

Shared vision.
Better together



Shared Business Services

2024

OUR IMPACT

SUMMARY

With one front door to a complete portfolio of financially-sustainable shared services, **NHS Shared Business Services provides the vital support needed** to simplify, standardise and scale, transforming NHS corporate services through digital, data-led solutions and supporting world-class patient care.

Easy adoption of national critical infrastructure. Through the rapid acceleration of cloud-based technologies, AI and robotics, including most recently in the new finance service, NHS SBS has created standardised working practices that aid visibility and reporting and reduce unwarranted variation.

Releasing time to care. Shared service and digital expertise plus a passion for user-centric design replaces complex, disjointed processes with fewer, easier ones that release time back to the frontline.

Retaining happier people. NHS SBS supports frontline teams and improves their lived experience with support services, like a payroll app providing “at your fingertips” access to pay and benefits information.

A responsible provider to the NHS who is easy to do business with. Embedding corporate good throughout every service and supporting the government’s three “big shifts” – from analogue to digital, treatment to prevention and hospital to community.



**TOGETHER, WE
CAN BUILD A
HEALTHCARE
SYSTEM THAT
PUTS PATIENTS
FIRST AND
DELIVERS THE
CARE EVERYONE
DESERVES."**

The "Change NHS"
public consultation 2024





WHO WE ARE



Our vision

is to help the NHS save money and enhance quality so it can improve health, innovate to save lives and deliver better outcomes with care and compassion.

Our strategy

is the delivery of financially sustainable shared services to support the NHS.

Our mission

is to accelerate transformation across the system by reimagining the future of shared services within the NHS.

Our values

of respect, customer focus, teamwork, excellence and innovation underpin not just what we do, but how we do it.

Our purpose

is to free up funds for frontline care.

Our impact

will be felt as a more efficient, integrated and unified health service, which leverages its scale to maximise quality and value for all.



1240 YEARS

of work condensed into the past
four years using AI and automation.



THE SIZE OF THE PRIZE

SUPPORTING THE GOVERNMENT'S THREE BIG SHIFTS

£3bn potential annual savings

if all ICSs used all NHS SBS's services.

£414m savings made in 2024

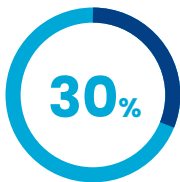
via NHS SBS's range of accredited framework agreements.

£124m estimated annual savings

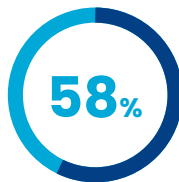
could be made by leveraging NHS buying power in the wider public sector, via the use of framework agreements.

£2bn estimated five-year savings

could be achieved by NHS SBS's current customers if they used all our services.



current typical savings compared with in-house finance & accounting services.



efficiency savings already realised by ICSs using NHS SBS's services.



typical ROI that can be achieved with automation and AI.



OXFORD UNIVERSITY HOSPITALS: POWERING RESOURCE, ROSTERS AND RECRUITMENT

Oxford University Hospitals NHS Foundation Trust (OUH) is one of the largest NHS teaching trusts in the UK, with a national and international reputation for its services and its role in teaching and research.

Made up of four hospitals – John Radcliffe Hospital, Churchill Hospital, Nuffield Orthopaedic Centre and Horton General Hospital – the trust **also has 59 satellite centres** located in Oxfordshire and neighbouring counties.

The challenge

With 300 different job roles – from brain surgeons to tree surgeons and everything in between, the trust receives hundreds of applications a month and has between **60 to 80 new starters every week**.

This includes junior doctors who join to train after completing medical school and undertake work shadowing. New doctors rotate around hospital departments to learn all aspects of their role. Ensuring all new and prospective staff receive the right information at the right time was time-consuming, relying largely on manual processes.



The solution

OUH collaborated with NHS SBS on a solution to streamline and power up the process of recruitment, rosters and resource.

NHS SBS designed a recruitment robot to replace time-consuming human recruitment admin processes, which previously involved taking hundreds of pieces of data from multiple systems and sending several emails.

The robot makes conditional job offers to staff, including doctors, nurses and porters using Trac, which powers recruitment for a large proportion of the UK's public sector workforce, the NHS Jobs website and the Electronic Staff Record platform.

Additionally, **NHS SBS developed another robot**, 'Lizzie' who uses the Doctors' Rostering System to automatically **assign rotas to junior doctors**, saving hours of time.

THE BENEFIT

Time spent on processing conditional and unconditional offers has reduced **from 20 minutes per case to 6.7, saving over 90 days per year**



15 minutes saved

per conditional offer letter per candidate



45 minutes saved

per unconditional offer per candidate



Robot "Lizzie" now assigns new junior doctor rotas and generates sign-ins for new starters resulting in a **50% decrease** in time spent on the process



Thanks to Lizzie, the time spent on each schedule has reduced **from 5 minutes to just 1.7 minutes**

£53k savings realised in one year



projected to reach **£500k** in five years

153% return on investment in year 1



reaching **245%** in year 5

WHAT WE DO

NHS Shared Business Services was set up by the government in 2004, as a unique organisation **combining public and private sector service ethos**, innovation and investment.

Competing for every contract on the open market.

Enabling data-driven decision-making via comprehensive spend and efficiency datasets.

Returning shareholder dividends to the public purse.

A proud member of the NHS family.

Processing the equivalent of 12% of GDP every year, via the critical national infrastructure that allows the NHS to pay staff and suppliers and keep cash moving .

England's only provider of a complete portfolio of shared corporate services (including finance & accounting, payroll, procurement and consulting) to the NHS.

Leveraging economies of scale to provide efficiency savings and benefits of c. £450m every year.

Reducing waste through sharing of resources, including technology and expertise.

SUPPORTING AN NHS FIT FOR THE FUTURE

FROM HOSPITALS TO COMMUNITY

FROM TREATMENT TO PREVENTION

FROM ANALOGUE TO DIGITAL

By the NHS, for the NHS
– infinitely scalable services
which can be used by every
NHS organisation



SPECIALISTS IN AUTOMATION AND AI

supporting over a dozen trusts to automate everything from doctors' rotas to invoice consolidation to recruitment letters.



EXPERTISE IN COMPLEX AND SPECIALIST AREAS

including capital programmes; the provider selection regime; complex, high-value procurements; VAT, commercial, pensions and more.



DATA-DRIVEN INSIGHTS

informed by the country's largest NHS spending datasets.



BOLSTERING RESILIENCE

and reducing duplication, with continually updated cloud-based solutions and T-shaped expertise – breadth and depth.

FROM ONE, TO MANY



Providing solutions, scale and pace, with efficiencies increasing in line with uptake, NHS Shared Business Services is well-placed to support the NHS to respond to the challenges outlined in Lord Darzi's independent review and the government's forthcoming 10-year plan.

NHS SBS successfully leverages economies of scale, and has a track record of reducing waste and duplication from the NHS's back office. **Annual savings and benefits of c.£450m currently achieved by NHS SBS are likely to result in £2 billion savings over the next five years.**

As a leading provider of Business Process Management (BPM) driven by data, technology and people, NHS SBS delivers best-in-class corporate services so that the NHS can focus on patients. Receiving no grant-in-aid and competing for every contract on the open market, the unique organisation also returns the money to the public purse via significant digital innovation and investment.

The only provider of a complete range of shared corporate solutions, NHS SBS provides business process management in payroll, pensions, finance and accounting and purchasing as well as boutique consultancy in areas as diverse as capital projects, VAT compliance and reclamation, emissions mapping, debt management, recruitment and retention, commercial advisory services, complex, high-value procurements and automation and Artificial Intelligence.

All work is data-led and (where possible) benchmarked against the Model Hospital, with colleagues based either in NHS SBS's centres of excellence (Leeds, Bristol, Southampton, Salford and Sheffield) or on client sites.

A COMPLETE SHARED CORPORATE SERVICES SOLUTION

Including (but not limited to)



01 FINANCE & ACCOUNTING

End-to-end finance and accounting services, including accounts payable, accounts receivable, cash management, debt management and collection.

02 PROCUREMENT

End-to-end procurement services, including catalogue management, compliant sourcing and purchasing of non-catalogue items, enhanced purchase-to-pay and enquiries handling. Plus, one of the country's widest portfolios of accredited framework agreements.

03 EMPLOYMENT SERVICES

A complete payroll and pensions service, integrated with the national Electronic Staff Record and the Integrated Single Financial Environment, providing 99.9% accuracy and "anytime" three-day change request turnaround¹.

04 CONSULTING

Expert consultancy across all NHS corporate functions. Operates as a stand alone consultancy or as an adjunct to existing services. Specialisms include: recruitment, financial, commercial, automation and AI.

¹ Depending on contractual terms



SUSSEX PAYROLL HUB

The establishment of Integrated Care Systems (ICSs) in 2022 represented a **unique opportunity** for the new Sussex Health and Care Partnership.

One of the largest ICSs in the south of England, five of the ICS's seven NHS organisations leveraged this scale to co-create a shared payroll service, combining efficiency, consistency and service.

The challenge

With over 30,000 staff, moving onto a shared payroll service was a daunting prospect.

With each of the five NHS organisations using different payroll models, and the largest (University Hospitals Sussex) having just been created from the merger of two predecessor NHS trusts, the payroll landscape across the ICS was complicated and inefficient.

Staff - many exhausted from dealing with the pandemic - were chasing historical pay and pension queries, as well as new ones caused by the plethora of changes in hours and pay caused by Covid. In turn, the payroll teams were overwhelmed, and morale was low.

Cost per payslip was also higher than average, compounded by the number of manual payments and over- and under-payments.

The solution

A new payroll and pensions hub come into operation on 1 October 2022. Initially serving University Hospitals Sussex NHSFT, the other four organisations gradually onboarded, culminating in Queen Victoria Hospital NHSFT in February 2023.

Neither a fully outsourced arrangement nor an entirely insourced one, the new hub is a hybrid, **designed to keep local jobs for local people whilst maximising efficiencies.** It combines the security of an in-house service with the resilience, capacity and flexibility of an outsourced one.

The service draws on the digital expertise of NHS SBS, with integrations and automations including a customer service portal and management system allowing employees and managers to raise and track pay and pension queries; a mail manager filing repository that can extract attachments from emails and push them into a workflow for payroll to process; and robotics to deal with high-volume, low complexity data input to minimise manual handling and allow increased time for processing and reducing errors.



THE BENEFIT

The onsite hub manages over **61,000 pay** runs per month (25,500 monthly and 36,000 weekly payslips per month) with an accuracy of 99.8%, whilst releasing **cash savings of c. 29%**.

Urgent cases are resolved in less than half a day on average, with priority 2 cases taking less than two days. Many common enquiries are resolved by staff themselves through the helpful FAQs and knowledge articles hosted on the app and portal. Salary overpayments are processed and employees informed within 10 working days of being identified, and as a consequence recovered much more quickly.

IN 2024, NHS SBS:

PROVIDED ONE OR MORE SERVICE(S) TO

**99% OF NHS
TRUSTS IN ENGLAND**

NHS SBS IN 2024



£352 BN

of NHS client
cash processed
(2023: £322 bn)
– equivalent to
12.1% of GDP



£7.42 BN

of aged debt
recovered
on behalf of
customers
(2023: £8.9 bn)



£2.76 BN

of managed
spend via a
diverse portfolio
of framework
agreements
(2023: £2.25 bn)



99.9%

payroll
accuracy
achieved
(2023: 99.8%)



9%

company
attrition rate,
(2023: 13%)



£1.1 BN

of VAT
recovered for
our customers
(2023: £1.2 bn)



£422 M

of savings
facilitated
via our
procurement
business
(2023: £232.25 m)¹



£833 M

of NHS staff pay
processed
each month
(2023: £746m)



**2,312 APPROVED
ORGANISATIONS**

provided access
to framework
agreements
(2023: 2,222)



1.15 M

payslips
processed
per month
(2023: 649,000)

¹ Spend Under Management of £17.28 bn (2023: £13.8 bn)

SHARPER DATA DRIVES SMARTER DECISIONS

Although the NHS has made significant strides in collecting and harnessing the power of large-scale clinical data, the same cannot be said of the back office, much of which has remained below the radar.

Too often, **corporate data is collected inconsistently**, using systems and processes that have developed organically and are unique to that organisation. Frequent changes in reporting requirements, combined with a patchwork of legacy IT systems and lack of training results in many NHS organisations using clunky manual and error-prone workarounds.

The resulting inconsistencies are not necessarily visible at a regional or national level, resulting in managers being unaware that their decisions are based on poor quality or incomplete data.

NHS Shared Business Services processes some of the most complete and structured non-clinical

datasets in the country, including complete spend data, over- and under-payments; back-office automation level scores; supply-chain carbon emissions; fixed-assets (values, accumulated depreciation and net book values for individual assets); ledger balances (updated hourly); aged unallocated cash; unpaid and rejected invoices etc.

Drawing on this data, **NHS SBS routinely provides client organisations with intelligence** about spend patterns, highlighting areas for concern, financial projections and forecasts and recommendations. Subject to appropriate information governance, this data can be combined with other datasets to underpin the NHS's new data lake.





We've been able to co-create a solution that **delivers results for everyone concerned.**"

Simon Moore

Associate Director of Procurement
Norfolk and Norwich University Hospitals NHS FT

"I wouldn't hesitate to recommend NHS SBS Procurement to other colleagues who might want to use the services.

The quality of service has been great; the team have responded quickly and clearly with regard to procedures and requirements, which is really helpful.

"The communication has been really good; timely as well as clear."

Claire Fry
NHS England

"We chose to use NHS SBS's payroll and pensions service after a competitive tender, at which their submission stood out above all the rest, so we felt confident migrating.

The team have deep understanding and expertise of payroll and pensions. This expertise has already been commented upon by members of our staff, who have been **impressed by the swift and helpful way their queries have been answered.**"

Nicola McCarthy

E-Roster Manager, Pennine Care
NHS Foundation Trust

PIONEERING SYSTEM-WIDE CORPORATE SERVICES FOR HUGE SAVINGS

Trusts in the Norfolk and Waveney Integrated Care System (ICS) partnered with NHS Shared Business Services to launch a bold digital transformation strategy to deliver **an integrated finance and procurement system across all five member trusts.**

The pioneering collaboration not only included finance & accounting and procurement; **it also introduced NHS SBS's enhanced purchase to pay solution**, which integrates catalogues, inventory and materials management to deliver previously unachievable efficiencies.

The challenge

Trusts in the Norfolk and Waveney Integrated Care System (ICS) have long believed that more can be achieved together than alone.

Yet their geographical locations and the lack of integrated technology and processes made that difficult.

Faced with a variety of incompatible legacy technology platforms - some of which were about to move out of support - and mounting financial pressures, trust leaders took the bold decision to move to a single, unified finance and procurement system across all five member trusts..

The solution

With the support of NHS England, the trusts partnered with NHS Shared Business Services for the provision of an integrated single finance and procurement service, including the ground-breaking enhance purchase to pay service.

A highly skilled, motivated and focussed transformation team, comprised of representatives from Norfolk & Waveney trusts and NHS SBS worked to:

- Develop and roll out consistent processes across all organisations.
- Develop a user-focussed end-to-end requisitioning and receipting service.
- Create and maintain shared catalogues across all organisations, providing users with an intuitive, consumer-style experience.
- Create a system that enables users to supply additional details and requirements to assure purchasing compliance when ordering.
- Automate the creation and dispatch of electronic Purchase Orders (POs) to suppliers.
- Deliver a comprehensive training programme for more than 3,000 users.

THE BENEFITS

The new enhanced purchase to pay solution first went live in Norfolk and Norwich University Hospitals NHS FT in July 2024. It was swiftly rolled out across all five trusts.

94.4%

OF ALL PURCHASE ORDER LINES ARE NOW GENERATED AND DISPATCHED AUTOMATICALLY



The time taken to convert requisitions to purchase orders reduced **from two days to ten minutes per requisition.**



More than 3,000 users trained, with training taking place out-of-hours where necessary to accommodate shift patterns.



The creation of an ICB-wide catalogue containing over one million frequently ordered items, **reducing requisitioning time by an estimated 90%**



The development of an **ICB-wide** Product Information Management System (PIM).



Reduced levels of non-PO spend, with the number of valid electronic purchase orders dispatched to suppliers **increasing by over 200%.**



Ability to see and manage stock levels across the ICB, enabling **better stock rotation.**

FROM ANALOGUE TO DIGITAL

Whilst clinical services are beginning to make effective use of artificial intelligence and automation (for example, in the interpretation of diagnostic tests) the **back-office is lagging behind.**

In the words of one facilities manager: “running a hospital is like running a hotel, a prison and a university – with healthcare on top.”

In most trusts, administration such as staff rostering, parking allocation, locker assignment, on-call accommodation, laundry processing, beds management, requisitioning, ID checks, supplies management and smartcard allocation are **managed manually, using technology no more advanced than a spreadsheet**, drawing time away from more fulfilling and productive tasks.

As Lord Darzi eloquently explained: “It needs to be stressed that falling productivity doesn’t reduce the workload for staff. Rather, it crushes their enjoyment of work. Instead of putting their time and talents into achieving better outcomes, clinicians’ efforts are wasted on solving process problems, such as ringing around wards desperately trying to find available beds.”

In short, **much of the NHS back office is ripe for productivity improvements via automation.** NHS SBS’s track record in this area is impressive, with the development of over 100 non-human workers which have between them condensed 240 years of work into the past four. Automations include “Lizzie” – a bot which manages junior doctors rotas and routine recruitment correspondence at Oxford University Hospitals, and “Steve” which consolidates pharmacy invoices at Lewisham & Greenwich NHS Trust with 100% accuracy.

OVER 100 NON-HUMAN WORKERS CONDENSED 240 YEARS OF WORK INTO THE PAST FOUR



**THE NHS'S
EXPENDITURE ON
CONSULTANCY
WAS £570M
IN 2023/24**

CO-CREATION – THE NEW DISRUPTOR

Despite some common challenges and concerns, every NHS organisation is unique. Indeed, the fundamental structure of the NHS champions uniqueness, giving accountability at local and regional levels via foundation trusts and **Integrated Care Systems**.

Many organisations are moving towards a co-creation model for their corporate services, which **NHS Shared Business Services is well-placed to support**. Providing proven effective and efficient underpinning expertise, processes and technology enables local and regional teams to develop creative and innovative models which work for them.

Despite the government's desire to cut consulting expenses by 50%, consultancy-style support remains vital for many NHS projects, especially in data, change capability and capital management. **The NHS's expenditure on consultancy was £570m in 2023/24¹**, with a significant proportion of this spent with "Big 4" consultancy firms. As a member of the NHS family, NHS SBS provides enabling support, aimed at creating long-term, sustainable capacity and capability at a price-point significantly below the Big 4.



¹ 'Scandalous' £3.4bn UK state spending on private consultants last year | Tax and spending | The Guardian

PARTNERS IN PURCHASING

With multiple changes to legislation and an increasing number of legal challenges, public sector procurement can be intimidating.

NHS SBS hosts one of the country's largest portfolios of NHSE-accredited framework agreements. Designed with and for the NHS, all framework agreements are also freely accessible for use by the wider public sector, including local authorities, educational establishments and the emergency services.

Offering benefits including time savings, cash savings (typically of around 15%) and risk reduction, NHS SBS's portfolio of around 40 framework contracts includes many market leading suppliers as well as unique products and services not available on any other framework. Depending on circumstances, awards may be made directly, or via further competition, with category experts on hand to assist at every step.

Agreements include:



DECARBONISATION OF ESTATES

Helping the NHS achieve its ambition of **becoming the world's first Net Zero national health service**. Includes work such as wall insulation, heat pumps, photovoltaic systems and more.



AI SOFTWARE IN NEUROSCIENCE FOR STROKE DECISION MAKING

Winner of a Public Finance award, this unique framework agreement enables NHS organisations to easily and compliantly procure advanced AI tools that dramatically reduce diagnostics time – from 30 minutes to just seconds – empowering clinicians to deliver life-saving treatments like thrombolysis and thrombectomy in time-critical situations.



SURGICAL ROBOTS

Providing surgeons with sub-millimetre precision, enabling minimally-invasive surgery for a wider range of conditions and reducing the amount of time patients spend in hospital.



INTELLIGENT AUTOMATION

Looks at standard business processes to see how they can be automated. Intelligent automation enables healthcare organisations to remove some of the responsibility of administrative tasks from clinical teams so they can focus on patient care.





HIDDEN COSTS, VISIBLE SAVINGS

Despite rarely making the headlines, corporate and back-office functions account for a significant portion of NHS expenditure. **The NHS spends an estimated £2.8 billion annually¹ on administrative costs**, with some trusts allocating up to 10% of their budgets to non-clinical services.

In procurement, the 2016 Carter report estimated that reducing unwarranted variation in trust spend could result in savings of £5 billion and, in 2017, the Future Target Operating Model for procurement estimated savings of £615m per year were achievable. These savings have been largely unrealised. In HR and payroll, where systems are often decentralised, consolidating services could save up to 30% in operational costs, translating into potential **recurring savings of £40m per year if adopted across all Integrated Care Systems.²**

CONSOLIDATING BACK OFFICE SERVICES COULD SAVE THE NHS UP TO £2.8 BILLION EVERY YEAR

¹ Public Expenditure Statistical Analyses 2023

² NHS SBS calculations based on typical savings

THE FUTURE

A NATIONAL HR SHARED SERVICE

supporting – and supported by – NHS Business Services Authority's future Electronic Staff Record.

ROLL-OUT OF AN ENHANCED PURCHASE TO PAY SERVICE

combining shared catalogues across NHS systems with consistent, consumer-style requisitioning; automated receipting, and creation and dispatch of purchase orders to suppliers.

THE NEXT GENERATION INTEGRATED SINGLE FINANCIAL ENVIRONMENT

which will, for the first time, connect people, organisations and systems on a single, intuitive finance service, enabling the NHS to operate as a single, interconnected financial ecosystem with real-time insight and data.

SUPPORTING CHANGE AND REFORM WITHIN THE NHS

particularly where there are skills gaps in evidence, including change management, data, automation and AI.

LEVERAGING THE NHS'S BUYING POWER

via a portfolio of framework agreements freely accessible to all UK public sector organisations.

CONTINUING TO DEVELOP

as the UK's only NHS organisation to be certified as a Great Place to Work by building upon shared values of respect, teamwork, customer focus, innovation and excellence.



SUPPORTING NATIONAL DELIVERY





**CONTRIBUTING TO
NATIONAL PRIORITIES
AND POLICIES,**

including the 3 "Big Shifts",
10-year plan and 2025 Planning Guidance

**PRODUCTIVITY
& EFFICIENCY**

**COLLABORATION
& CO-CREATION**

EXCELLENCE

DIGITAL

EMPOWERMENT



FOUNDED ON
INNOVATION, CUSTOMER FOCUS, EXCELLENCE, TEAMWORK AND RESPECT.

Shared vision.
Better together



Shared Business Services

For more information

please visit www.sbs.nhs.uk



Or contact us at sbs.hello@nhs.net

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