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|  | **NHS GREATER GLASGOW - JOB DESCRIPTION** |
| **1** | **JOB IDENTIFICATION**

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| **Job Title:** | **Head of Family Health Services (FHS)/ Prescribing Finance** |
| Responsible to: | Head of Finance – Management Accounts  |
| Department: | Finance |
| Directorate: | Corporate |
| Location: | Gartnavel Royal Hospital / Dykebar Hospital |

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| **2** | **JOB PURPOSE*** Responsible for the financial management and performance of Family Health Services(FHS) on a Board-wide basis across all Partnerships within NHS Greater Glasgow and Clyde (NHS GG&C). In this role, the postholder will lead the implementation, maintenance and ongoing development of the strategic and operational financial management arrangements for FHS to support NHS GG&C’s joint working arrangements with Local Authorities and other partner agencies.
* Ensure the provision of decisive and essential financial management and advice to HSCP Chief Officers, the Head of Finance Management Accounts and other key stakeholders operating in a tight and complex financial environment, in a time critical manner. This includes the development and implementation of joint financial frameworks, in conjunction with the Chief Finance Officers, with Local Authority (LA) partners which will support joint financial planning for the FHS and Primary Care Prescribing budget and financial reporting across all IJBs enabling IJBs to develop and implement financial plans and targets which are consistent with, and will secure the achievement of, NHS service objectives and financial targets specific to FHS.
* Lead the implementation, maintenance and ongoing development of the strategic and operational financial management arrangements, including savings plans, for Family Health Services to support NHS GG&C’s joint working arrangements with the Integrated Joint Boards (IJB’s) of the Health and Social Care Partnerships and other strategic partners.
* Link with the Board’s Primary Care Team on performance related issues and where required focus on tackling inequalities and improving health, provide a strong basis for better connection with primary care contractors, generate efficiencies and consistencies, and support IJB Chief Officers (COs) in their planning responsibilities.
* Provide the IJB Chief Financial Officers (CFOs) with the appropriate information, analysis and guidance to allow them to implement and monitor the financial implications of their strategic planning in relation to Family Health Services.
* Ensure regular audits are carried out of the financial service being provided, confirming it is efficient and effective to meet the needs of the stakeholders and where weaknesses are identified corrective improvements are made.
* Ensure appropriate responses to the outputs of internal and external audit reviews and plans are developed to meet the recommendations.
* Regular performance meetings with the IJB CO/CFOs to review.
* Work closely with and be a critical member of the Partnerships/Corporate Finance team by providing advice, support and guidance on all financial matters relating to FHS and Prescribing in line with corporate financial frameworks and governance arrangements.
* Provide support to the Director of Primary Care, Clinical Directors on FHS related matters.
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| **3** | **ROLE OF DEPARTMENT*** **Financial Planning/Analysis** - all aspects of strategic financial planning including service redesign, financial analysis and financial management including the provision of timely financial reporting and advice to ensure that the financial objectives/ targets and statutory requirements are achieved and that financial plans are inextricably linked to Development Plans and overall Board wide Strategies
* **Performance Management** - lead the financial contribution towards achieving the key performance targets incorporating local, Board-wide and national performance priorities and including achieving value for money in the use of all resources. Coordinate preparation for and responding to Board performance management requirements such as Organisational Performance Reviews and Exception Reports. Prepare and issue benchmarking and key performance indicators senior managers. Prepare and issue performance reporting to Committees and senior managers.
* **Governance** - ensuring effective financial governance arrangements are in place.
* **Joint Working** - to seek and maintain effective links with Partnership Finance staff, IJB CFOs and Acute HOF’s to ensure best practice and seek economies of joint workings.
* **Financial Advice/Information** - to promote financial awareness to non-finance staff and provide sound financial advice and information to IJB COs and Managers to facilitate planning, decision-making, control and the delivery of services within available resources.
* **Funding/Budgeting** - oversee and control the allocation of funds and lead the budget setting and budgetary control processes.
* **Management Accounting Service** - the provision of a robust and effective management accounting service to senior and operational management teams.
* **Financial Reporting/Advice** - Financial and Performance reporting, advice, presentations as required, ensuring full understanding of key financial data and including the identification and recording of financial risks .
* **Joint Financial Frameworks** - establish joint financial frameworks which will support the operation of IJBs and other partnership bodies while securing the achievement of NHS GG&C’s overall financial plan. Prepare and issue appropriate guidance to provide the context for developing robust financial plans.
* **Statutory** - provide reports in relation to financial statutory requirements and strategic standing items.
* **Family Health Service Contractors** - participation in national finance initiatives regarding developments of Family Health Service contractor services.
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| **4** | **ORGANISATIONAL POSITION** |

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| **5** | **SCOPE AND RANGE*** **Revenue Expenditure Budget**

The overall budget overseen by this role is £0.65bn which accounted for 15% of the total GG&C £4.2bn budget in 2023/24:

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|   | £bn | % |
| Acute | 1.9 | 45% |
| Corporate | 0.8 | 19% |
| Partnerships | 0.85 | 20% |
| FHS | 0.65 | 15% |
|   | 4.2 | 100% |

 * **Services**

General Medical Services - £212m budget covering 235 GP Practices- Budget is allocated on an NRAC basisGeneral Dental Services - £99m budget covering 280 Dental Practices. Budget is based on the actual spend and claimed through returns to Scottish Government.General Pharmaceutical Services -£68m budget covering 291 Community Pharmacists. Budget is based on the actual spend claimed through returns to Scottish GovernmentGeneral Ophthalmic Services - £28m budget covering 202 Opticians Pharmacists. Budget is based on the actual spend claimed through returns to Scottish GovernmentPrimary Care Drugs - £240m budget prescribed by GP Practices/dispensed by Community Pharmacists Budget based on usage and pricing split across the HSCP’s which requires complex analysis by the postholder.* **Other Bodies**

There are complex interrelationships with other health and social care providers including Family Health Service Practitioners, the Scottish Government, Local Authorities, National Services Scotland (Practitioner Services), the Private and Voluntary Sectors and GG&C Acute Division. NHS Greater Glasgow and Clyde contain hospitals that are tertiary referral centres for a number of specialised and national services.* **Directly Managed Staff**

Management Accountants (1.5 WTE).* **Business Support/Financial Management**

The post holder actively influences the financial performance of FHS services by providing a full business support and financial management service relating to the recurring and non-recurring budgets.  |
| **6** | **MAIN DUTIES/RESPONSIBILITIES*** Lead the development and implementation of robust financial frameworks for Family Health Services in line with the corporate strategy and key performance targets to achieve the effective and efficient utilisation of resources and strongly influence financial balance. Ensure achievement of value for money without compromising the quality of patient care.
* Recommend and provide guidance in the allocation of Family Health Service budgets and the budget setting process to reflect local requirements and lead in reporting of financial information against budgets and other key performance targets for operating FHS financial dimensions of HSCPs.
* The prime and expert source for financial information, guidance and advice to the IJB CFO’s, Head of Finance Management Accounts, Assistant Director of Finance and the Director of Primary Care on all financial management and financial planning matters for Family Health Services. This support will be provided in a time critical manner. The postholder has to plan prescribing budgets a year in advance, taking into account a number of variables such as pricing, volumes , patient flow and volatility.
* Provide specialist financial expertise and solutions to support and drive implementation of cost efficiency and savings programmes
* Responsible for providing specialist/expert advice to the Head of Finance Management Accounts who will rely on this specialist knowledge to directly support the core delivery and achievement of GG&C’s Financial Plan and local, regional and national planning priorities in relation to FHS and primary care prescribing. This will require engagement with the Scottish Government on national Primary Care FHS planning decisions including national drug pricing and payments to primary care contractors, modelling specific drug price increases or decreases over volatile prescribing numbers and agreeing / communicating shares of these increases/decreases between Health Boards and HSCP’s.
* Lead the development of Family Health Services staff (1.5 WTE) (including coaching mentoring, guidance and providing support and direction to PDPs through the Board’s policies under eKSF) to ensure the highest quality operational performance standards and operating performance targets for finance staff involved in Family Health Services.
* Responsible for full line management of the Family Health Service management accounting team including managing their performance, undertaking/monitoring appraisals within the team, managing the recruitment and selection of team members, providing career and personal development advice, managing workload, managing sickness absence, disciplinary and grievance matters.
* Ensure high-level contribution to the overall performance management of Family Health Services including the efficient and effective use of financial and physical resources and ensure that all projects/redesign work has been through a robust financial process to ensure that financial implications are considered and understood before any commitments to proceed are made.
* Design and develop critical reporting systems for managing FHS financial information and non-financial information to meet the specifications of the local key stakeholders. This requires interrogation and consolidation of several data sources including, Pecos system, clinical activity data, PRISIM (National Prescribing Information System), ascribe system data and e-financials data and the Integrated Resource Framework which interlink and allow robust decision making. Detailed summaries, in a user friendly format, are prepared integrating the data from the various sources for use by the CFO’s in their Board reports.
* Review local FHS financial reporting systems and information on an ongoing basis to ensure that robust and effective financial and accounting systems are in place for the service and management areas, adapting and revising systems and specifications as necessary to ensure maximum efficiency and effectiveness and that they continue to meet the needs of the key stake holders.
* Implementation, management and pro-active monitoring of effective governance arrangements within Family Health Services for achieving financial probity and superior standards of operational performance at all levels.
* Take responsibility for all financial performance management, reporting and controls for Family Health Services to enable achievement of financial and performance targets/standards, including implementation of business developments and cost saving initiatives for the delivery of the Financial Strategy, utilising as appropriate benchmarking and best practice initiatives.
* On an ongoing basis, in conjunction with the Head of Finance Management Accounts to retain responsibility for Family Health Services year-end audit processes with both internal and external auditors.
* Ensure high level contribution to the overall performance of Family Health Services as a member of various local and national Family Health Services groups.
* Effective financial management of Family Health Services within the agreed financial framework. Ensure that all financial information/data, whether in support of a major project, operational performance, service reconfiguration or cost savings initiatives, is prepared and presented, in a professional manner and to a consistently high standard of presentation**.**
* Consolidate, prepare and submit monthly Scottish Government Family Health Services Returns ensuring consistency with expenditure trends and out-turn forecasts.
* Representative for CFO’s on FHS related matters with Scottish Government, national and service group reviews.
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| **7** | **SYSTEMS AND EQUIPMENT*** Responsible for overseeing the design and continued development of reporting processes to ensure efficient and effective Family Health Services reporting. The postholder is responsible for ensuring there are sufficient checks in place so that information reported is accurate.
* Review a range of financial and other reporting software products by carrying out reconciliations to ensure the timely and accurate provision of complex financial and supporting information to Partnerships and Board Management, e.g.

 Advanced reporting software (Business Objects). Interrogation and reporting facilities within the main financial system. MS Office packages (Word, Excel, PowerPoint, Access and Outlook). Supplementary systems such as the National Payroll Data Query.* Use of computer for analysis, interrogation, preparation of financial reports and controls and communication/emails. Laptop, mobile phone, projector.
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| **8** | **DECISIONS AND JUDGEMENTS*** Review of performance and objective setting is undertaken annually by the Head of Finance - Management Accounts to whom the post reports. The post holder is responsible for ensuring delivery of those objectives within the statutory obligations of the post. Formal review will take place at mid year and year end. Update of objectives and review of progress will also take place through regular 1:1 meetings with the Head of Finance.
* Expected to demonstrate the highest level of professional integrity.
* Work autonomously using a high degree of initiative and is required to interpret overall Health Service policies and strategies to ensure that all resource implications are taken into account within the strategic planning for FHS of NHS GG&C. This involves reviewing the National policies and circulars for Ophthalmic, Medical, Dental and Pharmaceutical ensuring all implications are factored into plans.
* Provide critical input to the Family Health Services financial management processes within NHS GG&C which will require the establishment of strong communication links and utilisation of influencing and negotiation skills with all IJB COs/CFOs/Senior Management Teams and Head of Finance Management Accounts. This will include advice, support and guidance on all FHS financial matters in line with corporate financial frameworks and governance arrangements.

Provide critical advice, support and guidance to IJB CO/CFOs/Senior Management Teams and play a key role in overall strategic planning for FHS in line with corporate financial frameworks and governance arrangements including the setting, monitoring and reporting of FHS performance against targets and the implementation of cost efficiency and savings programmes.Analytical and judgemental skills are required to deal with highly complex facts or situations, which require the analysis, interpretation and comparison of a range of options. Examples include:* + The need to take financial decisions where there is no precedent and where leading opinions may conflict such as the introduction of the new national pharmacy contracts.
	+ The setting and monitoring of multiple targets and objectives.
	+ Develop medium and long term financial strategy, through future cost modelling and incorporation of costing for future service developments, taking into account uncertainty and risk factors.
	+ Plans for projects that impact across the HSCPs and the Board including significant reviews and cost efficiency and savings programmes that impact all Board areas.
	+ Undertake option appraisals and produce business cases to support financial and operational decision making associated with investment and disinvestment.
	+ Modelling prescribing trends and impact from national and local initiatives through participation in key national groups and is required to plan activities and prioritise workload to ensure that monthly, quarterly and annual financial deadlines are met.
* Operate flexibly and be reactive to constant change.
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| **9** | **COMMUNICATIONS AND RELATIONSHIPS*** Clear and persuasive communication will be required within a range of settings from contentious information communicated on a one to one basis to presentations of highly complex information to large groups (internal and external). This will be through a range of different media, including verbal, written reports, PowerPoint presentations.
* The post requires excellent relationship skills to enable highly complex information to be shared and courses of action to be agreed with group members/senior managers.

**Internal*** Head of Finance Management Accounts/ Assistant Director of Finance/HSCP Chief Officers and Senior Management Teams to advise and where necessary persuade senior managers over highly complex and sensitive financial issues. and ensure financial objectives are being met.
* Chief Financial Officers (CFOs) across GG&C, including Governance, Financial Planning, Financial Services, Capital Planning and Acute Directorates.
* HSCPs to ensure that there is clear understanding of the HSCP financial position. Support will be provided to allow members to be most effective in taking appropriate decisions such as agreeing budgets
* Heads of Finance in order to facilitate service redesign with appropriate redistribution of resource. Routine reporting on a regular basis the performance of financial plans, and report corrective decisive action to avert any potential financial problems.
* Business Support, Principal Finance Managers and Management Accounting staff to provide guidance and support to ensure that all operational teams are provided with the required level of financial reporting and additional information as required.
* Human Resources.
* FOI Team

**External*** Local Authorities (Glasgow City and 5 other LAs).
* Scottish Government & NHS National Services Scotland
* Primary Care Contractors & National Finance Primary Care Network.
* Other HSCPs outwith NHS GG&C.
* Local Medical Committee (LMC)
* External and Internal Audit.
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| **10** | **PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB****Physical** * Advanced keyboard skills are required for manipulation of complex financial data, the creation of reports and financial analysis. Excellent skills in MS Office are required.
* Computer skills required for using standard MS Office software including email, etc.

**Mental** * Frequent requirement for multi-tasking as part of this role and ability to work flexibly often at different locations with the assistance of mobile technology.
* In addition to strict deadlines, the work is often unpredictable and reactive with numerous interruptions (requiring immediate change in activity, e.g. immediate demand for interpretation of national initiatives/policy or response to SG, advice on financial pressures and including requirements for concentration to deal with matters such as complex/urgent issues arising simultaneously alongside regular tasks.
* There is a requirement for prolonged concentration when, for example, analysing complex data, statistics and during the preparation of financial returns.

**Emotional** * High degree of personal resilience, dealing with a number of HSCPs/parties with conflicting opinions, especially in relation to the interpretation and application of complex policies and decisions, often at times of significant organisational change and in a turbulent and politically driven environment.
* Require to deal with distressing circumstances, primarily due to pressure of timetables and staff management responsibilities: Staff performance, disciplinary and sickness management within own team. Required to provide objective financial guidance in times of service redesign and financial pressures that may conflict with ability of service to meet perceived patient needs.

**Environmental** * Compliance with health & safety/risk management policies both within normal office environment and when travelling to and attending meetings within various Health Centres/Hospitals.
* There is a frequent to travel between sites to attend meetings/meet with individual managers.
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| **11** | **MOST CHALLENGING/DIFFICULT PARTS OF THE JOB*** Playing a key role in the influencing and challenging of developments in difficult financial times.
* Maximising efficiency and effectiveness of the management accountancy service for Family Health Services expenditure in a dynamic operational environment involving changes in organisational structures, systems, procedures, circulars and regulations.
* Developing, implementing and planning across Integrated Joint Boards of the HSCPs by providing sufficient information on FHS and Prescribing spend to help provide the foundation for financial planning and reporting.
* Seeking new and innovative ways to support Family Health Services whilst achieving required performance targets and achieving other efficiencies whilst maintaining equity across HSCPs.
* Provision of complex, accurate and timely financial information to a diverse range of stakeholders, with varying degrees of financial expertise and understanding.
* Managing ad hoc requests for complex, strategic and sensitive financial information/advice in an extremely challenging financial environment against a background of multiple competing priorities.
* Anticipating future Family Health Service requirements to ensure the Board is well positioned to contribute and respond in a positive manner.
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| **12** | **KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB*** Full professional accountancy qualification and a member in good standing with a nationally/internationally recognised professional accountancy institute (CCAB) with clear evidence of continuing professional development.
* Must demonstrate expert specialist knowledge of financial and accounting procedures and advanced proficiency and expertise in leading an accountancy provision within a large highly complex business environment covering both strategic and staff leadership roles.
* Significant post qualification experience with a full understanding of financial and other aspects of NHS legislation and NHS finance policies.
* Able to demonstrate knowledge gained through additional specialist training and practical experience required to provide leadership in the implementation of financial strategy.
* A high level of experience in dealing with a variety of senior people and the ability to negotiate and influence in a complex time pressurised, politically sensitive environment.
* A Proven track record on reaching targets and achieving results with competence in financial management, financial reporting, financial and business analysis, governance arrangements, budget setting processes, budgetary control processes and the provision of financial advisory services to multi-disciplinary operational services.
* An understanding in the role of performance management in driving improvement and an ability to create a clear set of performance management arrangements.
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| **13** | **JOB DESCRIPTION AGREEMENT****Job Holder’s Signature:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_****Head of Department Signature:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |