



## **Director of Finance & Commercial Development**

### **ENH Pharma Ltd (Subsidiary of East & North Hertfordshire NHS Trust)**

ENH Pharma Limited is a dynamic, growing company and a wholly owned subsidiary of East & North Hertfordshire NHS Trust established in 2015, providing services, including outpatient pharmacy dispensing, across three of the trust sites. In the year 2016/17 the company generated income of over £10 million and had an operating profit of £490k.

The Director of Finance & Commercial Development is a Board position and provides expertise and advice on all financial management issues to the ENH Pharma Board and the Managing Director. As an ENH Pharma Board member you will be jointly accountable for the overall direction, growth and performance of ENH Pharma Ltd ensuring delivery of the Strategic Plan. As Director of Finance & Commercial Development you will lead the development of ENH Pharma's financial and commercial strategy; and manage the commissioning processes and the negotiation & management of service level agreements. You will provide leadership to the Finance Manager, who is employed by the Trust, and ensure delivery of the financial services provided through an SLA. In addition you will engage and maintain a positive and effective relationship with our shareholders and external auditors.

You will be a professionally qualified accountant e.g. CCAB, ACCA, CIPFA and ideally have an MBA or other relevant postgraduate qualification. The successful candidate will have experience at Board level in a dynamic complex organisation, and a strong understanding of the commercial and healthcare sector, whether gained through the NHS and/or the independent sector. You will need experience of developing and delivering business opportunities/commercial schemes, with a track record of on time, on budget delivery.

You will need to be able to demonstrate experience of supporting organisations through ongoing change and development programmes.

The expected time commitment for this post will be 4 days per month and an attractive salary will be agreed with the successful candidate.

For information about ENH Pharma Ltd, such as business plans, performance and services, contact Andrew Hood, Managing Director via email on [Andrew.hood@nhs.net](mailto:Andrew.hood@nhs.net); or Sarah Brierley, Chair via email on [sarah.brierley@nhs.net](mailto:sarah.brierley@nhs.net).

Interviews are scheduled to take place on 3<sup>rd</sup> October 2017



## JOB DESCRIPTION

**JOB TITLE:** Director of Finance and Commercial Development

**DEPARTMENT:** ENH Pharma Ltd

**BAND:** TBC - Salary package subject to Remuneration Committee

**HOURS:** Expected commitment 4 days a month

**BASE:** ENH Pharma, Lister Hospital. However, you may be required to work on a permanent or temporary basis elsewhere within ENH Pharma.

**RESPONSIBLE TO:** Managing Director

### Our Vision

ENH Pharma Ltd sees its role as being a partner of the East and North Hertfordshire NHS Trust in delivering health services whilst also improving patient and customer experience.

The company's vision is: ***"Making things better for patients, staff and the community"***

We expect all our staff across ENH Pharma to demonstrate, promote and encourage these values.

Our values are:



**We put our PATIENTS first**, focussing on the patient to provide high quality care and a service that is tailored to the individual



**We strive for excellence and continuous IMPROVEMENT**, taking personal responsibility for making things happen and achieving results



**We VALUE everybody**, considering and showing respect for the opinions, circumstances and feelings of colleagues and members of the public



**We are OPEN and honest**, ensuring that we communicate with tact, diplomacy and transparency, that information is accurate and that others feel able to ask questions



**We work as a TEAM**, working effectively as a team member and developing strong working relationships to achieve common goals

## Job Summary

The Director of Finance and Commercial Development is an ENH Pharma Board position and provides expertise and advice on all financial management issues to the Board and the Managing Director and lead the commercial development of the business as defined in the strategy.

The purpose of the role is as follows:

- As an ENH Pharma Board member, be jointly accountable for the overall direction and performance of the companyLtd ensuring delivery of the Strategic Plan.
- As Director of Finance and Commercial Development, lead the development of ENH Pharma's financial and commercial strategy and give guidance to the companyin support of the effective and commercial leadership of the ENH Pharma.
- Provide leadership on the financial performance of the organisation and manage the commissioning processes and the negotiation and management of service level agreements.
- Ensure delivery of all services provided through an SLA and with clear mechanisms to monitor against agreed KPIs, including an annual review.
- Provide leadership to the Finance Manager and ensure delivery of the financial services provided through an SLA with the Trust. Accountable for professional advice, financial management services and controls to ensure the secure management of ENH Pharma.
- To engage and maintain a positive and effective relationship with our shareholders and external auditors.
- In periods of change and growth an effective Finance Director is critical, coordinating corporate finance and managing company policies regarding capital requirements, debt and taxation as appropriate.

## Key Accountabilities

### Collective Executive Director Responsibilities

1. **Company Strategy:** as a member of the ENH Pharma Board and Executive Team, contribute to the overall direction and leadership of the company so that the company has a clear strategy and direction as the basis of corporate and clinical service business planning and prioritisation. By contributing fully to the development of the company strategy challenge assumptions and decision making as appropriate and providing financial analysis and guidance on activity, plans, targets and business driver.
2. **Business Plans:** lead the development and review of the company's business plans to ensure that they are consistent with the company's strategy and direction, NHS priorities and shareholder/stakeholder requirements and that the plans are successfully delivered in accordance with agreed internal and external measures of performance. Including Business investment cases
3. **Leadership:** provide clear leadership to the company and its staff, ensuring that performance is appropriately managed, and that all staff are appraised and developed,

in order to ensure an efficient, effective and engaged workforce. Also to act as a role model for the application of the company's values.

4. **Continuous Improvement:** lead and encourage the development of new and innovative practice across the company to ensure the continuous improvement of the company's efficiency and effectiveness and the development of high standards of patient service and internal customer support.
5. **Risk & Governance:** ensure that all regulatory and risk management requirements are satisfied and to direct the development of systems, control processes which will establish safe and consistent service delivery and monitoring arrangements. Also to ensure that remedial action is promptly taken where unacceptable risks are identified.
6. **Financial Management:** ensure sound financial management and controls in the company and the achievement of expenditure (capital and revenue) and income targets.
7. **Representing the company:** act as ambassador for the company, ensuring that the needs and views of the company are fairly represented in external (including local and national/sector) forums and that opportunities are taken to enhance the reputation of the company and realise business development opportunities.
8. **Leading relationship:** Take the lead role in the relationship between the company and the Shareholder and Commissioners and maximise financial opportunities.
9. **Director Duties:** To uphold the statutory Director Duties – Sections 171-177, Companies Act 2006 - To act within their powers; to promote the success of the company; to exercise independent judgement; to exercise reasonable care, skill and diligence; to avoid conflicts of interest; not to accept benefits from third parties; to declare interests in any proposed transaction or arrangement.

### **Role Specific Accountabilities**

10. **Statutory responsibilities:** discharge effectively the statutory responsibilities of a Director of a Limited Company and ENH Pharma Director of Finance as set out in financial regulation and the Companies Act 2006 to ensure compliance with the financial management and governance requirements. To ensure compliance with accounting standards and requirements of year end and external audit requirements.
11. **Senior Responsible Officer (Information Governance):** act as champion for information risk on the Board, lead the risk assessment and management processes within the organisation.
12. **Financial planning:** lead the process of financial planning through the company's annual budget planning process to ensure a coherent and co-ordinated approach to the production of financial plans and budgets which support business priorities within overall financial parameters.
13. **Financial appraisal:** analyse, evaluate and report on the overall financial, quality and risk consequences of different service options to inform the strategic management and business planning of the company.
14. **Financial strategy:** develop the company's financial strategy in response to the changing healthcare economy to ensure the innovative, successful and sustainable funding of services and service developments through the commercial financing

arrangements available to the company now and in the future. This should be in line with the agreed strategy with the shareholder.

15. **Financial performance:** monitor the ongoing financial performance of the company, ensuring the timely and accurate presentation of financial information and advice, to enable the company, the Managing Director and senior leaders across the company to meet financial targets. Provide finance performance information to the Trust (as shareholder) as required to meet the needs of the Trust and its regulators.
16. **Operational performance:** oversee the provision of information on the ENH Pharma's operational performance enabling senior leaders to assess trends and use data as part of strategic and operational planning processes.
17. **Professional Advice:** advise the Managing Director and the ENH Pharma Board on the company's financial management and planning to ensure compliance with statutory and contractual obligations, and with stated company policies and business strategy.
18. **Financial governance:** develop and maintain appropriate systems of financial control (and audit) so that the company's assets and financial probity are safeguarded (in accordance with the Articles of Association, Operational Agreement and Standing Financial Instructions which incorporate these control systems).
19. **Commercial pricing:** contribute to the company's marketing plan and business development activity through the development of contracting and pricing strategies which are consistent with its financial and competitive position.
20. **Service Agreements:** lead the commissioning process from the company's perspective, including the negotiation and completion of service agreements with partner organisations or commercial companies in order to maximise commercial and service development opportunities and profit for the company.
21. **Procurement:** to ensure company's procurement operates to ensure cost effective provision of high quality goods and services and to provide expertise and financial data to support the determination of cost effective sourcing strategies
22. **Shareholders:** To engage and maintain a positive and effective relationship with our shareholders and external auditors. To present the annual company accounts to the Shareholders following external audit. To review and make recommendations to the company's Board and Shareholder in relation to utilisation of profits.

## **Person Specification**

### **Education/Qualifications**

- Professionally qualified accountant e.g. CCAB, ACCA, CIPFA
- MBA or other relevant postgraduate qualification (strongly desirable)

### **Experience**

- Experience as a Director of Finance & Commercial Development at Board/near Board level in a dynamic complex organisation
- A strong understanding of the commercial and healthcare sector, whether gained through the NHS, independent sector or both, would be highly advantageous
- Experience of developing and delivery of business opportunities/commercial schemes, with a track record of on time, on budget delivery
- Demonstrable track record negotiating major contracts of a comparable scale and complexity to those handled by ENH Pharma
- A proven track record of strong leadership at a senior level, both within the financial brief and more broadly as a corporate leader and Board member
- Evidence of leading sizable cost improvement programmes and of supporting organisations through ongoing change and development programmes.

### **Skills and Abilities**

- Stature and professional credibility, able to represent ENH Pharma externally to a wide range of audiences including our Shareholder.
- Strong commercial and business acumen
- Ability to work with, and influence a wide range of internal and external stakeholders to bring about change and service improvements
- Ability to balance the need to think strategically and manage operationally
- Innovative style of management, communicating vision and leading change through others
- Collaborative working style with peers, sharing knowledge and being proactive in understanding current issues
- A focus on results and a passion for making a qualitative difference to service delivery
- A depth of knowledge of techniques for interpreting and presenting financial and non-financial management
- Personal credibility to inspire and lead internally and to represent the Company at a local and national level.

**OTHER RESPONSIBILITIES:** This job description is neither exclusive nor exhaustive and the duties and responsibilities may vary from time to time in the lights of changing circumstances and in consultation with the job holder.

**SUPPLEMENTARY INFORMATION:**

**CONFIDENTIALITY:** Attention is drawn to the confidential aspects of this job and your personable responsibility and liability under the Data Protection Act 1998. Matters of a confidential nature, including information relating to patients or staff, must not under any circumstances be divulged to any unauthorised person. Breaches in confidence will result in disciplinary action, which may result in dismissal. In exceptional circumstances this could result in a prosecution for an offence or action for civil damages under the Data Protection Act 1998.

**HEALTH & SAFETY:** The job holder is required to take reasonable care of his/her own health and safety and that of other people who may be affected by his/her acts of omissions at work and to ensure that statutory regulations, policies, codes or practice and department safety rules are adhered to.

**SUSTAINABLE DEVELOPMENT** Our ENH Pharma recognises the need for a sustainable development strategy that focuses on reducing carbon emissions. We do this through:

Reducing environmental impact achieved by greener waste disposal and travel, energy and water consumption.

Being a good community role model and supporter of the local economy.

Providing excellent value for money.

In order to reduce our carbon footprint, every single one of us must play a part in ensuring we are an environmentally-responsible organisation. You recycle at home, we ask that you do the same simple things at work.

When you can, use public or inter-site transport, cycle between sites and claim for mileage.

Recycle all you can: paper, CDs, batteries – there are recycling stations throughout the ENH Pharma.

Always switch off lights, PCs and other electrical appliances when not in use.

Don't waste water.



**SAFEGUARDING:** Employees must at all times have regard to the need to safeguard and promote the welfare of children in line with the provisions of the Children Act 2004.

Employees must at all times treat all patients with dignity and respect and ensure that vulnerable adults are safeguarded from abuse and neglect within the provisions of the Hertfordshire Safeguarding Adults from Abuse Procedure.

**INFECTION CONTROL STATEMENT:** Take individual responsibility to ensure working practice is safe.

**EQUAL OPPORTUNITIES POLICY STATEMENT:** The company believes that discriminatory practice against employees or potential employees is unacceptable. The Equal Opportunities Policy is intended to ensure that no job applicant or employee suffers direct or indirect discrimination with the ENH Pharma. The company also believes that sexual and racial harassment is unacceptable and is committed to ensuring such behaviour is eliminated. The company will act to support its staff in situations where clients' or visitors' behaviour towards them is contrary to the spirit of this policy. Legislation gives legal force to this policy statement.

**STAFF INVOLVEMENT:** The company is committed to involve staff at all levels in the development of the organisation.

Managers should ensure that staff are encouraged and involved in organisational and service developments including business planning and they are able to influence discussions which affect them and their working conditions.

They should develop and implement communication systems that ensure that staff are well informed and have an opportunity to feedback their views.

All managers should engender a culture of openness and inclusion so that their staff feel free to contribute and voice concerns.

**REVIEW** These guidelines are provided to assist in the performance of the contract, but are not a firm condition of the contract. This job description will be reviewed as necessary to meet the needs of the service, in consultation with the post holder.



**Director of Finance and  
Commercial Development  
ENH Pharma LTD**

September 2017

## Supplementary Information

For information about ENH Pharma Ltd, such as business plans, performance and services, contact Andrew Hood, Managing Director via email on [Andrew.hood@nhs.net](mailto:Andrew.hood@nhs.net); Sarah Brierley, Chair via email on [sarah.brierley@nhs.net](mailto:sarah.brierley@nhs.net).

For information about the Trust (our Shareholder), such as business plans, annual reports, and services, visit their website: [www.enherts-tr.nhs.uk/about-the-trust](http://www.enherts-tr.nhs.uk/about-the-trust)

### Making an application

You will be required to apply for this post via NHS Jobs, and if you wish to be considered for this role your application will need to include:

- Details of why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- Your education and professional qualifications and full employment history, along with contact details of three referees. References will not be taken without applicant permission.
- Tell us about any dates when you will not be available
- The successful applicant will be subject to Occupational Health and Disclosure and Barring Service checks and is subject to the Fit and Proper Persons Requirement (FPPR). All organisations regulated by the Care Quality Commission need to ensure that successful candidates meet the Fit and Proper Persons Requirement (Regulation 5, The Health and Social Care Act 2008 (Regulated Activities) Regulations Act. This means that the care provider must not appoint a director unless:
  - The individual is of good character;
  - The individual has the qualifications, competence, skills and experience which are necessary for the relevant office or position or the work for which they are employed;
  - The individual is able by reason of their health, after reasonable adjustments are made, to properly perform tasks which are intrinsic to the office or position for which they are appointed or to the work for which they are employed;
  - The individual has not been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether lawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity; and
  - None of the grounds of unfitness specified in Part 1 of Schedule 4 apply to the individual (e.g. bankruptcy, sequestration and insolvency, appearing on barred lists and being prohibited from holding directorships under other laws)
  - Good character is measured by the criteria set out in Part 2 of Schedule 4 of the Regulations:
  - Whether the person has been convicted in the UK of any offence or been convicted elsewhere of any offence which if committed in any part of the UK would constitute an offence; and
  - Whether a person has been erased, removed, or struck off a register maintained by a regulator of a health or social work professional body.

This is in line with the Director Duties as set out by the Companies Act 2006.

### Key dates

- **Closing date for receipt of applications: 24<sup>th</sup> September 2017**
- **Interview date: 3<sup>rd</sup> October 2017**

# About ENH Pharma LTD

ENH Pharma Ltd is a dynamic, growing company, which was established in 2014 as a wholly owned subsidiary company of East and North Hertfordshire NHS Trust (ENHT). The company was established to:

- Deliver patient benefits by reducing outpatient waiting times and releasing staff to clinical priorities associated with the inpatient service thereby improving the Trust's dispensing service
- Bring the benefits of a commercial approach to a key part of the Trust's activities without diminishing its emphasis on patient care
- Develop new services to NHS patients, which are currently not available in a hospital setting
- Provide an efficient model to enable any financial benefits to be reinvested in patient care.

The current main focus of the business is to provide outpatient dispensing services at three ENHT sites:

- **Mount Vernon Hospital at Northwood** - also serving Hillingdon Hospitals NHS Foundation Trust (HHFT). Mount Vernon is a major business location for ENH Pharma Ltd., representing around 53% of dispensing sales. The Mount Vernon site is owned by HHFT.
- **The Lister Hospital at Stevenage**. The Lister is a key site for the development of ENH Pharma Ltd., due to a high footfall and a wide range of clinical services offered at this site.
- **The New QEII Hospital at Welwyn Garden City**. The New QEII Hospital presents the biggest financial challenge to ENH Pharma Ltd. Currently the costs of operations at this site exceed income, despite a large retail offer.

## Our Business model

The company currently offers three commercial areas or service lines, outpatient drug dispensing; retail (three hospital shops); and private and public health services. Of these, the company's core business is the dispensing of outpatient prescriptions, which constitutes 99% of turnover. This amounts to £9.9 million, with £8.9 million generated through services provided to ENHT and £1.0 million through services provided to another NHS Trust.

Broadly, there are two income streams and gain share models from outpatient dispensing:

- **Off-tariff specialist drugs**, funded by NHS England Specialist Commissioners.
- **On-tariff drugs**, funded by ENHT and procured by ENH Pharma on their behalf. A gain share on VAT savings operates between ENHT and ENH Pharma Ltd.

During 2015/16 and 2016/17 the workload at the Lister and Mount Vernon sites increased significantly as result of a number of initiatives and the Company has continued to develop so far during 2016/17 workload at these sites has continued to grow.

## Our Vision:

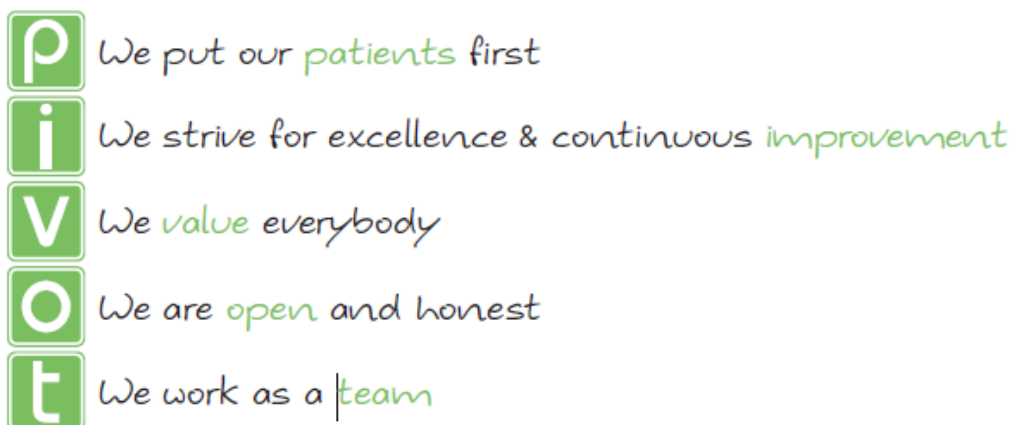
*Making things better for patients, staff and the community*

## Our Aims:

1. Develop a financially sustainable business that adds value to East and North Hertfordshire NHS Trust and the local health economy – We want to actively seek alternative commercial opportunities to reduce the company’s reliance on dispensing drugs directly funded by NHS England (High Cost tariff excluded drugs) – this is about reducing the risk related to gain share and also adapting the business.
2. Improve customer experience through the provision of a comprehensive range of products and services that meet the demands and needs of patients, staff and the community – we want to develop retail and services.
3. Develop as a community partner and add value to the healthy wellbeing of the community – We want to develop services that improve the patient’s health – public health services, other patient facing services within the Hospital (patient pathways, hospital services), GP Surgery and Care Homes (preventing hospital admissions).
4. Empower our staff to make things better for patients, staff and the community - We want to develop our organisation so that we can deliver the above.

## Values

ENH Pharma LTD has adopted the Trust’s established values which will underpin the successful delivery of the strategy.



Our aim is to create a culture of continuous quality improvement, to become a learning organisation where every member of staff understands their role in delivering this strategy and works towards the aims.