

## **Finance Directorate support to the Divisions**

To support the Divisions in the new TOM structure the Finance team will provide support in the following areas:

### **1. Financial Management**

Financial Management consists of four equal sized Finance Teams. Each Finance Team is headed by a Divisional Head of Finance, and will have three Finance Business Partners and two Assistant Management Accountants.

The four Finance Teams are aligned to the new Trust Operating Model as follows:

- Surgery
- Medicine
- Women and Childrens; Directorate of Estates and Facilities
- Clinical Support Services; Corporate Directorates

The Divisions should expect to receive a professional and comprehensive Financial Management service, based upon a business partnering model, and this will include the following:

- **Monthly management accounts** - The Finance Teams will provide the Divisions with monthly accounts, produced in accordance with a published reporting timetable, and presented in a standard format; bespoke analysis will be produced as and when required. Feedback from the Divisions as to the adequacy of reporting will be sought periodically.
- **Performance Review Meeting (PRM) support** – The Finance Teams will support the Divisions in relation to their monthly PRMs. The Divisional Head of Finance (DHOF) will attend the PRM to support the Divisional Managing Director, and the Finance Business Partners are expected to deputise in the absence of the DHOF. The support of the Finance Business Partners to the Clinical Business Units and Corporate Directorates underpins Finance support to the PRMs.
- **Financial Recovery Planning (FRP) support** – The Divisions will receive support to develop financial recovery plans (FRP) if the financial position is adverse to plan; the development of the FRP for a Division will be co-ordinated by the DHOF working in conjunction with the Divisional Managing Director; the Divisional FRP will be based upon the FRPs of the Clinical Business Units or Corporate Directorates within the Division; the Finance Business Partners will support the Clinical Business Units and Corporate Directorates to develop their FRPs; FRPs will be produced in a standard format in order to facilitate the amalgamation of these at Divisional and Trust level.
- **Financial Efficiency Planning (FEP) support** – The Finance Teams will use information (financial and non-financial) to make recommendations for improvements to the efficiency and effectiveness of services; the Finance Teams will work with the Divisions to develop efficiency schemes and ensure that FEP savings are accurately recorded. In order to

maximise savings opportunities, the Finance Teams will work closely with other sections of Finance i.e. Income and Contracting, Costing, Procurement and Charitable Funds.

- **Maximisation of income** – The Finance Teams will work closely with the Divisions to ensure that income is maximised. Advice and support will be sought from the Income and Contracting team as and when required e.g. analysis of best practice tariff (BPT) performance.
- **Financial advice** – The Finance Teams will form close working relationships with the Divisions and provide them with comprehensive financial advice; regular meetings will be arranged to facilitate this.
- **Business Planning support** – The Finance Teams will make a significant contribution to the annual business planning process. This contribution includes the production of annual budgets and assurance that the financial plan is realistic and affordable plan through developing the use of benchmarking data and capacity planning.
- **Service Developments** – The Finance Teams will support the Divisions to develop their services through the provision of benchmarking data, involvement in capacity planning, support to business cases, and by ensuring that approved cases are taken account of in business planning.

## **2. Income and Contracting**

Ensure billing undertaken by statutory deadlines

Provide analysis of the activity and income position

Provide analysis of the performance against best practice tariff

## **3. Overseas**

Deliver training to front line staff on a rolling basis to reduce incorrect punching of Chargeable Status on Medway.

Report on wards/departments that training has been delivered

Clinic lists are checked and patients' details are updated up to 2 weeks in advance of the appointment date. Reduces amount of Chargeable status as Unknown on Medway.

Report overseas invoice debt by specialty and directorate

## **4. Payments**

Payments will carry out weekly payment runs (exception Christmas)

The Trust's payment targets (BPP) is to Pay 95% of invoices within 30 days – Payments to provide monthly details of invoices paid over 30 days at division level

Payments to provide details of invoices outstanding at the end of the month at division level

Payments to provide list of invoices received with no purchase order quoted at the end of the month (No PO No pay policy)

## **5. Charitable Funds**

Statement sent on working day 6 of the latest balance available to spend for each fund

Purchase orders processed within 3 working days of receipt

Gift aid income will be claimed and made available to fund holders to spend on a quarterly basis.

Net increases in investment values will be made available to fund holders to spend on a monthly basis.

## **6. Capital**

Capital team will provide, where appropriate, a capital code for an approved scheme 48 hours post approval, advising when the system will be updated to use.

Capital team will provide regular updates on expenditure incurred against allocations, incorporating commitments known.

Capital team will work closely with Clinical Engineering colleagues and provide a monthly update of asset details to support a Trust 'one version of the truth' inventory listing.

## **7. Costing**

The Costing team will work with the Divisional Heads of Finance and their teams (throughout March 2019) to ensure that they understand the PLICS information, how costs flow throughout the costing system and what results are available to share with end users i.e. members of the TOM.

The Costing team will provide training (in the form of formal presentation, workshops and drop-in sessions) to strategic and operational clinical and business managers so that they are in a position to understand the output of the PLICS model

The Costing team, as part of the implementation phase, will work collaboratively with key stakeholders to develop a series of summary dashboards to further the focus on financial and non-financial indicators with the view to make data comparable and accessible

The Costing team will explore how the Trust's proposed implementation of INPHASE (or other such system) could be used as a presentational option for future PLICS results.

The Costing team will work with Informatics and business intelligence teams to investigate how PLICS outputs can be integrated into the Trust's performance management framework.

The Costing team will aim for full year PLICS data for 2018-19 to be available once the Reference Cost process is complete. The national deadline for this submission is 31st August 2019.

## **8. Planning**

The Planning team will provide updates to the relevant people regarding business case submissions to CRIG, together with outcomes from ET and FPEC (where required)

The Planning team will work closely with Financial Management colleagues to ensure the business case tracker is updated regularly so that information flows to the TOM are accurate

The Planning team will support STP work by attending meetings and providing relevant documentation/responses that support collaborative working

The Planning team will support the 'Plan' submissions and work closely with colleagues within the TOM to ensure accuracy of those returns i.e. Planning Oversight Group

The Planning team will support FOI requests and ensure completion within required timeframes.

## **9. Performance**

To support the Divisions in the new TOM structure the performance team will provide support in the following areas:

### **PRMs**

Divisional level scorecards will be produced on a monthly basis by the Performance Team showing performance against an agreed set of Divisional KPIs.

Data held in these scorecards will have the ability to drill down to ward level where appropriate to provide the Division's with granular level information if required.

A suite of SPC charts will be produced by the Performance Team and saved down in a shared area for Division's to access. These SPC charts will be updated on a regular basis as soon as information is available and will be used in the PRM packs to identify trends and variations

Training will be provided to Divisions on how to interpret SPC charts

PRM slide pack templates will be provided by the Performance Team with supporting data/SPC charts and will identify areas that need additional information and narrative supplying by the Division

The Performance team will attend the PRMs to provide support and keep an accurate record of actions recorded.

The coordination and admin of the PRMs will be handled by the Performance team to ensure consistency

### **Benchmarking**

The team will provide benchmarking reports in the PRM slide packs for all KPIs where data is available and relevant

Performance will provide adhoc support to produce benchmarking information if required e.g. for external requests

### **Planning**

The Performance team will support the Divisions in the annual operational planning process

Templates will be provided by the Performance Team in line with best practice and national guidance

Support on how to complete the templates will be provided by the Performance Team, including the provision of KPI information if required

## **10. Procurement**

To support the divisions in the new TOM structure the procurement team will provide support in the following areas

### **Day to day Procurement – Operational/Commercial Contracts/Materials Management.**

The procurement team will provide a procurement service to the divisions in line with the Trust SFI's / Corporate Governance Manual / Procurement Strategy including advice and guidance on compliance and/or procurement options.

Provide training in using the procurement systems as required.

Provide materials management services to agreed wards/departments.

Support the Clinical Product Evaluation Group (CPEG) in selecting and approving the choice of clinical products with decisions being made through clinical engagement and peer review.

Develop and deliver a workplan of procurement schemes covering projects as follows:

Price changes (incl direct spend/NHSSC)

Business as usual procurements (renewal/new contracts)

Strategic contracting (collaboration, standardisation, rationalisation where savings are expected)

Strategic procurement (major projects e.g pharmacy robot)

### **Strategic Divisional Review Meetings**

Attend the DRM's with a view to:

provide spend review information by supplier/product including benchmarking through PPIB/Adviseinc Dashboard/Model Hospital.

provide commercial contract information, highlighting renewals required

scope new opportunities for procurement, standardisation, removing unwarranted variation, cash releasing savings.

agree a divisional workplan of FEP with SRO's and timescales identified.

escalate areas of opportunity/concern that are not progressing in line with agreed timescales.