



Case Study

Gloucestershire NHS:
Improving payroll performance

Gloucestershire NHS Finance Shared Services: Improving Payroll Performance

The Challenge

Gloucestershire NHS Finance Shared Services provides a payroll service to the three trusts in Gloucestershire - Gloucestershire Hospitals NHS Foundation Trust, Gloucestershire Primary Care Trust and 2gether NHS Foundation Trust. The department had, since its foundation, enjoyed a good reputation with its customer base. However, since the introduction of a new software suite for payroll administration, performance had deteriorated. There were concerns over high levels of overpayments and poor satisfaction levels in the trusts with performance and service level. This, in turn, had led to a reduction in staff morale

Our Approach

Following an initial diagnostic visit, we drew together a team from the acute and non-acute payroll sections and the HR ESR administration functions within the three client trusts. Our aim was to encourage them to focus on the 'system' and the issues within it, rather than looking for who was to blame. With the team we mapped the end-to-end process. Based on our key principles of "Go and See" and "Learning by Doing", we went with staff to visit individual areas to gain a greater understanding of the processes and challenges faced by staff from different angles and directions.

As well as establishing measures of demand, processing times and error rates, we also undertook a staff survey to identify issues around motivation, decision making and change. This approach enabled us to get a clear picture of errors and their causes, highlighting the differences between the client trusts and the specific issues generated

The Result

By the end of the initial week, a number of changes had already been put in place and a programme of further actions agreed. Good practices within the payroll team are now more widely shared, levels of overpayment have been reduced, issues are captured and fed back to the client trusts, and the payroll office layout and information flows have been restructured. The output from the programme has already been used by one trust to focus on the error rates in data passed to the payroll team, which in turn has stimulated action in another. The work has also given the shared services team the confidence and the tools to carry out further improvements independently.



"Did I get what I expected? Not at all! I expected feedback that 'this process wasn't working well' or 'that process should be more efficient', but what came back was that the problem actually lay in the operational barriers.

Your approach worked really well and has stimulated action in one trust that has reduced error rates from 18% in May to 3% last month. In the community debate this has stimulated action within another trust that currently has error rates of 20%"

Janet Biard

Finance Shared Services
Manager
Gloucestershire NHS
Finance Shared Services

The Kidlington Centre
High Street
Kidlington
Oxford OX5 2DL
T 01865 841177
F 01865 841155

The Genesis Centre
Science Park South
Birchwood
Warrington
WA3 7BH
T +44 (0) 1925 661715
F +44 (0) 1925 661800

info@the-consultancy.co.uk
www.the-consultancy.co.uk

REGISTERED ADDRESS
15-19 CAVENDISH PLACE, LONDON W1M 0DD
REGISTERED NUMBER 2861227