Healthcare Financial Management Association

Chief executive

Appointment brief
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A welcome

Thank you for your interest in becoming the next chief executive of the Healthcare Financial Management Association (HFMA). On behalf of the Board of Trustees, we are delighted to introduce this exciting opportunity to lead an organisation that makes an important contribution to the healthcare finance community.

For more than 75 years, the HFMA has supported healthcare finance professionals through education, professional development, knowledge sharing and collaboration. We are proud of our strong reputation, our engaged membership and the commitment of our staff and volunteers, all of whom contribute to making the HFMA the organisation it is today.

This is an important and exciting time for the association. The NHS is facing significant financial challenges alongside ambitious plans for transformation, and the role of healthcare finance professionals has never been more important. We want the HFMA to continue to be a trusted and influential voice, supporting our members and contributing positively to the future of healthcare.

Our next chief executive will have the opportunity to build on our achievements while helping to shape our future direction. As a charity and membership organisation with a significant commercial dimension, we are looking for someone who can balance our purpose and values with the ambition and commercial understanding needed to ensure our long-term success.

We are seeking an inspiring, inclusive and collaborative leader who can work closely with our Board, staff, members and partners to strengthen our impact and take the association forward. Someone who brings strategic vision, sound judgement and a genuine commitment to developing our people and creating a positive, supportive culture.

Above all, we want someone who shares our enthusiasm for the HFMA and recognises the difference we can make to the healthcare sector. We believe this is a wonderful opportunity to lead an organisation with a proud history, strong foundations and an exciting future. Thank you for considering joining us on the next stage of our journey. We look forward to receiving your application.

This pack provides information about the association, its current strategy and the leadership opportunity, together with details of the experience and qualities we are seeking in our next chief executive

Catherine Phillips, President

Simon Crowther, President-elect



About the HFMA

For more than 75 years, the HFMA has supported the healthcare finance profession across the United Kingdom. As a charitable professional membership association, it connects people, shares technical knowledge, supports professional development and contributes to conversations about financial management and governance across healthcare.

Its activities include professional networks, technical and policy work, events, qualifications and continuing professional development. The HFMA's purpose is to support better health and care through the effective use of financial resources.

How the HFMA operates

The HFMA brings together three connected responsibilities: delivering public benefit as a charity, serving a professional membership community and generating income through services and partnerships to support its work. The next chief executive will need to understand the relationship between these responsibilities and make thoughtful choices about future priorities.

Our people and governance

The HFMA has a UK-wide workforce, headquartered in Bristol, spanning membership, policy, learning, events, communications and operational services. There are currently 76 employees.

Its Board of Trustees currently draws principally on the healthcare finance community and provides strategic oversight. The chief executive is accountable to the Board of Trustees, works closely with the president and leads the senior leadership team to deliver the HFMA's priorities.

The HFMA at a glance

Who we are

76 employees

15 trustees



9,900+ full members & **17,800+** affiliate members

Sectors our members work in

- Acute providers
- Mental health & learning disability providers
- Arm's length bodies
- Community providers
- Health & social care trusts in Northern Ireland
- Ambulance services
- Mental health providers
- Integrated care systems
- Government
- Local health boards and trusts in Wales
- Audit firms
- Health boards in Scotland
- Primary care providers
- Community interest companies
- Private sector

Our networks

7 national networks

17 policy committees and groups

13 branches covering England, Wales, Scotland and Northern Ireland

International
Linked with HFMA US and HFMA Australia

What we do

We are the professional association for finance staff in health and care.

We provide continuing professional development through our events, networks, qualifications and publications.

The HFMA 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.

We offer a range of qualifications in healthcare business and finance at undergraduate and postgraduate level and can provide a route to an MBA in healthcare finance.

ONE NHS FINANCE

We host One NHS Finance.

We analyse and respond to national policy and aim to influence the wider health and care agenda.

Who we work with

Accountancy institutes

NHS organisations

Corporate partners

Government departments and arm's length bodies across the four nations

Health related professional and membership bodies

Health think tanks

The HFMA's objectives

To provide excellent member networks and support.

To provide quality education and qualifications.



To continue to be the influential voice of healthcare finance, facilitating change through leading edge policy and technical work.

To create and deliver relevant and accessible development opportunities for the association and One NHS Finance.

To manage ourselves effectively as a business.

The strategic lenses for 2025 to 2030

Supporting members

Supporting our members, their staff and the workforce for the current and future workplace.

1

2

Digital and AI

Preparing for changes brought by moving from analogue to digital (and digital to AI) and exploiting them.

Focus on Bands 2 to 6

Preparing those working in Bands 2 to 6 or equivalent for their future, which will be more diverse and present different opportunities.

3

4

Pro-active partnerships

Engaging and influencing with a range of partners, to both support the development of the NHS finance function and our members.

The opportunity

An opportunity to lead the HFMA's next chapter

The HFMA is seeking an experienced, values-led chief executive to lead the next chapter of its development as a charitable professional membership association.

This is an opportunity to shape the future of an established and respected organisation, strengthening the value it delivers to members, ensuring long-term financial sustainability and building on an important programme of cultural and organisational development.

We are looking for a leader who combines strategic and commercial judgement with a strong understanding of charitable governance, a commitment to membership value and a proven ability to develop an inclusive, collaborative and high-performing organisational culture.

The leadership opportunity

The next chief executive will work closely with the president and Board of Trustees to shape a clear and achievable strategic direction for the HFMA over the next three to five years. A key priority will be to strengthen the association's membership proposition, ensuring that its services remain relevant and deliver meaningful value, while driving improvements in member engagement, retention and growth.

The role will require a strong focus on financial resilience and commercial sustainability, balancing these priorities with the HFMA's charitable purpose. Equally important will be leading and embedding a values-based cultural development programme, fostering collaboration, trust, accountability and employee engagement, and developing a cohesive senior leadership team capable of delivering the association's ambitions.

As a visible and influential leader, the chief executive will build productive relationships across the NHS, government and the wider healthcare finance community, championing the HFMA's contribution to professional standards, education and learning, and healthcare financial management policy.

Who we are looking for

We are seeking an accomplished senior leader with significant board-level experience and a strong understanding of the responsibilities involved in leading a charitable, purpose-driven organisation.

The successful candidate will demonstrate a track record of delivering organisational strategy, strengthening member or customer value, and leading sustainable organisational improvement. They will bring sound financial and commercial judgement, experience of working effectively with boards or trustees, and the ability to balance organisational performance with charitable purpose.

Equally important will be a proven commitment to values-based leadership and experience of successfully leading cultural change, developing high-performing teams and creating an environment in which people can thrive.

Experience within a professional membership association or charity would be particularly valuable, although we also welcome candidates who can demonstrate relevant experience and transferable skills gained in other sectors. The full essential and desirable requirements are set out in the accompanying job description and person specification.

How to apply

If you would like to apply, please send the following:

- An up-to-date CV
- A supporting statement (no more than 2 x A4 pages) outlining why you are interested in becoming chief executive and relevant experience for the role.

Please submit your completed application to **nick.shanks@harrishill.co.uk** by **9am Monday 7 December 2026.**

Dates for your diary

Closing date for applications:	9am Monday 7 December
First interviews:	w/c 11 January 2027
Second interviews:	w/c 18 January 2027

Please could you also let us know if you will require any special provision should you be called forward for interview.

Please state in your application if you have any commitments during the interview period that may coincide with these dates.



Both the HFMA and Harris Hill operate an equal opportunity policy and commit to treating all of our candidates and jobseekers fairly. We welcome and encourage applications from everyone regardless of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships.

Terms of appointment

Job title	Chief executive
Accountable to	Board of Trustees
Reports to	President
Salary	£160,000 - £180,000 per annum
Contract	Full time / permanent
Location	Bristol / hybrid: attendance in Bristol at least two days each week.
Leave entitlements	27 days annual leave each year, increasing to 30 days after five years' service and 32 days after 10 years' service. Birthday leave – one additional paid day off each year for your birthday. Holiday purchase scheme. Volunteering and Community day – employees can apply to take one paid day each calendar year to support a recognised charity or community initiative of their choice.
Pension	The HFMA offers a generous workplace pension scheme, with enhanced employer contributions available. Once you have passed your probation period you can increase your contribution to 6% and the HFMA will pay 11%.
Death in service	On joining the HFMA you are automatically covered for two times your annual salary in the event of death whilst in service.
Health and wellbeing	Healthcare cash plan Employee Assistance Programme Mental Health First Aiders Gym membership support Car and cycle schemes

Job description

Purpose of the position

Lead the HFMA, a UK-wide charitable professional membership association, ensuring it delivers meaningful value to its members, fulfils its charitable purpose and maintains long-term financial sustainability.

The chief executive will provide strategic and values-led leadership, working closely with the president and Board of Trustees to shape the association's future direction, strengthen its membership offer and lead the continued development of a positive, inclusive and high-performing organisational culture.

The role requires an experienced senior leader with a strong understanding of organisational governance, commercial sustainability and the opportunities and challenges associated with leading a charitable membership organisation.

Principal accountabilities

Strategy and organisational performance

- Work with the president and trustees to agree a focused direction and measurable priorities for the next three to five years.
- Translate strategic priorities into deliverable plans, making informed choices about resources and activities.
- Align strategic ambitions with financial realities to ensure long-term sustainability.
- Monitor organisational performance and adapt plans as the healthcare environment and member needs change.

Membership value, engagement and development

- Lead the development and delivery of a compelling membership proposition that responds to the changing needs of healthcare finance professionals.
- Drive improvements in member engagement, satisfaction, retention and growth, ensuring membership delivers demonstrable value.
- Ensure the HFMA's professional networks, education, events, qualifications and resources remain relevant, accessible and responsive to member needs.
- Develop opportunities to strengthen the HFMA's reach, influence and impact across the healthcare finance community.
- Champion the voice of members and ensure their needs and perspectives inform organisational strategy and decision-making.
- Maintain the HFMA's reputation as a trusted and influential professional body across the four nations.

People, leadership and culture

- Provide visible, inclusive and values-led leadership, consistently demonstrating the HFMA's values and setting clear expectations for behaviour and performance.
- Lead and embed a values-based cultural development programme, building on work already undertaken to strengthen trust, collaboration, communication and employee engagement.
- Develop a cohesive and effective senior leadership team, promoting collective responsibility, accountability and constructive challenge.
- Foster a positive working environment in which employees feel valued, empowered and supported to contribute to organisational success.
- Champion continuous improvement, openness and organisational learning, ensuring the HFMA's values are reflected in everyday behaviours, leadership decisions and working practices.
- Lead organisational change with compassion, transparency and sound judgement, balancing employee needs with strategic and financial priorities.

Financial resilience and commercial activity

- Maintain robust financial stewardship and develop a sustainable operating model.
- Review the contribution and potential of events, commercial partnerships, education and development services and membership arrangements.
- Identify opportunities to strengthen and diversify income while protecting the HFMA's charitable purpose and value to members.
- Ensure strategic decisions reflect financial evidence, risk and available capacity.

External relationships and influence

- Lead the HFMA's contribution to healthcare finance policy and professional debate, informed by members' experience.
- Build trusted relationships with NHS England, the Department of Health and Social Care and corresponding organisations across the UK.
- Represent the HFMA with authority and diplomacy across the four nations and with external partners.

Governance and trustee relationships

- Work closely with the president as the principal point of contact with the Board of Trustees, maintaining an open, constructive and effective relationship that supports strong governance and clear organisational accountability.
- Provide timely, balanced advice and reporting to enable effective trustee scrutiny and decisions.
- Maintain clear responsibilities and boundaries between governance and executive management.
- Ensure appropriate risk management, compliance and organisational accountability.



Person specification

Experience – essential

- Substantial senior executive or board-level leadership experience, with accountability for organisational strategy, performance, financial sustainability and delivery.
- Significant experience of charitable or not-for-profit governance, gained through executive leadership, board or trustee responsibilities, or an equivalent senior governance role.
- A demonstrable track record of developing and delivering value to members, customers or professional communities, including improving engagement, services and organisational relevance.
- Proven experience of leading and embedding values-based cultural and organisational change, with measurable improvements in leadership effectiveness, employee engagement or organisational performance.
- Experience of developing and implementing organisational strategy, translating strategic objectives into achievable plans and measurable outcomes.
- A successful track record of leading and developing senior leadership teams, fostering collaboration, accountability and high performance.
- Experience of working effectively with trustees, boards or equivalent governing bodies, including providing strategic advice, managing risk and supporting effective governance.

Experience – desirable

- Previous executive leadership experience within a professional membership association, charity or not-for-profit organisation.
- Experience of working within healthcare, the NHS, public services or similarly complex environments.
- Experience of national policy development, advocacy or influencing.
- Evidence of developing new income streams, commercial partnerships or sustainable service models.

Capabilities – essential

- Ability to set priorities, analyse evidence and make clear decisions.
- Strong financial and commercial judgement, including the ability to balance charitable purpose, income requirements and stakeholder expectations.
- Strong understanding of the responsibilities associated with charitable governance, including public benefit, risk and financial sustainability.
- Ability to develop a compelling membership proposition, identify changing member needs and translate these into improvements in services, engagement and value.
- Ability to lead and sustain values-based cultural change, engaging employees at all levels and embedding positive behaviours, collaboration and accountability.
- Credible communication and relationship-building with senior external audiences.
- Confidence navigating organisational and political complexity.
- Ability to establish a compelling public voice or thought-leadership position.

Leadership approach and personal qualities – essential

- Integrity, consistency and commitment to the HFMA's values.
- An inclusive, collaborative and compassionate approach that builds trust.
- Emotional intelligence and considered judgement in sensitive circumstances.
- The ability to combine supportive leadership with clear accountability and difficult decisions.
- Adaptability, resilience and an authentic external leadership presence.

Qualifications and development

- **Essential:** evidence of appropriate continuing professional development; degree-level education or equivalent experience.
- **Desirable:** relevant professional qualifications in finance, leadership, management or governance; engagement with relevant professional networks.