secondary care.²⁹

Websites

- NHS England: ***Medicines: improving outcomes and value*** national guidance for optimal medicines management



Link and description	Publication date
NHS England: <i>National medicines optimisation opportunities 2023/24</i> Guidance describing the 16 opportunities for the NHS in 2023/24 and signposting resources to help with implementation.	July 2023

²⁹ NHS Business Services Authority, ***Prescribing costs in hospitals and the community – England***, November 2022

Procurement and commercial services


A robust procurement approach, underpinned by relevant commercial technology and use of nationally recommended buying routes supports the delivery of value and efficiency.


Websites

- NHS England: *Procurement framework strategy recommendations* guidance to help simplify the digital and IT framework landscape, remove duplication, and reduce costs. 
- NHS England: *System guidance for the implementation of framework host management* guidance setting out NHS England's intent to introduce requirements for NHS buyers to buy relevant products, services and works, via nationally accredited frameworks and framework hosts, with effect from 1 April 2024 
- NHS England: *NHS Spend comparison service* provides spend analytics on procurement data from all of NHS England's providers including acute, ambulance, mental health and community trusts
- NHS England: *Specialised Services Devices programme* provides guidance on the national supply system for high-cost tariff-excluded devices
- NHS England: *Guidance for trusts when buying digital and IT goods and services in the NHS*
- NHS Supply Chain: *Recommended routes to market* when buying medical consumables, capital equipment and services and a range of non-medical goods and services
- NHS England: *Central Commercial Function* outlines services provided by the function
- NHS Supply Chain: *Value-based procurement for healthcare* project information and resources
- Welsh value in health centre: *Value Based Procurement* sets out an implementation framework to promote a systematic approach across Wales

Workspaces on FutureNHS collaboration platform

- *Central Commercial Function (CCF) Hub* outlines hub workstreams and provides tools and resources to support procurement, supply chain and commercial colleagues deliver effective procurement strategies

	Link and description	Publication date
	HFMA: Adding value to procurement Roundtable discussion exploring how finance and procurement teams can promote a data-led, value-based approach to savings.	March 2024
	NHS England: Using high quality procurement data to deliver improved procurement performance Case study describing how Mid Cheshire NHS Hospitals deliver improved procurement performance through data (FutureNHS login required)	August 2023
	NHS England: Procurement value & savings methodology Provides standard guidance to enable consistent reporting on value and savings across the NHS (FutureNHS login required)	July 2023
	NHS England: Using the NHS Spend Comparison Service to identify savings Case study describing how the NHS Spend Comparison Service can be used to support establishment of a collaborative shared procurement service and identify related savings (FutureNHS login required)	April 2023

Link and description	Publication date
HFMA: <i>Using radio frequency identification to deliver efficiencies and improve patient care</i> Case study describing benefits of digital technology to track and manage medical devices	October 2022
 Government commercial function: <i>Commercial pipeline</i> a document explaining and supporting the implementation of the commercial continuous improvement assessment framework and sourcing programme	2021
HFMA: <i>Buying better</i> Roundtable briefing discussing value-based approach to procurement	July 2021
HFMA: <i>Moving towards a value-based healthcare approach to contracts with industry</i> Webinar	March 2021

Corporate and support services

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

Websites

- NHS England: *Corporate services productivity toolkit* guides and templates aimed at helping NHS providers implement their corporate services transformation and share best practice
- One NHS Finance: *Finance Innovation Programme* platform for collection, peer-review and publication of solutions to problems in the NHS Finance that have been developed by individual NHS organisations but could be easily replicated

Workspaces on FutureNHS collaboration platform

- *Corporate services transformation toolkit* access to templates and opportunities to share good practice

Link and description	Publication date
NHS England: <i>Corporate services improvement opportunities and resources</i> Document listing 72 opportunities, including case studies and a self assessment tool (FutureNHS login required)	September 2023
National Audit Office: <i>Digital transformation in government - addressing the barriers to efficiency</i> Report	March 2023
HFMA: <i>Driving efficiency by automating NHS finance processes</i> Webinar	July 2021
NHS Property Services: <i>NHS property and estates – Why the estate matters for patients</i> Report outlining the need for efficient and effective use of the NHS estate	March 2017
One NHS Finance: <i>Procure to pay process toolkit</i> Sets out a process map and examples of best practice for optimising procure to pay functions within NHS organisations.	Not available
One NHS Finance: <i>Hire to retire process overview</i> A high level overview of optimised human resources and payroll processes within NHS organisations.	Not available

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 NHS England and are a combination of restricted and open source material. Further information is provided on the different resources available below.

NHS England

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	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.
Getting It Right First Time - GIRFT	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.
#SolvingTogether	Platform for posting ideas on how to recover services, redesign care delivery and address health inequalities, led by the NHS England Transformation Directorate
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 (HFMA 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. To find out if your organisation is a member of the Institute, email alex.chapman@hfma.org.uk.</p> <p>A limited number of publications are available to HFMA members working in non-Institute member organisations. These individuals also have access to a preview of other case studies and briefings.</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

From 1 April 2019 NHS England and NHS Improvement worked together as a single organisation to better support the NHS to deliver improved care for patients. They formally merged on 1 July 2022 to become NHS England, incorporating NHS Digital from 1 February 2023. The single operating model has been designed to support delivery of the *NHS long term plan*, mirroring the closer working across local health systems.

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.

© Healthcare Financial Management Association 2024. All rights reserved.

While every care had been taken in the preparation of this briefing, the HFMA cannot in any circumstances accept responsibility for errors or omissions, and is not responsible for any loss occasioned to any person or organisation acting or refraining from action as a result of any material in it.

HFMA

HFMA House, 4 Broad Plain, Bristol, BS2 0JP

T 0117 929 4789

E info@hfma.org.uk

W hfma.org.uk