

# SHAPE YOUR STORY

## Recruitment Information Pack



Group Chief Financial Officer



## An Introduction

The Barts Health group of NHS hospitals is entering an exciting new era on our improvement journey to becoming an outstanding organisation with a world class clinical reputation.

Having lifted ourselves out of special measures, we now have the impetus, autonomy and breathing space to chart a fresh course in which we are continually striving to improve all our services for patients. Our vision is to be a high-performing group of NHS hospitals, renowned for excellence and innovation, providing safe and compassionate care to our patients in each London borough and beyond. That means being a provider of excellent patient safety, known for delivering consistently high standards of harm-free care and always caring for patients in the right place at the right time. It also means being an outstanding place to work, in which our WeCare values and behaviours are visible to all and guide us in how we work together. To achieve these goals, we are working with the Institute for Healthcare Improvement to further develop our own distinctive approach to improvement, WeImprove, and empower staff to make the changes that benefit patients. Our intention is to apply the tools, techniques and training of improvement science to every area of our activity - not only to the quality of patient care, but also to the standards of performance and efficiency that underpin great care.

At the same time, we are evolving our group model in order to devolve operational accountability as close as possible to the front-line and the communities they serve, while also leveraging the benefits of scale and playing an influential role in the regional healthcare system. Our operational plan sets out the topics on which we intend to focus our efforts during 2019/20, as we work with partners on a strategic 10-year plan for North East London as a whole. Our group level plan is supported by detailed plans for each of our hospitals and clinical support services, as well as a range of crosscutting clinical board objectives.

Since we are one of the biggest Trusts in the NHS, with 17,000 staff, the operational plan is no small undertaking.

The whole amounts to an ambitious programme of culture change. While led from the top of the organisation, it is fuelled from the bottom up by the ambition, skills and compassion of our talented and dedicated staff. Together we intend that striving to always do better for our patients becomes the way we do things round here.

It is in this context that Barts Health will be appointing its new Group Chief Financial Officer, who will build on this work, embedding positive change and looking to an exciting future. The right Group Chief Financial Officer will be crucial to realising our vision. If you have a commitment to being a part of Barts Health group's development and can identify with our objectives then we hope to hear from you.

Ian Peters  
Chair

Alwen Williams  
Group Chief Executive





## About Barts Health

Our group of hospitals provide a huge range of clinical services to people in east London and beyond.

We operate from four major hospital sites (The Royal London, St Bartholomew's, Whipps Cross and Newham) and a number of community locations, including Mile End hospital. Around 2.5 million people living in east London look to our services to provide them with the healthcare they need.

The Royal London in Whitechapel is a major teaching hospital providing local and specialist services in state-of-the-art facilities. Whipps Cross in Leytonstone is a large general hospital with a range of local services. Newham in Plaistow is a busy district hospital with innovative facilities such as its orthopaedic centre. Mile End hospital is a shared facility in Mile End for a range of inpatient, rehabilitation, and community services. And St Bartholomew's in the City, London's oldest hospital, is a regional and national centre of excellence for cardiac and cancer care.

As well as district general hospital facilities for three London boroughs, Tower Hamlets, Waltham Forest and Newham, we have the largest cardiovascular centre in the UK, the second largest cancer centre in London, an internationally-renowned trauma team, and the home of the London Air Ambulance. The Royal London also houses one of the largest children's hospitals in the UK, a major dental hospital, and leading stroke and renal units.

Working across five boroughs, the Barts Health catchment area is one of the most diverse areas in the country, we are proud of our diverse workforce and diverse patient base. Our main local areas, Newham and Tower Hamlets, together with Waltham Forest, are among London's youngest, diverse and most deprived communities, with a significantly higher proportion of people aged 24 and under than the UK average. Parts of northeast London are also anticipating an increase in residents aged over 65, with resultant implications for health care as older people are generally higher users of health services.

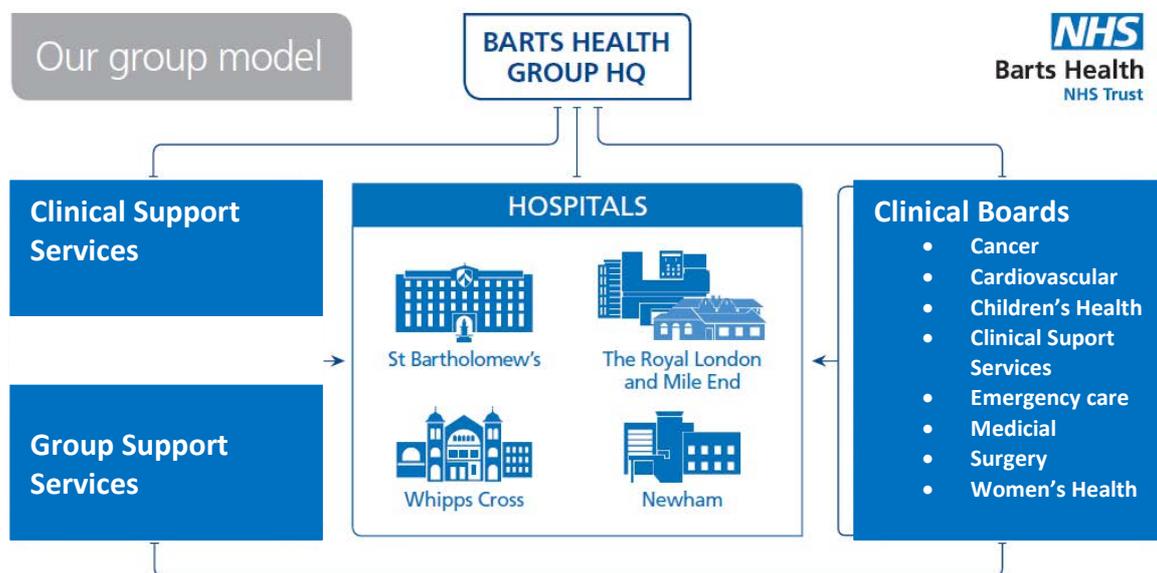
We are also proud to be part of UCLPartners, Europe's largest and strongest academic health science partnership. The objective of UCLPartners is to translate cutting edge research and innovation into measurable health gain for patients and populations through partnership across settings and sectors, and through excellence in education.



## Our leadership structure

The [group executive directors](#) are:

- Group Chief Executive: Alwen Williams
- Group Deputy Chief Executive: Shane DeGaris
- Group Chief Medical Officer: Alistair Chesser
- Group Chief Nursing Officer: Caroline Alexander
- Group Chief Financial Officer
- Group Director of Corporate Development: Andrew Hines
- Group Director of People: Michael Pantlin
- Group Director of Strategy: Ralph Coulbeck



## Our journey towards further improvement

### Finance

With a turnover of £1.53 billion in 2018/19, the group is one of the largest in the country. At the end of 2018/19, the Trust reported a deficit for the year of £84.2 million which was £0.5m better than our forecast position for the year.

The group has continued to address the issue of under recovery of income identified in our Financial Recovery Plan and increased income by £78 million between 2017/18 and 2018/19. At the same time, the group delivered £58.9 million of cost improvement plans against a plan of £62 million in 2018/19. This focus on income and cost efficiency continued to deliver the plans set out in the Trust Financial Recovery Plan of October 2016 and has contributed to three years of underlying recovery in the finances of the organisation. This



continuous improvement has been delivered at the same time as the significant improvement in the Quality domains assessed by the Care Quality Commission.

Capital expenditure in 2018/19 was £49.2 million, of which £2.3m came from charitable donations. The Barts Charity has committed to a significant increase in funding in future years. The combination of this commitment and the Trust's ambitious plans for Whipps Cross and the Whitechapel Life Sciences development will require the Group CFO to provide significant strategic financial advice on innovative funding flows and the impact on the Trust Balance Sheet. Capital constraints mean that the group will need to develop innovative capital financing approaches to support an ambitious programme of strategic development. group plans include the redevelopment of Whipps Cross Hospital, which is likely to be one of the largest estate redevelopment programmes in the NHS over the coming years. The group also earns significant income from world leading Research and Development and nationally recognised Education. The development of key income streams outside of NHS patient treatment income is core to the diversification and sustainability of the group growth and the new Group Chief Financial Officer (Group CFO) will play a major part in the development of these key strategic business segments.

The group is working closely with Regulators to address two key structural issues: PFI excess costs and the interest rate burden of accumulated debt. There is much work to be done to secure these agreements through our Regulators but the group is committed to the resolution of these structural issues. The commitment of the Regulators to resolution is reflected in positive engagement and a recognition that the group should be in a very strong position to exit financial special measures in the early part of 2019/20. The Group CFO will be expected to engage directly with national Regulatory bodies and other Government bodies, including HM Treasury to maintain this positive progress.

The exit of the group from Quality Special Measures and the commitment of all parties to an early exit from Financial Special Measures makes this a unique and exciting time for a new Group CFO to contribute to and drive a remarkable and sustainable recovery within the Trust.

The group remains committed to continual improvement in the quality of care, while also meeting national operational standards and working closely in some national and local initiatives in shaping the overall joint plan to ensure that health and care services are built around the needs of our local populations and at the same time ensuring value for money.

To find out more about our financial picture, you can read our [annual accounts](#).



## The Role

### The Opportunity

Barts Health is at a pivotal point in its development towards being an outstanding organisation, with world leading services, education and life sciences research. Working in close partnership across the local health economy, with academic partners, and with national institutions including the Department of Health and Social Care (DHSC) and NHS England / Improvement, the group has made significant changes in recent years, embedding a culture of improvement, accountability and ambition for the communities it exists to serve.

Building on this positive momentum, the group is now, like many other NHS trusts, balancing high levels of patient demand with financial austerity: its response is to emphasise quality, safety and efficiency, and the recent step out of quality special measures is to be celebrated. Service provision and ways of working have been transformed, and a proactive approach to staff engagement has enabled improvement, efficiency and operational grip to flourish across the group's multiple sites.

At the heart of these changes have been the group leadership model, which has devolved authority to front-line services while developing organisation-wide strategy, quality, leadership, partnerships and collaborations, and financial recovery and sustainability. The group has built a sound and sustainable platform from which it can now step into a period of significant and radical ambition, exerting the national and local influence expected of such an important and substantial organisation.

It is in this context that Barts Health will be appointing its first Group CFO, who will build on three years of successful turnaround and transformation work, embedding positive change and looking to an exciting future. This is a critical internal and external leadership role: the Group CFO will be integral to the Board and executive team, leading on group financial strategy and, through site management teams, on the delivery of financial objectives. They will shape a new finance structure, supported by two senior Deputy CFOs, and develop further the group model of financial leadership and management. They will shape the long term financial strategy for the organisation, and the wider systems supporting health, care and wellness across East London. Facing outwards, they will be central to shaping local, regional and national financial strategy, through strong relationships with NHS England/Improvement, DHSC and the Treasury.

As a part of this, in keeping with the NHS 10 year plan, there is an opportunity to be truly innovative, delivering further integration across the system and developing emerging ideas about the Group's contribution to world-class life sciences research while becoming recognised as an employer of choice.

Barts Health is keen to welcome an enthusiastic new director who will bring talent, skill and experience to a high calibre new leadership team focused on building a rejuvenated organisation that is fit for the demands of the future. It is absolutely critical that the new Group CFO shares, and role models, the group's values.



As a member of the executive team, reporting to the CEO, the Group CFO will contribute fully to the formulation of strategy and policy, and the delivery of all the group's objectives in these changing times. As a part of this, the Group CFO will work closely with the Chairman and the Chair of the Finance and Investment Committee.

The Group CFO is expected to be a key leader of the national finance function and to provide much wider leadership to the national finance systems and function, commensurate with leading one of the largest organisations in the NHS.

### **Specific duties and responsibilities**

The current portfolio of this role includes the following responsibilities. It is anticipated that the exact remit of the role will be subject to negotiation and agreement with the successful candidate and will reflect the skills, knowledge and experience of the successful candidate.

#### Strategic financial responsibilities

- Provide strategic financial advice to the Board and executive team;
- Lead the dynamic and flexible use of financial resources to support the ongoing development of organisational strategy, and delivery against organisational plans and objectives;
- Work with the CEO on the development and implementation of the group's business and financial plan, ensuring fit with organisational and service strategies and objectives, and ensuring a clear focus on quality services and the longer term financial position;
- Work with the wider executive team to continue to develop the group model, aligning strategic plans for services with financial strategy at both service and organisational level, creating incentives for strong clinical performance that benefits both the group and wider community;
- Provide significant strategic and professional advice and oversight of major capital programmes;
- Raise and negotiate significant capital, and, where appropriate, debt funding, and manage the Group's balance sheet to support delivery against organisational strategy and of long term financial sustainability;
- Lead the contracting process for the group with commissioners and ensure that good working relationships are maintained with all parties;
- Work with the Group Deputy CEO and Director of Transformation to design the Group CIP programme and provide financial assurance to the Board on delivery against this programme;
- Ensure that all bids for external additional resources are supported by high quality information and that internal processes for prioritisation of resources are based upon high quality supporting information;
- Oversee the group's monthly financial returns, statutory annual accounts and annual report and presentation of these to the group audit and risk committee, finance and investment committee, board of directors and annual members meeting;



- Play a key leadership role in the commercial development of the group – reviewing internal financial flows, incentives, control, decision-making and reporting systems against commercial best practice;
- Develop a knowledge base of best financial practice in national and international healthcare provision, and disseminate widely within the group, actively promoting opportunities for improvement.

### External Leadership

- Lead the development of key relationships with external financial partners, including with the DHSC and the Treasury, specialised commissioning bodies and regulators, and local partners to ensure that the group continues to be well positioned for the future, building on recent work;
- Play a leading role in the development of the Inner North East London Health and Social Care systems and to work with partners to deliver further integration of the financial strategy and systems to support health and social care delivery;
- As a leading CFO in the country, establish an influential voice in the development of the NHS financial system;
- Work with the executive team to ensure that the group continues to establish collaborative partnerships that position it well externally, building even stronger ties with neighbouring trusts, and care and service providers that can support improved health and wellness for Barts Health's communities.

### Internal Leadership

- Demonstrably live and model the group's values through their behaviours and approach;
- Work closely with the Chair, Chief Executive, and Chair of the Finance and Investment Committee, and board colleagues, to develop and deliver against a strategy for long-term financial sustainability;
- As the most senior financial officer in the group, provide financial leadership and coaching across the organisation, empowering the Hospital Executive Management Teams;
- Play a key role in the transformation of all Group Support Services, including the potential development of a transactional service hub;
- Contribute effectively to board level discussions, supporting the board to discharge its strategic and corporate leadership responsibilities effectively;
- Build financial capacity and understanding across the organisation and influencing the quality and approach of financial professionals across the group;
- Shape the group finance function, developing the two Deputy CFOs and shaping the structure and skills in place centrally, so colleagues across the organisation can access the financial expertise and leadership they need;
- Support the heads of finance in the design and delivery of cost effective services that meet commissioning expectations and deliver the overall strategic development needs of the group;



- Ensure the continued presence of an adequate internal audit service and to ensure good liaison with the group's internal and external auditors;
- Ensure that the group maintains appropriate controls to protect against fraud and other illegal activities;
- Participate in the group's executive on-call rota and maintain up to date knowledge in relation to all aspects of major incident planning and response.



## Person specification

The Group Chief Financial Officer will bring strong influencing leadership skills and the sophistication of approach and seniority to role of this breadth, with responsibility for the financial health of such a large and complex public service providing organisation, requires.

In particular all candidates should bring the following:

- considerable experience leading and operating at board level in an organisation of substantial scale and complexity, ideally with some exposure to regulated services;
- strong stakeholder management skills which include the ability to influence and advocate for the group at all levels, internally and externally, building strong, collaborative, relationships;
- experience in large scale capital raising and balance sheet management;
- the ability to work under pressure, with rapid pace, through periods of change and uncertainty, modelling organisational values and leading with integrity;
- experience of successfully leading and managing a large and diverse team through coaching and influencing, through previous experience working within a large group or matrix management structure;
- demonstrable experience of leading modernisation of a large finance function and effectively embedding transformation in large complex environments;
- interest in and understanding of current financial issues impacting the NHS;
- good understanding of approaches which improve quality whilst also enabling cost improvements to be achieved;
- the ability to translate strategic vision into key operational objectives and ensure that these are achieved;
- demonstrate high integrity and professional standards, modelling personal resilience, determination and curiosity;
- proven ability to communicate effectively and consistently and simply to a diverse audience of varying interests and understanding;
- demonstrate the authority and clarity to represent one of the largest NHS organisations on a national stage;
- excellent analytical skills; and
- a desire to work as part of an effective, creative and collaborative executive team.

Candidates must be:

- qualified accountants;
- educated to degree level, or equivalent; and
- able to evidence continuing professional development.



## Terms of appointment

The appointment of the Group CFO will be full-time. The Group CFO will be expected to work across, and be visible to colleagues at, all of the trust's sites.

### Remuneration and benefits

The salary for this role will be commensurate with the skills required to contribute effectively in such a large and complex organisation.

### NHS Pension Scheme

The NHS provides an attractive pension scheme. Full details and the scheme guide can be found on the [NHS Pensions website](#).

### Annual leave

Annual leave entitlement is 33 days per annum (plus 8 bank holidays). The leave year runs from 1 April to 31 March.

## How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Barts Health NHS Trust on this appointment.

Candidates should apply for this role through [our website](#) using code TAFABA. Click on the 'apply' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **28<sup>th</sup> May 2019**.

### GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

*The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*

