

CASE STUDY

Pioneering ICS-wide corporate services for huge savings

Norfolk & Waveney trusts benefit from the first-ever NHS contract for the delivery of consolidated corporate solutions.

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 achieve previously unimaginable efficiencies.



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

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 undertaking was not a small one. The trusts are spread across a wide area, creating challenges for training, support and standardisation of solutions. The number of legacy systems meant that an extensive change management exercise would be necessary, in order to align processes before the new systems could be introduced. And financial constraints meant that the new solution needed to be immediately affordable, produce ongoing savings, and improve efficiency in the supply chain through automation.





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 a ground-breaking Enhanced 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 receiving 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 RESULT

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.
- Reduced levels of non-PO spend, with the number of valid electronic purchase orders dispatched to suppliers increasing by over 200%.
- The development of an ICS-wide Product Information Management System (PIM)
- The creation of an ICS-wide catalogue containing over one million frequently ordered items, reducing requisitioning time by an estimated 90%
- More than 3,000 users trained, with training taking place out-of-hours where necessary to accommodate shift patterns.
- Ability to see and manage stock levels across the ICB, enabling better stock rotation.

SUMMARY

- First ICS-wide corporate services transformation
- Includes Enhanced P2P service, with consistent and comprehensive catalogues
- Intuitive, easy-to-use system reduces time spent on administration

The Norfolk and Waveney trusts are:

James Paget University Hospitals NHS FT

Norfolk Community Health and Care NHS Trust

Norfolk and Norwich University Hospitals NHS FT

Norfolk and Suffolk NHS FT

The Queen Elizabeth Hospital King's Lynn NHS FT

“ We designed a system for a system. It’s been a hugely positive experience. ”

Steve Worley

Head of Procurement

Norfolk Community Health and Care NHS Trust

For more information, contact sbs.hello@nhs.net