

Mid and South Essex University Hospitals

Chief Financial Officer
Candidate Information Pack
April 2019



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Advert

Mid and South Essex University Hospitals

Chief Financial Officer

£Attractive Market Rate

Mid Essex Hospital Services NHS Trust, Basildon and Thurrock University Hospitals NHS Foundation Trust and Southend University Hospital NHS Foundation Trust want to transform care for patients across Mid and South Essex. Our three acute hospitals are working as a group to improve patient care and experience across our sites. Across our three organisation we have 14,000 staff and a financial turnover 900m.

We are seeking to recruit a Chief Financial Officer who will share corporate responsibility for the overall strategic direction and management of our Group of hospitals and contribute to the development and implementation of key objectives to deliver services that provide optimum patient care and ensure efficient use of resources.

This is an exciting time for our group of hospitals as we progress towards our proposed merger and creation of a new organisation in 2020, implementation of new clinical service models and transformation of our corporate and clinical support services.

We are seeking a highly motivated individual with the ability to work in a complex and challenging environment, drawing on a range of financial planning and strategies, to ensure the group receives the best possible advice and operates within available resources. The post holder will be responsible for ensuring robust budget-setting, financial coherence between corporate strategies, business planning and risk management. The post holder will also contribute to the emerging plans of our local STP.

If you have a strong track record of leadership and financial management, exude strong interpersonal and negotiation skills, have gravitas and the ability to positively engage and influence partners and stakeholders.

For a confidential discussion about this appointment, please contact our advising consultants: Simon Potts on 07889 736 071 / or Reece D'Alanno on 07711 779022 / reece.d'alanno@veredus.co.uk

For further information please visit www.veredus.co.uk quoting reference 931227.

Interviews to be held w/c 20th May 2019.

About us

Mid and South Essex health and social care organisations serve a population of around 1.2 million people. Within the health system there are three acute hospitals trusts including Basildon & Thurrock University Hospitals NHS Foundation Trust, Mid Essex Hospitals NHS Trust and Southend University Hospital NHS Foundation Trust with a combined income of £945 million. Recognising that greater collaboration across this part of Essex was required to solve long standing financial, quality and operational challenges, agreement was reached between the Trusts to develop a new, single structure responsible for strategically leading and developing healthcare provider services within this health economy.

The three organisations began working together in March 2016 as a Group, through consultation it has been agreed that the three Trusts will fully integrate in April 2020 to become Mid & South Essex University Hospitals – a single organisation. The new organisation presents an ideal opportunity for you to take a leading and influential role – the system comprises the following:

The Headlines

- Population: **1.2 million people**
- 3 Local Authorities:
 - **Essex; Southend; Thurrock**
- 5 CCGs
 - **Mid Essex CCG**, Population: 373k, Health and care income: £693m
 - **Basildon & Brentwood CCG**, Population: 269k, Health and care income: £513m
 - **Thurrock CCG**, Population: 169k, Health and care income: £317m
 - **Southend CCG**, Population: 184k, Health and care income: £363m
 - **Castle Point & Rochford CCG**, Population: 179k, Health and care income: £347m
- 3 acute trusts
- 4 community/mental health providers
- System health deficit 17/18: £99.2m

The Vision

The ambition of the MSEUH is to:

“Create a financially sustainable modern health network that delivers excellence in local and specialist services that demonstrably improve the health and wellbeing of our communities and provide a vibrant place for staff to develop, innovate and build careers.”

MSEUH have stated that this ambition will be delivered by six strategies, outlined below:

1. Leading the reform of clinical services.
2. Radically rethinking and redesigning our corporate & clinical support services, including our patient interface and service support activities.
3. Addressing current workforce gaps through new approaches to training, recruitment, retention and the development of new roles.
4. Creating a culture of high performance, improvement, measurement and innovation through a highly engaged workforce.
5. Reforming physical and technological assets to deliver value.
6. Becoming a commercially astute, partnership focused organisation.

The Strategy

- Respond to the transformation agenda of the clinical strategy as described in the STP's Consultation Business Case for acute services.
- Take steps to build a strong, clinically-led system which can work effectively as a matrix across sites and functions.
- Think about how as medical leaders we can take a role modelling hospitals-wide working approach.
- Build teams made up of professionals from multiple organisations.
- Develop compelling goals that span multiple organisations and unify our actions.

Further details on the strategy can be found in accompanying documents supplied by Veredus.

The Approach

- We are patient-focused, skilled and compassionate clinicians leading services, with professional operational and strategic management support.
- We are working across sites and helping other see how this can be done, so we understand the right issues and work smoothly across boundaries.
- Our clinically-led teams are provided with the right information about the quality and value of their services across the Hospital sites regularly for appropriate oversight and decision-making, allowing best patient outcomes.
- We all understand for each service or group of services the operating model in place, how the governance functions, and who does what.

Organisational Structure

Basildon and Thurrock University Hospitals NHS Foundation Trust

Board of Directors



Clare Panniker
Chief executive



Nigel Beverley
Chairman



Tom Abell
Chief transformation officer and deputy chief executive



Martin Callingham
Chief information officer



Jonathan Dunk
Chief commercial officer



Danny Hariram
Chief human resources director



Eamon Malone
Chief estates and facilities officer



Andrew Hke
Managing director



James O'Sullivan
Chief finance officer



Diane Sarkar
Chief nursing officer



Dr Celia Skinner
Chief medical officer



John Govett
Deputy chairman



Renata Drinkwater
Non-executive director



Margaret Pratt
Non-executive director



Barbara Stuttle
Non-executive director

Site leadership team



Southend University Hospital NHS Foundation Trust

Board of Directors



Clare Panniker
Chief executive and
accountable officer



Alan Tobias OBE
Chairman



Tom Abell
Deputy chief executive
and chief transformation
officer



Yvonne Blücher
Managing director



Martin Callingham
Chief information officer



Jonathan Dunk
Chief commercial
director



Danny Hariram
Chief human resources
director



Eamon Malone
Chief estates and
facilities officer



James O'Sullivan
Chief finance officer



Diane Sarkar
Chief nursing officer



Celia Skinner
Chief medical officer

Non-executive Directors



Fred Heddel CBE
Non-executive
director



David Parkins FCA
Non-executive
director



Mike Green FCA
Non-executive
director



Tony Le Masurier
Non-executive
director



Tim Young
Non-executive
director



Gabrielle Rydings
Non-executive
director



Gail Partridge
Non-executive
director

Site leadership team



Yvonne Blücher
Managing director



Neil Rothnie
Deputy managing
director, medical
director and clinical
safety officer



Clare Burns
Director of operations,
elective care



Mike Quinn
Director of operations,
unscheduled care



Denise Townsend
Director of nursing
and Caldicott guardian



Louisa Cowell
Director of finance



James Fisher
Director of
transformation



Sue Bridge
Head of human
resources

Mid Essex Hospital Services NHS Trust

Joint-executive Group (JEG)



Clare Panniker

Chief Executive



Tom Abell

Deputy Chief Executive &
Chief Transformation Officer



Jane Farrell

Managing Director, MEHT



Andrew Pike

Managing Director, BTUH



Yvonne Blücher

Managing Director, SUHT



Diane Sarkar

Chief Nursing Officer



Celia Skinner

Chief Medical Officer



James O'Sullivan

Chief Financial Officer



Jonathan Dunk

Chief Commercial Officer



Danny Hariram

Chief People &
Organisational Development
Director



Martin Callingham

Chief Information Officer



Eamon Malone

Chief Estates and Facilities
Director

Board of Directors



Alan Tobias OBE

Chairman



Clare Panniker

Chief Executive



Tom Abell

Deputy Chief Executive and
Chief Transformation Officer



Celia Skinner

Chief Medical Officer



Diane Sarkar

Chief Nursing Officer



Parm Phipps

Non-Executive Director



Jill Stoddart

Non-Executive Director



Karen Hunter

Non-Executive Director



Colin Grannell

Non-Executive Director



James O'Sullivan

Chief Financial Officer



David Wilde

Non-Executive Director

Non-voting Members



Jane Farrell

Managing Director
MEHT



Eamon Malone

Chief Estates and Facilities
Director



Martin Callingham

Chief Information
Officer



**The Trust Board is supported
by**

James Day

Trust Secretary and Director of
Strategy



Danny Hariram

Chief People &
Organisational Development
Director



Jonathan Dunk

Chief Commercial Officer

Site leadership team



Jane Farrell
Managing Director



Kevin Beaton OBE
Medical Director



Wendy Matthews OBE
Director of Nursing



Alison Smith
Chief Operating Officer



Stephen Beeson
Director of Finance



James Day
Trust Secretary and Director
of Strategy



Jennifer Canham
Associate Director of
Human Resources



Niki Eves
Head of Communications



John Henry
Director of Specialist
Services

Job Description

Basildon and Thurrock University Hospitals

NHS Foundation Trust



Southend University Hospital

NHS Foundation Trust



Mid Essex Hospital Services

NHS Trust



CHIEF FINANCIAL OFFICER MID AND SOUTH ESSEX UNIVERSITY HOSPITALS

ROLE PROFILE

ROLE DETAILS

Role Title:	Chief Financial Officer
Grade:	VSM
Location:	TBC will be expected to travel across all 3 sites
Accountable to:	Chief Executive

ROLE PURPOSE

The Chief Financial Officer has responsibility for the development of financial strategies which ensures that the Group, and future proposed merged organisation, has continued viability and will have key responsibility for ensuring that proper accountability and stewardship is maintained.

The Chief Financial Officer will lead the development and delivery of the financial strategy, providing expert financial advice to the Boards about key investment decisions and ensuring the Group operates within the resources available, in order to deliver its strategic plan. The post holder will be responsible for ensuring robust budget-setting, financial coherence between corporate strategies, clinical strategies, business planning and risk management. They will also ensure that robust processes are in place, with defined measured targets, to specifically monitor and account for performance against financial objectives and relevant external metrics and standards.

As a member of the Executive Team (ET), to share corporate responsibility for the overall strategic direction and management of the Group, and contribute to the development and implementation of the Group's key objectives to deliver services that provide optimum patient care and experience, and ensure efficient use of resources.

The Chief Financial Officer will be a full voting member of the Trust Boards in Common.

1. KEY RESULT AREAS

Leadership

On behalf of the Board, to develop the financial strategy of the Group and ensure coherence between corporate strategies, clinical strategies, business planning, risk management and the wider external and regulatory requirements.

To ensure the Group receives high quality financial intelligence, accurate forecasting and risk analysis in order to manage the performance of the Group.

To lead on financial business assurance and the management of financial business risk in the Group to ensure the Group is advised of, and complies with, its financial duties.

To provide visible strategic and professional leadership for staff, setting and delivering standards of performance and behaviour, ensuring effective communications and engagement, and gaining staff commitment while ensuring compliance with policy and systems.

Support local leaders in their capacity and capability to deliver the Group's vision, strategies and objectives.

MSEUH - Chief Financial Officer

May 2019

To provide leadership and constructive advice and challenge to enable significant reforms to the local health economy to enable it to become financially sustainable.

Responsible for all financial and fiscal management aspects through the provision of leadership and co-ordination in the Group's administrative, business planning, accounting and budgeting efforts.

To hold hospital sites and Finance Directors to account professionally for their use of financial resources to ensure financial control, enable the delivery of quality and cost improvements, and promote financial viability and affordability within local health systems.

Working with the Chief Commercial Officer to develop and provide financial advice on the commercial strategy and management of PFI contracts.

To be the lead for the annual contracting round working closely with hospital sites in setting a clear strategy as well as with local Commissioners and NHSE on specialist commissioning.

Undertake and facilitate annual capacity planning to maximise income and minimise expenditure, harnessing identified opportunities and agreed service improvement programmes.

To be the lead Director for Contracting and Commissioning, also working with the Chief Commercial officer on the operational and strategic development of a consolidated procurement and supplies function that maximises on overall savings plan.

Strategic Development

- As a board and executive team member, contribute to the development of the strategic direction of the Group and the wider local health community.
- To lead the development and appraisal of financial plans, budgets and investment priorities and ensure the most appropriate and efficient financing for service provision and developments.
- To manage capital and investment programmes. To provide the Group with expert professional advice to ensure sound capital and investment management decisions.

Operational

- Ensure the prescribed business and financial planning processes are complied with in a way that facilitates on-going development and delivery of group strategy and priorities whilst achieving high levels of quality and value for money.
- To lead the development of an executive approach to securing income objectives, contracting and review arrangements, and reporting on trends, risks, opportunities and projections. With the Chief Commercial Officer develop and exploit commercial opportunities with the private sector through joint ventures and partnership opportunities.

Governance

- Contribute to the development, communication and promotion of corporate core purpose, vision, mission and values.
- To work with Executive colleagues to establish appropriate performance frameworks to ensure delivery of services to plan, and against agreed quality indicators and ensuring accountability.

- Executive Lead for the Group's negotiation of Service Level Agreements and contracts with commissioners and their subsequent performance monitoring and management.
- Corporate Responsibility and Governance.
- As a member of the Executive Team, contribute to the key business decisions of the organisation and to contribute to the development, communication and promotion of corporate core purpose, vision, mission and values.
- Manage the delivery of an Internal Audit Service which conforms to the NHS Internal Audit Standards and reviews, evaluates and reports on the adequacy and effectiveness of internal control. Ensure an effective relationship is maintained with the external auditors.

Equality and Diversity

- Actively ensure that the organisation is meeting its statutory responsibilities in respect of equality and diversity.
- Personal and Staff Development.
- Provide support, through objective setting, appraisal and the agreement of personal development plans, to all direct reports and other senior staff as required.
- To ensure that the Group has appropriate skills and development processes for all managers and staff within budget responsibilities.

Other Responsibilities

- As & when required, deputise for the Chief Executive in her absence.
- To undertake the strategic lead on specific projects or work on behalf of the Chief Executive as required.
- To participate in the Group and site on-call rota and provide practical leadership, advice and guidance during specific periods.

2. COMMUNICATIONS AND WORKING RELATIONSHIPS

Internal: Chief Executive Officer and all Executive Team colleagues, Non-Executive Directors, Site Directors, Senior Clinicians and Managers, all Staff and Staff Representatives.

External: NHSI, CQC, NHSE, CCGs, local authorities, voluntary sector and patient groups.

3. ADDITIONAL INFORMATION

Professional Standards

As an NHS Manager, you are expected to follow the [Code of Conduct](#) for NHS Managers (October 2002). All staff employed in recognised professions are required to ensure they work to the professional standards and/or Codes of Practice set out for their professional group.

Appraisal

All staff will actively participate in an annual Appraisal process. All staff should have a personal/professional development plan and in conjunction with their manager, should actively determine and pursue agreed training and development needs and opportunities.

Safeguarding

The Group is committed to safeguarding and protecting children and vulnerable adults. All health employees have responsibility for safeguarding and promoting the welfare of children and young people in accordance with “Working Together to Safeguard Children” HM Gov 2006. This applies to employees with both direct and indirect contact with children and families.

Employees who do not provide specific services for children and families or vulnerable adults require basic knowledge of their responsibilities to identify and refer concerns appropriately. All employees must undertake training in safeguarding children and vulnerable adults but will have different training needs to fulfil their responsibilities depending on their degree of contact with vulnerable groups and their level of responsibility.

Confidentiality and Data Protection

Employees will have access to confidential information and will be required to ensure that the highest level of confidentiality is maintained at all times, adhering to all policies relating to confidentiality.

Employees are required to obtain, process and/or use person identifiable information in a fair and lawful way. The use of such information is governed by the Data Protection Act 1998 (DPA) and includes both manual and electronic records. Staff are expected to hold data only for the specific registered purpose and not to use or disclose it in any way incompatible with such purpose, and to disclose data only to authorised persons or organisations as instructed, in accordance with the Data Protection Act 1998.

Access to Health Records

All staff who contribute to patients’ health records are expected to be familiar with, and adhere to the Group Records Management Policy. Staff should be aware that patients’ records throughout the Group will be the subject of regular audit. In addition, all health professionals are advised to compile records on the assumption that they are accessible to patients in line with the Data Protection Act 1998. All staff that have access to patients’ records have a responsibility to ensure that these are maintained, and that confidentiality is protected in line with NHS Trust Policy.

Health and Safety

All staff are required to comply with the requirements of the Health and Safety at Work Act and other relevant health and safety legislation and NHS Trust Policies and Procedures. All staff are required to make positive efforts to promote their own personal safety and that of others by taking reasonable care at work, by carrying out requirements of the law or following recognised codes of practice and co-operating with safety measures provided or advised by NHS Group to ensure safe working.

Managers are responsible for implementing and monitoring any identified risk management control measures within their designated area/s and scope of responsibility. In situations where significant risks have been identified and where local control measures are considered to be potentially inadequate, managers are responsible for bringing these risks to the attention of the appropriate Committee if resolution has not been satisfactorily achieved.

All staff must ensure that waste produced within NHS Trust Group is disposed of in such ways that control risk to health or safety of staff and the public alike in accordance with relevant legislation procedures contained within the policy.

Infection Control

NHS Trust has made a public commitment to make healthcare associated infection a visible and unambiguous indicator of the quality and safety of patient care and work towards reducing it. All Directors and Staff will demonstrate their ownership of, and their support, to this goal through management and corporate action.

No Smoking Policy

There is a no smoking policy in operation within each Trust. In accordance with this policy smoking is positively discouraged and is not permitted in any areas.

REVIEW OF RESPONSIBILITIES AND DUTIES

This role profile is not an exhaustive list of duties, but is intended to give a general indication of the range of work undertaken and will vary in detail in the light of changing demands and priorities within the organisation. Substantial changes in the range of work undertaken will be carried out in consultation with the role holder. It is anticipated that post holders will develop their portfolio in conjunction with the CEO.

CQC FIT AND PROPER PERSONS TEST (FPPT)

All NHS Directors are expected to comply with the Fit and Proper Persons Test, and this post will be subject to all relevant checks contained within the regulations relating to FPPT.

Person Specification

ROLE: Chief Financial Officer

DEPARTMENT Corporate

Corporate Essential = E Desirable = D E or D Application form Interview

Essential = E Desirable = D		E or D	Application Form	Interview
Qualifications	<p>Educated to degree level or equivalent level of experience</p> <p>Further professional qualification</p> <p>Evidence of continuous personal and professional development</p> <p>Hold a CCAB or CIMA qualification and be a current member of the respective institute.</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p>		
Experience	<p>Proven track record of achievement in the financial leadership of a large and complex customer-facing organisation, including the NHS at Board level.</p> <p>A proven track record of leading through major change.</p> <p>Evidence of successfully leading and developing a large team.</p> <p>Proven ability to evaluate and optimise business cases and to construct effective business models for service delivery.</p> <p>Experience of managing substantial capital assets and investment programmes.</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>		
Knowledge	<p>Current knowledge of the leadership and management context of the NHS, the NHS financial system and of financial systems and processes necessary for delivering excellence in health care.</p> <p>Demonstrable understanding of the Group's strategic, financial, commercial and management challenges and requirements.</p>	<p>E</p> <p>E</p>		
Skills	<p>To have highly developed problem-solving, negotiation, interpersonal, administrative,</p>	<p>E</p>		

	<p>budgetary, analytical, statistical, presentational, communication and leadership skills.</p> <p>Evidence of successfully leading and developing a large team.</p> <p>Capable of inspiring people to think and act innovatively and to challenge established ways of doing things.</p>	E		
Attributes	<p>High energy levels, an innovative approach and ability to inspire and enthuse others.</p> <p>The intellect and interpersonal skills to command the respect of clinicians, managers and members of Regulatory bodies.</p> <p>Evidence of holding to a clear strategy and set of values while responding appropriately to short-term challenges and priorities.</p> <p>Personal attributes include emotional intelligence and communication skills, resilience, determination and outstanding entrepreneurial and commercial spirit combined with financial rigour and discipline and holding to account for performance.</p> <p>Agility and flexibility to respond to changing conditions while remaining clear-sighted on corporate strategies and objectives.</p> <p>To have the ability and resilience to deliver on the most challenging of issues.</p> <p>Commitment to supporting operational leaders and leadership teams, and the principles of devolved accountability and authority.</p> <p>To consistently role model the values and behaviours of the group model</p>	E		

How to Apply and Timetable

All applications will be acknowledged. Candidates are encouraged to submit their applications as soon as possible; preliminary interviews will begin as soon as expressions of interest begin to be received.

Element	Date
Preliminary Interviews	On going
Shortlist meeting	TBC
Final selection interview	W/C 20 th May

Long listed candidates will be invited to preliminary interview with Veredus at our London Office. Please note you will be asked to bring to your preliminary interview: evidence of your identity; right to work; and original certificates relating to any qualification that you reference in your CV, and to complete a form enabling us to check these at source.

To apply, please send:

- A full CV which demonstrates your ability to meet the criteria contained in the person specification;
- A short (no more than 2 pages) supporting statement highlighting your motivation for the role of Chief Financial Officer for MSEUH and how your experience matches the requirements of the position;
- Names, positions, organisations and telephone contact numbers and email addresses for at least two business referees. If you do not wish referees to be approached without permission, please indicate this.

Finally, please ensure you include your telephone contact numbers and email address, as well as any dates when you will not be available.

Applications should be emailed to veredushealthteam@veredus.co.uk quoting ref 931227

If you have any queries on any aspect of the appointment process, need additional information or wish to have an informal and confidential discussion, please contact our advising consultants Veredus:

Simon Potts on 07889 736 071 or simon.potts@veredus.co.uk

Reece D'Alanno on 07711 779022 or reece.d'alanno@veredus.co.uk

Equality & Diversity monitoring

You are invited and encouraged to complete the Equality and Diversity Monitoring Form which can be found by accessing this [link](#). This will help our client to follow the recommendations of the Equality and Human Rights Commission, that employers should monitor selection decisions to assess whether equality of opportunity is being achieved. **Veredus is accredited by the Investors in Diversity and the information collected is important to us as a means to ensuring continued best practice in the promotion of diversity.** The information on the form will be treated as confidential, and used for statistical purposes. The form will not be treated as part of your application.