



Ministry of Health

Terms of Reference

Chief Financial Officer, Grenada Hospital System

1. ROLE DESCRIPTION

Job Title: Chief Financial Officer, Grenada Hospital System

Organisation: Ministry of Health

Reports To: Chief Executive Officer, Grenada Hospital System

2. ROLE SUMMARY

The Chief Financial Officer is the senior finance executive responsible for providing financial leadership to the Grenada Hospital System through a defined period of operational stabilisation, institutional strengthening, and system-wide transformation across the three public hospitals. The role includes preparing the financial systems, controls, and reporting arrangements required to support future governance arrangements, including possible operation under a statutory hospital authority, subject to Government approval.

This is a fixed-term, reform-oriented finance leadership role established to strengthen financial management, controls, reporting, and resource stewardship; lead capital planning and financial readiness for the new hospital environment; and prepare the hospital system for future operating and funding requirements under an approved governance model. The role includes oversight of system-wide procurement and supply chain governance, ensuring alignment between financial management, capital planning, and procurement execution across the hospital system.

The CFO will provide strategic and operational financial leadership across the hospital system while ensuring fiscal discipline, transparency, donor compliance, and accountability during the transition period.

The CFO will be accountable to the Chief Executive Officer, Grenada Hospital System, for financial performance, controls, transition readiness, and finance reform delivery during the interim phase, and will work closely with the Ministry of Health, Ministry of Finance, and external co-financing partners as directed.

3. ROLE PURPOSE

The purpose of this role is to provide executive financial leadership to the Grenada Hospital System during a defined transition period by:

- strengthening financial management, budgeting, controls, and accountability across the hospital system;
- improving financial reporting, transparency, and audit readiness;
- leading capital planning and financial readiness for the new hospital environment;
- providing financial leadership to organisational and operational reform initiatives;
- establishing and strengthening integrated financial and procurement systems, controls, and governance frameworks for future governance arrangements, including possible statutory authority status, subject to Government approval; and



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- ensuring that finance reform is aligned with the wider transformation of the national health system.

4. KEY RESULT AREAS

The CFO is accountable for results in the following areas:

- financial planning, budgeting, and resource allocation;
- financial controls, expenditure discipline, and accountability;
- financial reporting, audit readiness, and transparency;
- treasury management, cash flow, and working capital;
- procurement governance, financial oversight of contracting, and supply chain performance;
- financial leadership of organisational and operational reform;
- financial systems strengthening and transition readiness; and
- stakeholder confidence in financial management and external engagement.

5. ESSENTIAL DUTIES AND RESPONSIBILITIES

5.1. Financial Leadership and Executive Management

- Provide overall executive financial leadership across the Grenada Hospital System.
- Ensure that financial decisions, controls, and reporting support safe, efficient, and patient-centred service delivery.
- Stabilise core financial operations, including cash flow, expenditure control, payables management, and responsiveness to fiscal risks.
- Establish and strengthen senior financial management disciplines, including planning, reporting, decision-making, escalation, and follow-through.
- Identify and address financial bottlenecks, control weaknesses, and institutional vulnerabilities affecting performance across the three hospitals.
- Promote coordinated financial leadership across clinical, nursing, administrative, support, and technical functions.
- Provide leadership across financial and procurement decision-making, ensuring alignment between expenditure, contracting, and system priorities.
- Build institutional financial management capacity through mentoring, succession planning, staff development, and leadership strengthening initiatives.



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5.2. Financial Planning, Budgeting and Resource Allocation

- Lead annual and multi-year budgeting aligned with hospital performance improvement and system strengthening priorities.
- Establish costing, allocation, and resource planning frameworks across the three hospitals.
- Build forecasting and scenario modelling capability required to sustain reform and support future governance arrangements, as approved.
- Foster a culture of financial accountability, professionalism, collaboration, and continuous improvement.
- Oversee resource allocation and financial performance management, and lead the financial dimensions of organisational change.
- Manage the financial implications of labour relations and workforce reform in ways that protect institutional sustainability and service continuity.

5.3. Financial Controls, Reporting and Audit Readiness

- Provide executive oversight for financial controls, expenditure discipline, audit readiness, internal review mechanisms, and compliance with applicable financial regulations and standards.
- Strengthen institutional financial systems, including policies, control frameworks, performance indicators, review mechanisms, and accountability arrangements that support sound financial management.
- Promote the use of financial data, performance monitoring, and continuous improvement methods to drive operational and financial enhancement.
- Ensure strong alignment between senior management, finance leadership, and clinical leadership in advancing accountability and value for money.
- Oversee the integration of donor financial reporting requirements and external audit obligations into institutional priorities and reform objectives.
- Ensure integration of procurement controls and contract management oversight within the broader financial control framework.

5.4. Treasury, Cash Flow and Working Capital Management

- Strengthen treasury operations, cash flow management, and working capital discipline across the hospital system.
- Improve liquidity planning, payables management, receivables collection, and bank account oversight within the current public sector administrative and financial environment.
- Promote the efficient and strategic use of cash and short-term resources in support of service delivery and institutional reform.



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- Develop treasury systems and practices that support future governance and operating requirements.
- Ensure compliance with Government policies, Ministry requirements, and applicable financial rules during the interim period.

5.5. Financial Systems Strengthening and Transition Readiness

- Serve as the executive financial interface between hospital operations and strategic transformation initiatives, including Project Polaris and the Statutorisation Transition Team.
- Lead and support financial readiness planning related to infrastructure modernisation, service redesign, systems development, and future operating models.
- Identify the financial implications of infrastructure and modernisation initiatives for staffing, working capital, governance, organisational design, and service delivery.
- Ensure alignment between transformation planning, infrastructure development timelines, financing structures, and future service requirements.
- Lead the development and implementation of integrated financial management and procurement systems, ensuring real-time visibility of commitments, expenditures, and contract performance.

5.6. Stakeholder Engagement and Public Confidence

- Communicate clearly and credibly with staff and stakeholders regarding financial priorities, reform objectives, and transition progress.
- Engage leaders across clinical, administrative, technical, and support functions on financial planning and resource use.
- Support effective coordination with the Ministry of Health, Ministry of Finance, transition structures, and other relevant public institutions.
- Maintain stakeholder and public confidence through visible financial leadership, disciplined management, and commitment to accountability.
- Represent the hospital system in high-level financial engagements related to performance, reform, and transition as required.

5.7. Procurement and Supply Chain Governance

- Establish and oversee a centralised procurement framework across the hospital system.
- Ensure all procurement complies with: (i) national procurement regulations; and (ii) applicable international financing requirements (including DFI and concessional finance standards).
- Align procurement with approved budgets, financial controls, and system priorities.



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- Oversee procurement of: (i) capital works and infrastructure; (ii) medical equipment and technology; and (iii) pharmaceuticals and operational supplies.
- Strengthen contract management, supplier performance monitoring, and value-for-money outcomes.
- Implement procurement transparency, audit, and reporting mechanisms.

6. PERSON SPECIFICATION

Education

The preferred candidate shall possess a recognised professional accounting qualification (such as ACCA, CA, CPA, or equivalent) and/or an advanced degree in Finance, Accounting, Business Administration, Public Financial Management, or a related field.

Experience

The preferred candidate shall demonstrate:

- A minimum of fifteen (15) years of progressively senior finance leadership experience in hospital administration, health system management, or a comparably complex public sector or institutional environment.
- Significant executive finance leadership experience within public sector institutions, large healthcare organisations, or other multi-stakeholder settings.
- Proven experience leading financial transformation, controls strengthening, audit readiness, or major financial systems reform.
- Experience in regulated, resource-constrained, or developing-country settings, including engagement with donor and concessional finance partners, will be an asset.
- Experience supporting statutory transition, board-governed entities, or institutional restructuring will be highly desirable.

- Demonstrated experience in procurement oversight, contract management, and large-scale capital project environments.

7. CORE CAPABILITIES

The successful candidate will demonstrate the following core capabilities:

7.1. Strategic Financial Direction and Transformational Leadership

Ability to define a clear financial direction for the hospital system, translate reform priorities into executable financial plans, and lead complex institutional transformation in support of transition, modernisation, and wider health system reform.



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7.2. Financial Leadership in a Complex Public Sector Environment

Ability to exercise sound judgment, political and organisational astuteness, and disciplined decision-making in a high-stakes financial environment, balancing reform ambition with operational realities, public accountability, and continuity of care.

7.3. Financial Governance, Accountability, and Institutional Discipline

Ability to strengthen financial governance, reporting, performance management, and control systems, including procurement governance and contract oversight frameworks, required for effective leadership during transition and for future operation under an approved governance model, including statutory authority arrangements where applicable.

7.4. Financial Performance, Controls, and Value for Money

Ability to lead the hospital system in improving financial performance, managing financial risk, strengthening controls, and sustaining accountable, efficient, and well-governed financial operations.

7.5. Donor, Concessional Finance, and Cross-boundary Engagement

Ability to work across services, institutions, donors, and counterpart agencies in order to improve coordination, financing structures, compliance with concessional finance requirements, and whole-system financial performance.

7.6. Stakeholder Engagement and People Leadership

Ability to build trusted relationships across clinical, administrative, governmental, donor, and external stakeholder groups; communicate financial information with clarity and credibility; and foster confidence, alignment, and shared commitment during periods of uncertainty and change.

7.7. Integrity, Resilience, and Public Service Values

Ability to model ethical conduct, courage, composure, and accountability, and to lead financial reform in a manner consistent with public service obligations and the interests of patients, staff, and the wider community.

8. TERMS OF APPOINTMENT

This is a fixed-term executive appointment established for the duration of a defined transition period to lead financial transformation, institutional strengthening, and system-wide financial performance improvement across the Grenada Hospital System, while preparing the system for possible operation under a statutory hospital authority or such other governance arrangements as may be approved by the Government of Grenada.

During the interim period, the CFO will exercise executive financial authority within the scope delegated by the Chief Executive Officer and the Ministry of Health, and in accordance with applicable public service, administrative, and financial rules.



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The CFO shall also exercise oversight authority in relation to procurement governance and financial approval processes, within the limits of delegated authority.

Within the scope of that delegated authority, the CFO shall direct the day-to-day financial management of the Grenada Hospital System; require performance reporting, management follow-through, and corrective action across the hospital system; oversee the implementation of approved financial and reform priorities; and provide recommendations to the Chief Executive Officer and the Ministry of Health on matters requiring higher-level approval, including policy, establishment, statutory, or other decisions reserved to the Government or the Ministry.

9. APPROVAL

Prepared By: Ministry of Health

Prepared Date: 28 May 2026