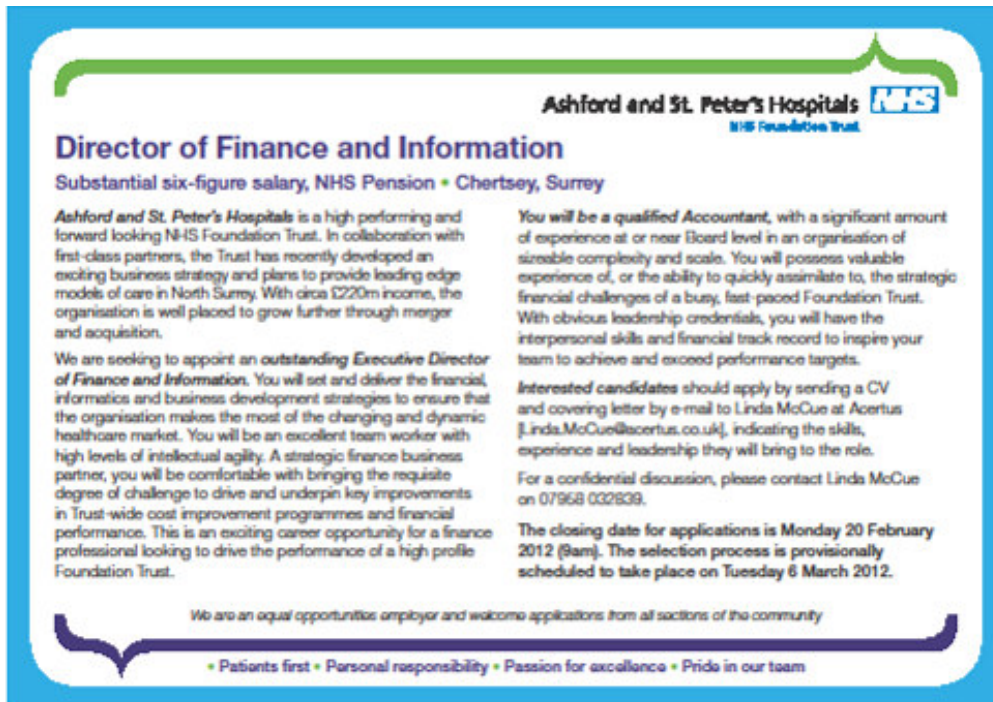



CANDIDATE BRIEF FOR THE POST OF: DIRECTOR OF FINANCE AND INFORMATION

FEBRUARY 2012

As advertised in the Sunday Times (Feb 5)



Ashford and St. Peter's Hospitals 
NHS Foundation Trust

Director of Finance and Information

Substantial six-figure salary, NHS Pension • Chertsey, Surrey

Ashford and St. Peter's Hospitals is a high performing and forward looking NHS Foundation Trust. In collaboration with first-class partners, the Trust has recently developed an exciting business strategy and plans to provide leading edge models of care in North Surrey. With circa £220m income, the organisation is well placed to grow further through merger and acquisition.

We are seeking to appoint an *outstanding Executive Director of Finance and Information*. You will set and deliver the financial, informatics and business development strategies to ensure that the organisation makes the most of the changing and dynamic healthcare market. You will be an excellent team worker with high levels of intellectual agility. A strategic finance business partner, you will be comfortable with bringing the requisite degree of challenge to drive and underpin key improvements in Trust-wide cost improvement programmes and financial performance. This is an exciting career opportunity for a finance professional looking to drive the performance of a high profile Foundation Trust.

You will be a *qualified Accountant*, with a significant amount of experience at or near Board level in an organisation of sizeable complexity and scale. You will possess valuable experience of, or the ability to quickly assimilate to, the strategic financial challenges of a busy, fast-paced Foundation Trust. With obvious leadership credentials, you will have the interpersonal skills and financial track record to inspire your team to achieve and exceed performance targets.

Interested candidates should apply by sending a CV and covering letter by e-mail to Linda McCue at Acertus [Linda.McCue@acertus.co.uk], indicating the skills, experience and leadership they will bring to the role.

For a confidential discussion, please contact Linda McCue on 07968 032839.

The closing date for applications is Monday 20 February 2012 (8am). The selection process is provisionally scheduled to take place on Tuesday 6 March 2012.

We are an equal opportunities employer and welcome applications from all sections of the community

• Patients first • Personal responsibility • Passion for excellence • Pride in our team



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1. LETTER FROM THE CHIEF EXECUTIVE

Chief Executive's Office
Guildford Road
Chertsey
Surrey KT16 0PZ

Dear Applicant

Director of Finance and Information:

Ashford and St. Peter's Hospitals NHS Foundation Trust

Thank you for expressing an interest in this role and I hope that this briefing pack will provide you with an insight into our organisation and how we see the post of Director of Finance and Information as being a key force within Ashford and St. Peter's Hospitals NHS Foundation Trust in delivering our vision – to be one of the best healthcare Trusts in the country.

I joined the Trust in January 2009 and was delighted the organisation secured Foundation Trust status in December 2010; the first Trust in the country to have met the new quality assessment standards set by Monitor, the independent regulator of Foundation Trusts. This is a sign of assurance that our services are safe and compare well with Trusts. We have a high profile with c.£220m income and are well placed to grow further through acquisition and strategic partnerships across London and the South of England.

So, you will be joining us at a particularly exciting and crucial time with an executive team keen to tackle the challenges ahead and exploit business development opportunities. We are seeking to appoint an outstanding Director of Finance and Information to join the team and help to lead the organisation through the next phase of development.

Working closely with me personally and the Board, you will display a genuine commitment to the Trust's vision and values - putting patients first, taking personal responsibility; having a passion for excellence; and taking pride in our team. You will have a demonstrable track record of delivery both operationally and strategically, with the requisite depth of experience and leadership credibility to meet the increasing demands of the local population, staff and key stakeholders. You will need to inspire and energise internal stakeholders whilst scanning the environment and maximising external business development opportunities.

If, after reading this candidate briefing, you would like to discuss the role further, please do not hesitate to contact Liz Davies on 01932 722217 to make the necessary arrangements.

I look forward to hearing from you,

Yours faithfully

Andrew Liles
Chief Executive

2. ABOUT THE TRUST

Ashford & St Peter's Hospitals NHS Foundation Trust is the largest provider of acute services to residents of Surrey and a growing proportion of west London residents, totalling more than 380,000 people. Our main catchment area is the boroughs of Runnymede, Spelthorne, Woking and parts of Elmbridge, Hounslow, and Surrey Heath.

Foundation Trust authorisation was achieved on December 1st, 2010, which signified our ongoing strong performance both in terms of clinical quality and financially.

With a workforce of around 3,500 staff and £220m income in 2011/12, the Trust has an impressive track record of developing integrated models of care, both across and within its two main hospital sites.

Ashford Hospital is situated along the A30 close to the border with Hounslow, and St. Peter's Hospital is in Chertsey. The majority of planned care, like day case and orthopaedic surgery and rehabilitation services, is provided at Ashford Hospital, with more complex medical and surgical care and emergency services at St. Peter's Hospital.


Services are organised across the two main hospital sites as follows:

Ashford Hospital provides:

- day-case surgery
- stroke and rehabilitation care
- elective orthopaedic surgery
- ophthalmology
- outpatients (including paediatrics) and diagnostics; X ray, ultrasound, endoscopy (using cameras to look inside the body) and MRI scans

St. Peter's Hospital provides:

- accident and emergency services
- intensive care
- emergency surgical and medical care
- elective and day-case surgery
- orthopaedics (Rowley Bristow unit)
- specialist brain injury unit
- maternity care
- paediatric services (children's services)
- neonatal intensive care unit which provides care for acutely ill babies
- outpatients and diagnostics; X ray, ultrasound, CT scans, endoscopy and MRI scans
- pathology services



Over the last three years the Trust has seen the overall number of patients treated increase year on year to a total figure of more than half a million attendances in 2010/11 [compared to around 415,000 in 2008/9].

We were nominated as a CHKS top 40 hospital as part of their 2011 Top Hospitals Programme, based on an evaluation of a number of criteria including safety, clinical effectiveness, outcomes, efficiency, patient experience and quality of care.


The Dr Foster Good Hospital Guide, published in November 2010, confirmed that the Trust continues to have low mortality rates, and we were rated as joint fifth in the country for the lowest mortality rates for the most common causes of death in hospital – pneumonia, heart failure, heart attacks, stroke and falls.

The National Staff Survey 2010, published in March 2011, saw our best ever results. We know that staff satisfaction is reflected in high quality patient care and we are beginning to see improvements in our patient survey results.

As we have settled into operating as a Foundation Trust, we continue to strengthen our relationships with our Council of Governors and our large membership body, as well as engagement with the local community as widely as possible.

We are fortunate to enjoy constructive and positive partnerships with the full range of stakeholders. Together, we provide high quality care to patients and high quality research and education for staff. In collaboration with the South East Coast Ambulance Service, Community services, Social Services, General Practice and Surrey & Borders NHS Foundation Trust, we are actively redesigning the following models of care for the benefit of patients:

- Planned care
- Unscheduled care
- Women's and Children's services
- Long term conditions
- Endo of life care



In terms of research and education, the Trust has established an enviable track record with the University of Surrey, Royal Holloway University of London, Kingston University, Imperial College and St George's Medical School. It also has links and works with Aston University, Said Business School and the University of London.

Against the backdrop of these Trust's successes lies a number of financial obstacles, not least the challenges of acute tariffs and the severe financial pressures of our main commissioner, NHS Surrey.

3. VISION AND VALUES

The Trust's vision is *to be one of the best healthcare Trusts in the country.*

Its values are illustrated in the staff pledge which is as follows:



The Strategic Objectives in 2010/11 were as follows:

- To achieve the highest possible quality standards for patients: meeting and exceeding their expectations in terms of outcome, safety and experience.
- To recruit, retain and develop a high performing workforce to deliver high quality care and the wider strategy of the Trust.
- To deliver the Trust's clinical strategy; redefining the Trust's market position to better meet the needs of patients and commissioners and increasing market penetration.
- To improve the productivity and efficiency of the Trust in a financially sustainable manner, within an effective governance framework.



4. STRATEGIC DIRECTION

The Board of Directors developed a robust and coherent Integrated Business Plan for the organisation as part of the Foundation Trust journey in 2010. This plan has been reviewed and refreshed in the light of opportunities for vertical and horizontal integration in London and the South East.

The Trust's geographical location of Ashford & St Peter's Hospitals NHS Foundation Trust offers strategic opportunities for market growth, productivity and innovation. In addition to the geographical positioning, the performance and reputation of the organisation further lend itself to growth and opportunity.

Such opportunities include a proposal to acquire Epsom Hospital following the announcement by Epsom and St Helier University Hospitals NHS Trust Board in December 2010 that they would not be able to become a Foundation Trust in their own right. Collaborating with key partners, the plan is to provide integrated healthcare services within a campus model on the Epsom Hospital site. Subject to external approvals, an announcement is expected to be made in March 2012, with the acquisition planned to take effect in early 2013 through the design and implementation of a Post Transaction Integration Plan (PTIP).

5. INTRODUCING THE CHAIRMAN, CHIEF EXECUTIVE & THE BOARD

Chairman

Aileen has a Mechanical Sciences degree from Girton College, Cambridge and joined Unilever on their graduate trainee programme, where she gained a financial qualification. Following further experience at a senior level in H J Heinz, Aileen joined the “Not-for-profit” sector as Director of Finance at Historic Royal Palaces and in 2003 became Director of Resources at WWF-UK. She left WWF-UK in 2007 to give more attention to her family and her other interests, including her role at the Trust. She is married with two teenage children and lives in Hampton.



Aileen McLeish

Chief Executive

Andrew Liles joined the Trust in January 2009 from the Royal West Sussex NHS Trust, where he had been Chief Executive for three years. After University he was an NHS Management Trainee for 2 years, completing his training in 1992. Since then his career has progressed through general management and operational posts in acute NHS Trusts and Executive Director posts in Winchester, Southampton and Epsom and St Helier. Andrew is the Chief Executive lead for leadership and talent management for the NHS in the South East.



Andrew Liles

TRUST BOARD



Trust Chairman
Aileen McLeish



Chief Executive
Andrew Liles



Deputy Chairman
Prof. Philip Beesley



**Senior Independent
Director - Peter Taylor**



**Non-
Executive**
Terry Price



Valerie Bartlett
Deputy Chief Executive

Dr David Fluck
Medical
Director



**Non-
Executive**
Sue Ells



Non-Executive
Jim Gollan



**Non-
Executive**
Clive Goodwin



Suzanne Rankin
Chief Nurse



Raj Bhamber
**Dir. of Workforce
& Organisational
Development**



John Headley
**Dir. of Finance &
Information**

Patients first • Personal responsibility • Passion for excellence • Pride in our team

6. THE COUNCIL OF GOVERNORS

| Elected Governors | Governor | Term |
|------------------------------|---------------------|--------------------------|
| Elmbridge | Steve McCarthy | 1 Dec 2010 – 30 Nov 2013 |
| Guildford | Judith Moore | 1 Dec 2010 – 30 Nov 2013 |
| Hounslow | Godfrey Freemantle | 1 Dec 2010 – 30 Nov 2013 |
| | Michèle Low | 1 Dec 2010 – 30 Nov 2013 |
| Richmond | Keith Goodger | 1 Dec 2010 – 30 Nov 2012 |
| Runnymede | Judi Linney | 1 Dec 2010 – 30 Nov 2012 |
| | Andrew Ryland | 1 Dec 2010 – 30 Nov 2012 |
| | Janice Ketley | 1 Dec 2010 – 30 Nov 2012 |
| Spelthorne | Linda Abbott | 1 Dec 2010 – 30 Nov 2013 |
| | Simon Bhadye | 1 Dec 2010 – 30 Nov 2013 |
| | Vacant Post | |
| Surrey Heath | David Frank | 1 Dec 2010 – 30 Nov 2013 |
| Windsor & Maidenhead | Margaret Lenton | 1 Dec 2010 – 30 Nov 2012 |
| Woking | Keith Bradley | 1 Dec 2010 – 30 Nov 2013 |
| | Dr Maurice Cohen | 1 Dec 2010 – 30 Nov 2013 |
| | Dr Howard Manuel | 1 Dec 2010 – 30 Nov 2013 |
| Staff Governors | | |
| Allied Health Professionals | Paul Wills | 1 Dec 2010 – 30 Nov 2012 |
| Ancillary/Admin/Clerical/Man | Samantha Lamb | 1 Dec 2010 – 30 Nov 2013 |
| Hospital Volunteers | Diana Manthorpe | 1 Dec 2010 – 30 Nov 2013 |
| Medical & Dental | Dr Tanya Bernard | 1 Dec 2010 – 30 Nov 2012 |
| Nursing & Midwifery | Sue Harris | 1 Dec 2010 – 30 Nov 2013 |
| Appointed Governors | | |
| Hounslow PCT | Martin Roberts | 1 Dec 2010 – 30 Nov 2013 |
| Runnymede | Cllr Hugh Meares | 1 Dec 2010 – 30 Nov 2013 |
| Spelthorne | Cllr Jean Pinkerton | 1 Dec 2010 – 30 Nov 2013 |
| Surrey PCT | Graham Hanson | 1 Dec 2010 – 30 Nov 2013 |
| Surrey University | Prof John Hay | 1 Dec 2010 – 30 Nov 2013 |
| Woking | Cllr Michael Smith | 1 Dec 2010 – 30 Nov 2013 |
| The Royal Holloway | Chris Howorth | 1 Dec 2010 – 30 Nov 2013 |

7. ROLE PROFILE - Job Description

Job Title: Director of Finance, Information and Business Development

Base: St. Peter's Hospital, but cross-site working required

Responsible to: Chief Executive Officer

Accountable to: Chief Executive Officer

Job Summary: The Director of Finance and Information is an Executive member of the Trust Board and is responsible for working with fellow members in developing and promoting the trust's vision, values, aims and strategic objectives, with a special focus on Finance, Information and Business Development. The key responsibilities are providing professional advice to the Trust Board and Council of Governors and ensuring financial and information resources are used to best effect in delivering high quality health services for patients. In addition the postholder has lead responsibility for commercial and business development.

Key Responsibilities:

Strategy

1. Provide strategic leadership for finance, informatics and business development across the organisation and help strengthen its contribution to the trust's activities;
2. Develop and implement an effective strategy for safeguarding the Trusts asset base including real estate;
3. Contribute to the maintenance of constructive and fruitful working relationships with all members of the health community and other Stakeholders to foster a strong culture of partnership working;
4. Ensure that the trust continues to implement national policies relating to finance, informatics and business development, in a way which maximises the performance and stability of the organisation;
5. Review and evaluate present and future opportunities, threats and risks in the external environment and current and future strengths, weaknesses and risks to the trust with a special focus on finance and information;

Financial Resources

1. Advise the chief executive, the board of directors and board of governors on all aspects of:
 - financial strategy and financial management;

- commercial and business development;
 - procurement and supplies;
 - financial risk and investment appraisal;
 - borrowings and other sources of finance;
 - covenant compliance;
 - cash flow management;
 - PR/communications (specifically relating to finance, informatics and business development);
 - commercial opportunities and risks;
 - financial systems development.
2. Provide comprehensive financial services to the trust including production of budget proposals, development of effective budgetary control systems, the provision of accurate and timely information/advice and compilation of monthly management returns and end of year accounts for statutory and/or regulatory purposes;
 3. Appraise current and forecast outcomes of operational strategies and report on financial performance to the board and stakeholders and regulators as appropriate;
 4. Effectively manage financial agreements between the trust and its stakeholders to ensure appropriate recovery of costs;
 5. Oversee all financial systems and internal controls, including the development and modification of accounting systems when required;
 6. Maintain stringent liquidity controls through a process of tight and cost effective cash management procedures in order to minimise the utilisation of the trust's credit facilities;
 7. Meet agreed targets and objectives, and deliver within defined costs, timescales and resources;
 8. Ensuring maximum value for money from the Trust's assets and resources (physical and financial) through effective deployment, investment and divestment, where appropriate.
 9. Apply rigorous generally accepted commercial disciplines and techniques in assessing viability of investment proposals;
 10. Develop and implement effective and innovative ways of producing information for budget holders, educating those who commit resources to promote the most effective use of resources in line with the needs of the service;
 11. Identify and deliver cost improvement programmes
 12. Support merger and acquisition opportunities through assisting with strategic assessments, financial evaluation, bid negotiation and post- merger integration

Informatics and business development

1. Advise the chief executive, the board of directors and board of governors on all aspects of:
 - Informatics and business development;

- confidentiality, security and accuracy of data;
 - PR/communications on informatics and business development issues;
 - information management systems and business development.
2. Develop and implement proactive information management and business development services across the trust including system-wide performance, benchmarking and analysis tools that enable the board and others to monitor and manage key performance indicators as defined in accordance with NHS standards;
 3. Ensure the availability of informatics to relevant stakeholders across the Trust in a timely clear and consistent manner.
 4. Develop commercial and business development opportunities to enhance the Trust's operational performance and long-term viability.

Human Resources

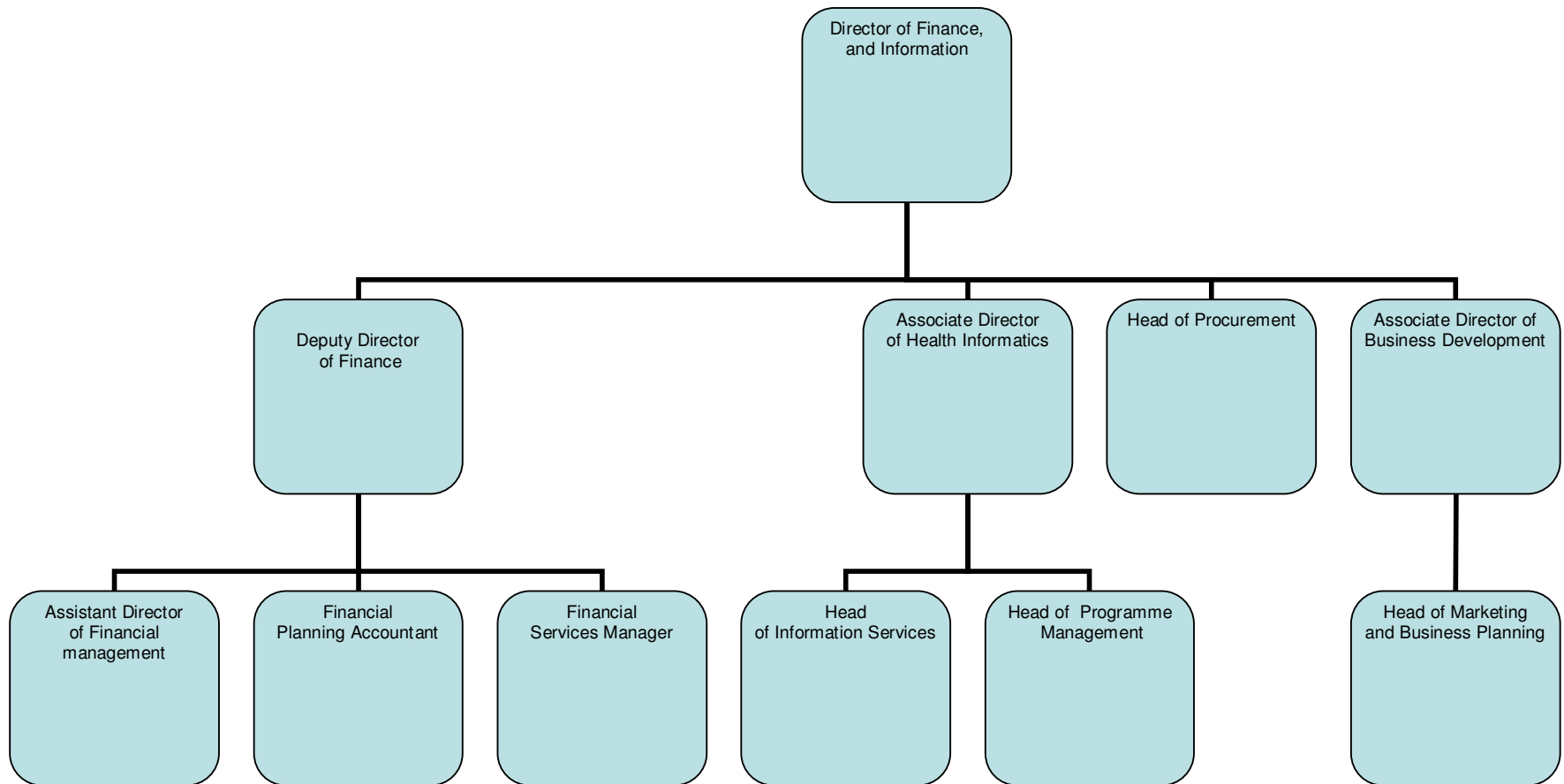
1. Manage, motivate and provide professional leadership to members of the Finance and Information directorate;
2. Develop effective working relationships and communications with staff and ensure that staff are motivated, developed, supported and respected;
3. Act as a driver for equality and diversity, both as an employer and provider of services, ensuring that effective policies and procedures are in place and promoted.
4. Facilitate and provide training opportunities for finance and information staff to ensure the trust has appropriately skilled staff to meet its requirements and ensure that these functions are adequately resourced;
5. Determine when to change and when to consolidate, understand the impact of change on people and manage it with sensitivity;

Communication and relationships

1. Maintain relationships with external professional advisers including but not limited to the trust's lawyers and management consultants;
2. Manage relationships with internal and external audit functions and, with the chief executive officer, play a leading role in liaison with Monitor and other regulatory bodies;
3. Maintain relationships with providers of finance. Ensure that the trust's financing profile is cost effective and long and short term requirements are properly matched;
4. Provide advice and support to the trust's governance structures as required, including the board of directors, board of governors, finance and audit committees;
5. Develop and maintain a strong sense of accountability to stakeholders throughout the trust.

Date of last review: January 2012

Finance, Information and Business Development Chart



Person Specification

Education/ Qualifications

- Educated to Masters level, or to demonstrate an equivalent qualification or level of experience in management;
- Certified accountant with a CCAB recognised professional qualification;
- Evidence of continuing personal and professional development.

Knowledge, Skills and Experience

Essential

1. Experience of strategic leadership of transformational organisational change and culture in challenging economic and fiscal times;
2. A minimum of 5 years experience of working successfully at a Senior or Board level in an organisation of an equivalent size and complexity;
3. Experience of developing effective strategies, such as on asset management, and performance managing these strategies in a complex political environment;
4. Evidence of being a highly effective leader of professionals, whether within the NHS, wider public or commercial sectors, against a changing context of national policies and drivers;
5. Evidence of developing effective and influential relationships with both internal and external stakeholders;
6. Evidence of delivering consistently sound financial control, analysis and results;
7. Evidence of providing consistently sound control, analysis and action based on information and performance;
8. An understanding of and interest in healthcare, a commitment to NHS principles and the aims of Ashford & St. Peter's Hospitals NHS Foundation Trust and the wider local community;

Desirable

1. Knowledge of the Foundation Trust accountability framework and the importance of the Director of Finance accountabilities;

Personal Qualities

1. Business acumen and commercial awareness that can be quickly attuned to the risks and opportunities provided by Foundation Trust status;
2. Full commitment to the Trust's Values and Behaviours and Patient led service development programmes;
3. The confidence and motivation to continuously improve Trust financial performance and plan for and address challenges as they are forecast or arise.

6. RECRUITMENT TIMETABLE

| | |
|---|--------------------------------------|
| Advertisement Sunday Times | Sunday 5 February 2012 |
| Closing Date | Monday 20 February 2012 (9am) |
| Shortlisted candidates to meet informally with the Chief Executive and other nominated stakeholders | 21 February 2012 |
| Informal meetings with Board members | w/c 27 February 2012 |
| Final interviews (provisional) | Tuesday 6 March 2012 |

9. SUMMARY OF THE TERMS AND CONDITIONS OF SERVICE

Summary of Pay and Terms of Employment

The pay and terms of employment are determined by the Remuneration Committee.

| | |
|---|--|
| Tenure: | Permanent |
| Salary: | To be agreed with the Chairman/Chief Executive upon appointment. Pay and the pay system are reviewed annually thereafter by the Remuneration Committee |
| Inflationary uplift: | In accordance with NHS policy as approved by the Remuneration Committee |
| Hours of work: | As necessary for the effective discharge of duties |
| On-call: | As per Director on-call rota |
| Holiday: | 27 to 33 days per annum plus 8 Bank Holidays The leave year runs from 01 April to 31 March each year |
| Occupational Sick Pay: | In accordance with Agenda for Change provision |
| Pension: | In accordance with the NHS Pension Scheme |
| Base: | The nature of the post requires the Director to ensure a regular and visible presence. As a consequent, regular travel is required and the Director must ensure frequent visits to all Trust premises are undertaken |
| Notice: | 6 months on either side |
| Relocation expenses: | In accordance with Trust Policy and approved by the Chief Executive |
| Performance Review & Personal Development: | In accordance with Trust Policy. Annual objectives will be agreed with the Chief Executive and reviewed by the Remuneration Committee. |



7. WHY THIS SHOULD BE YOUR NEXT CAREER MOVE

- Opportunity to acquire more than just the traditional Board financial portfolio for a leading innovative and modern Foundation Trust
- An interesting portfolio of finance, informatics and business development
- The chance to work with an experienced and highly regarded senior team and make a real difference to healthcare in the region
- Opportunity to learn from a very well respected Chief Executive and Board - career prospects are excellent
- A forward-thinking Trust with a strong focus on operational excellence
- A strong, clinically viable and well run major acute hospitals Trust with minimal clinical risk, and with a bright future role to play in the local health economy
- Rare “springboard” opportunity for candidates to prove their worth and with ambitions to rise to the most senior ranks
- A high profile career opportunity in a beautiful part of the country - real work/life balance