

NHS GREATER GLASGOW & CLYDE (NHS GG&C) – ACUTE DIVISION

AGENDA FOR CHANGE JOB DESCRIPTION

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| 1. JOB IDENTIFICATION
 | Job Title | Principal Finance Manager (Diagnostics) |
| Department/Location | Finance |

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| JOB PURPOSEThe postholder is responsible with the Head of Finance for managing the key financial operations of a complex Sector.The postholder provides managerial and professional leadership for the Diagnostics sector finance team and manages the key performance outputs and workload of the team to ensure delivery of a high quality financial management service.The postholder works as an integral part of the Diagnostics sector Management Team and contributes significantly to the overall performance of the Diagnostics sector in a wide ranging role which encompasses : * Interpreting, investigating and advising Senior Managers on highly complex financial and performance and planning issues, balancing clinical service expectations against deliverable health service needs and resource constraints.
* Responsibility for business planning, formulating and challenging assumptions, anticipating issues and considering and understanding interrelationships in order to promote a thorough and structured approach to the analysis of the issues.
* Provision of expert technical, accounting and business planning input and advice at a senior finance level to the Diagnostics sector on a variety of subjects including a portfolio of projects, major capital and revenue developments, health service redesign projects and Financial Improvement Programme.
* Responsibility for formulating and implementing strategies, policies and procedures that will impact Board-wide and responsibility for their practical implementation across multiple disciplines and Directorates/Sectors.
* Delivery of robust financial management and reporting, underpinned by effective financial controls, to ensure efficient stewardship of resources in accordance with statutory and regulatory requirements. Provision of timely financial information that is integral to the achievement of the Board’s, Acute Division’s and Diagnostics sector’s financial targets and strategies for the delivery of high quality patient care.
* Responsibility for the timely and accurate completion and interpretation of the monthly and year end NHS financial statements and returns to the appropriate deadlines.
* Establish and develop partnership working with Diagnostics sector teams to ensure that there is an effective approach to financial management and that timely information and advice is provided to support decision making, probity, stewardship, value for money and legality in health service delivery.
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| POSITION IN ORGANISATIONAsst Director of Finance Ac A AcHead of Finance (Diagnostics and North Sector) **This Post**Diagnostics Management Accounting Team |

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| SCOPE AND RANGENHS GG&C – Acute Division comprises a full spectrum of hospital and community based acute health services delivered from various sites throughout Glasgow & Clyde in Acute Hospitals, and Health Centres. There are complex interrelationships with other health and social care providers including the Community Health Partnerships, the National Waiting Times Centre, Primary Care, Local Authorities, the Private Sector and the Voluntary Sector. NHS Glasgow and Clyde contain hospitals that are tertiary referral centres for a number of specialised and national services.The total revenue expenditure budget for NHS GG&C – Acute Division is in excess of £1.9bn. The total funded establishment for NHS GG&C – Acute Division is approximately 21,900 Whole Time Equivalents. * The postholder actively influences the financial performance of the Division by providing financial information, advice and guidance relating to the recurring and non-recurring Diagnostics sector revenue budgets and staffing resource and also contributes to the management of the Division’s asset base and deployment of the Diagnostics sector’s share of the Boards capital budget.
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| 5. MAIN DUTIES/RESPONSIBILITIESPlanning and Strategy * Responsible for the provision of a professional financial management service to the Diagnostics sector.
* Principal finance lead for portfolio of highly complex projects and integral member of project teams. This includes those projects that implement national and regional health service initiatives and involves planning, development, review and monitoring of progress particularly with reference to challenging financial issues. These can be short or longer term projects ranging from ward reconfiguration to new service developments and hospital closures, which require ongoing reformulation/modification of plans.
* Preparation, compilation and performance monitoring of monthly and annual accounts in readiness for audit, management accounts, annual budgets and longer term strategic plans including the capital investment plan.
* Provides professional advice regarding allocation of resources and affordability, both in terms of capital and revenue investment to ensure that the prioritisation of schemes features in the long term strategic financial and capital plans.
* Preparation of medium and long-term financial plans and forecasts which directly influence both the financial and operational strategy of the Diagnostics sector.
* To prepare annual financial plans and forecasts that contribute to the overall NHS GG&C medium and long-term financial strategies and local delivery plans. In doing so addresses the allocation of resources and ensures optimum impact from their use. This necessitates knowledge of strategic matters impacting upon the service delivered to patients across the organisation.

Control* Responsible for developing, setting and monitoring the Diagnostics sectors budget across multiple departments, locations and services. Oversees and reviews performance against budget and provides financial guidance to budget managers, including advising on the requirement for corrective action.
* Authorised signatory on behalf of the Sector.
* Risk assesses financial issues and advises managers in relation to annual budgets and long-term planning. Identifies and communicates financial risks and challenges, and persuades senior managers to adopt necessary corrective courses of action which respond to the needs of service users and relates to the function’s impact on patient services.
* Ensure effective communication links exist between the finance department and its users, internally with other senior finance staff and externally to develop partnership working and networking with other NHS and external organisations.
* Responsible for the management of the Sector Finance Team’s workload and priorities, delegating tasks and setting objectives, as necessary. Provides training and overview of Sectors objectives. Assists with recruitment to senior posts within the team and inputs to appraisal and discipline as required.
* Ensure that finance staff are organised, motivated and trained and that clear objectives have been set. Through regular communication and meetings ensure that staff are updated on issues which affect their area of work or are relevant to the general direction of the NHS, that priorities are understood and that staff work collaboratively to make sure that the organisational objectives are met.
* The postholder regularly reviews and audits outputs from the team to ensure the standard of service provided is satisfactory and seeks the opinion of users in order to ensure continuous improvement.
* Responsible for complex audits of budgetary and financial systems within the Sector in order to ensure best practice.
* Formulation, interpretation, and implementation of NHS GG&C policies with regard to financial regularity, stewardship and governance to ensure compliance with Standing Orders, Standing Financial Instructions and Fraud Policy. The postholder is responsible for writing pan-Glasgow policies that are implemented board-wide.

Expert Advice* Guide, influence and support senior Directors/Managers through the provision and interpretation of financial information to facilitate the development of accurately costed business cases, within specified timescales for consideration by Health Board Executives and the Scottish Government Health Department. This requires knowledge of the impact of current issues such as activity, access times, clinical governance and HEAT targets. This demands prolonged concentration on highly complex and sensitive issues, extraction of financial information from disparate sources and organisation into a coherent understandable format. This requires using professional judgement, particularly where information is not available or is incomplete, e.g.: - service rationalisation, - hospital closures,

- achieving Cash Releasing Efficiency Savings, - managing the financial consequences of activity changes (including waiting times targets) * Design, develop and implement costing and benchmarking tools to ensure that services within NHS GG&C along with the other NHS Boards within the West of Scotland Regional Planning Group, are benchmarked against comparable organisations, and act to ensure that best value is achieved by highlighting disparities and recommending potential courses of action.
* Prepare and present key financial schedules and papers to NHS GG&C Senior Management Team and Committees, as well as external bodies such as the West of Scotland Regional Planning Group and National Services Division (NSD).
* Design and delivery of a structured finance orientated training programme to multidisciplinary individuals and groups, encompassing all financial governance training needs.
* Clearly communicate detailed and highly complex financial information to senior managers and other staff, both NHS and non-NHS, often in the context of an environment resistant to change or where there is an inadequate understanding of financial issues.
* Undertake Continuous Professional Development (CPD).
* Responsible for creating and adapting information systems tailored to meet the needs of the budget holders/senior managers. This includes, but it not limited to, bespoke reports and databases that allow manipulation of information and extrapolation of results. The postholder is responsible for regularly generating, updating and modifying such systems.
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| COMMUNICATIONS AND RELATIONSHIPSGeneral* The postholder is expected to communicate with a wide range of senior clinical and non-clinical staff and with senior officials of external organisations. Excellent negotiation and communication skills are required. The postholder is expected to have strong presentation skills and to be able to express a view convincingly and coherently, verbally and in writing, including sensitive issues and particularly when dealing with confidential information.
* The postholder may find themselves in conflict with staff at all levels where standards of good financial governance are perceived as an impediment to the effective operation of the service, necessitating conflict resolution and negotiation skills.
* The postholder is expected to convey accounting concepts clearly in a jargon free manner.

Within the organisation* Advises and constrains (where appropriate) senior clinicians and managers, up to Director level, on highly complex financial issues including business cases, persuading them to a certain course of action and decisions that may have far reaching consequences for the whole of the organisation. This includes situations requiring an awareness of any political or service sensitivities, for example hospital closures/service retractions and major service redesign which may be highly contentious and open to opposition.
* Presentation of highly complex, sensitive, and contentious financial information to the Diagnostics sector Management Team, e.g. presentation of a range of options demonstrating the impact of potential savings plans, taking into account sensitivities around these issues, i.e. the impact on staff, patients, the public and politicians.
* Presenting and explaining highly complex financial issues in a clear way to senior non-finance managers and to communicate effectively at all levels of the organisation, e.g. presenting the financial aspects of business cases to a multidisciplinary project group.
* Provision of managerial and professional leadership for the Diagnostics sector finance team to motivate and manage the key performance outputs and workload of the team
* Regular contact with other senior members of the finance function within NHS GG&C, to ensure that a high quality of service is delivered and staff resources are deployed in an effective way.
* Able to influence decision making by working collaboratively with multidisciplinary senior staff across the organisation in order effectively to manage the impact of financial constraints/service redesign.

External* Negotiates with other NHS Boards, National Shared Services, the Voluntary Sector, Local Authorities, Universities, Commercial Organisations/private sector suppliers and the Scottish Government on multi-million pound contracts. The postholder is responsible for establishing the principles, negotiating financial contract values and regular performance review in order to ensure that appropriate levels of service/income are secured.
* Establish and maintain strong professional working relationships with External and Internal Auditors, the Scottish Government Health Department, the West of Scotland Regional Planning Group, Local Authorities, Universities, Commercial Organisations, NSD and other stakeholders.
* Contact with NHS staff in other regions to seek information on similar projects to share knowledge and expertise and develop a network of contacts.
* To support the audit processes with both Internal and External Auditors and to ensure high standards of review and governance.
* Required to sit on a range of local, regional and national multidisciplinary committees and expected to take a leading part in discussions and negotiations.
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| 7. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB* The postholder must have a relevant professional accountancy qualification (e.g. CIMA, CIPFA, ACCA, which are members of the Consultative Committee of Accountancy Bodies (CCAB)).
* Relevant post-qualifying experience as a CCAB accountant is required and working at a senior level within a large and complex organisation. The postholder during that time will have been expected to have participated in and continue to participate in an accredited Continuing Professional Development scheme, e.g. through a CCAB body.
* Advanced and expert theoretical, technical and practical knowledge is required of a range of financial and accounting procedures, including option appraisal techniques, benefit weighting and scoring processes acquired over a significant period.
* The postholder is required to have an advanced and expert knowledge of a range of NHS and statutory accounting policies gained over a significant period of time (e.g. Statements of Standard Accounting Practice, International Financial Reporting Standards, Capital Planning guidelines, Capital Accounting Manual, Financial Governance (Standing Financial Instructions), Annual Accounts and Cost Book Guidelines in order to be able to advise NHS managers appropriately.
* Diverse experience and expertise in financial management, long-term strategic financial planning and staff leadership roles including managing innovation, change and uncertainty.
* Experience of managing a finance team including the ability to balance the conflicting demands of the service users.
* Proven competence in staff management with strong leadership qualities applied in maintaining direction and motivation of staff resource.
* Highly-developed influencing skills – the ability to advise and persuade both finance and non-finance managers through well-informed and well-presented argument.
* Computer literacy is an essential skill and the ability to work proficiently with the full range of current personal computer office products is paramount. The postholder will be expected to have excellent spreadsheet skills, including being able to compile complex financial models (i.e. using complex formula & macros in multi-sheet spreadsheets across financial years, services and locations).
* Wide experience of presenting financial information in various ways to senior managers at all levels in the organisation e.g. the postholder is expected to be able to undertake statistical and trend analysis and present results appropriately.
* Practical experience of the complexities involved within the NHS in balancing clinical care or other service priorities with the need to achieve financial targets.
* The ability to communicate effectively with all levels of staff, both within and outwith the organisation is essential, together with a positive approach to problem solving and a professional approach to handling sensitive or contentious issues.
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ESSENTIAL ADDITIONAL INFORMATION

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| **8. SYSTEMS AND EQUIPMENT**The postholder is expected to use a full range of IT office products as well as specialist financial reporting systems. These are used to create, develop and update reports, databases, etc. to management requirements. Systems used include:-* Microsoft Office
* Efin (Finance management system)
* Business Objects (finance reporting tool)
* Intranet/Internet, NHSnet, Discovery

 A wide range of standard office equipment is also used (photocopier, fax, telephone, etc.). An advanced standard of keyboard skills is expected from the postholder. There is also a frequent requirement to produce bespoke reports and source reports in a unique format to meet specific information requests from senior NHS GG&C management. |

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| 9. PHYSICAL, MENTAL AND EMOTIONAL DEMANDS OF THE JOBMental/Emotional* Frequent requirement to multi-task, dealing with a range of highly complex queries and issues from project managers and other senior management throughout the organisation coupled with prolonged periods of concentration to formulate and document cost profiles for business cases to tight timescales and cope with complex financial problems.
* The ability to switch concentration of effort and priorities due to unpredictable workflow patterns and changes in the prioritisation of tasks, whilst managing own workload and departmental resources to achieve deadlines.
* Participation at meetings where prolonged and intense concentration is required, including assessment of the financial implications of various options that may be discussed/presented.
* Deal with emotional impact of staff health, performance and disciplinary issues.
* Deal with the emotional impact of liaison with general managers and other senior clinical and management staff in respect of highly contentious and sensitive issues, e.g. service contraction/redesign and ward closures.
* Deal with the emotional impact of organisational change.
* The need to treat much of the information provided and received in confidence.
* Ability to manage time pressures.
* Manage flexible working patterns to meet the needs of the service.
* Assist patients, their relatives, and visitors to sites during any incidental contact.

Physical* Speed and accuracy with advanced keyboard skills.
* Compliance with Health and Safety/Risk Management policies and Manual Handling Regulations.
* Long periods sitting continuously.
* Mobility and ability to travel regularly in order to attend meetings outwith own building/area including business journeys within the central belt of Scotland.
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| 10. DECISIONS AND JUDGEMENTS* The postholder has autonomy, at all times, in the performance of the post’s objectives which have been agreed with reference to CCAB Statutory Accounting Standards and Scottish Government Health Department policies and practices.
* He/she should establish best professional practice, being proactive in the development and implementation of new strategies, policies and procedures that will impact Board wide and be responsible for their practical implementation across multiple disciplines and Directorates (e.g. the policy implementing the financial provisions of the Human Tissue (Scotland) Act, 2006, and the European Working Time Directive).
* Considerable scope to exercise own initiative, judgement and discretion in developing, recommending and implementing solutions to critical Diagnostics sector issues.
* Responsible for devising and implementing extremely complex financial plans that will impact on all aspects of service within the Division, e.g. hospital closures, service redesign. This includes comparison of a range of options and advising on the optimal solution.
* Analyse highly complex financial issues where multiple factors have to be taken into account concurrently, e.g. achieving financial balance whilst taking into account the effects of activity increases, savings targets and service redesign issues within stringent financial conditions.
* The postholder is responsible for making judgements/financial decisions on the allocation of resources where no precedent may exist. The information may be difficult to ascertain and the financial risk to the organisation may not be easily quantifiable.
* Direct, motivate, and professionally develop management accounting staff.
* Responsible for providing expert guidance on highly complex, sensitive or contentious financial information to all relevant stakeholders, including senior management up to Executive Director level within NHS GG&C and the West of Scotland Regional Planning Group, project managers or other members of the project team.
* As a member of the Diagnostics sector Management Team participate in corporate management, executive decision making, performance management and strategic development of the Diagnostics sector.
* The postholder will regularly be the single expert representative of the finance function at multidisciplinary meetings, committees, etc., on a range of projects from short term to those lasting a number of years.
* The postholder is expected to lead on behalf of the Head of Finance in some areas of Diagnostics sector business and deputise at other times, as required.
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| 11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB * Persuading and influencing managers and their teams to accept financial constraints around service provision and advising on alternative strategies in order to meet financial targets in the face of significant clinical and operational pressures.
* Inherent to the role is the breaking down of traditional barriers to new ways of working and influencing change at all levels.
* Working within very demanding time scales in an environment which is challenging and can be hostile, and that often has conflicting priorities between service delivery and financial constraints.
* Formulating financial options in business cases, in order to demonstrate that developments or redesign are achievable and financially sustainable.
* As a senior member of a service department, prioritisation of workload whilst simultaneously providing a service to a wide range of users (Director, General & Service Managers, own Line Manager, external funding bodies (NSD, etc.)) is an essential skill.
* Motivating staff to continue to develop flexible, transferable, professional skills within an environment of constant change and uncertainty.
* Persuading and influencing staff who are not under the postholder’s direct control, to provide relevant and timeous information, e.g. activity information required to ensure Waiting Times funding is allocated appropriately.
* Influencing the decision making of senior managers to adopt certain courses of action where there can be barriers to understanding, e.g. managers with a non-financial background, or where there is resistance to change.
* Developing partnership working and establishing credibility with senior clinical and managerial colleagues.
* Presenting and explaining highly complex financial issues in a clear way to senior non-finance managers, e.g. presenting the financial aspects of business cases to a multidisciplinary project group.
* Taking the lead role in complex modelling, design and service change issues where no precedent exists and developing meaningful analysis from sometimes incomplete information.
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