

## Case Study

# The Royal Marsden NHS Foundation Trust

**Migration to NHS Shared Business Services (NHS SBS) delivers innovation and efficiency delivering value to the NHS**

### Key facts

- Turnover of around £200m per annum
- Employs around 2,150 people
- Europe's largest provider of comprehensive cancer services
- Treats over 40,000 patients each year
- Academic partnership with the Institute of Cancer Research

### Case Study summary

Comprehensive and experienced migration to NHS SBS

Flexibility and partnership working across the teams

Access to enhanced management information and improved reporting

Support for Payroll Clinics to ensure excellent service quality



“The NHS SBS migration and operational teams have a lot of experience and provide a high quality professional Payroll service.”

Pete Ridley, Assistant Director,  
Finance, Financial Services & Charities, The Royal Marsden

## Background

The Royal Marsden NHS Foundation Trust is Europe's largest provider of comprehensive cancer services which are split roughly 50% in London, 30% in the South East and 20% for the rest of the UK. The Trust has a turnover of around £200m per annum and employs some 2,150 people. Following a comprehensive tender process, the Trust began migrating its Payroll services to NHS Shared Business Services (NHS SBS in October 2008).

## History

Founded in 1851, The Royal Marsden was the first hospital in the world dedicated to the research and treatment of cancer. Today the hospital, with its academic partner, the Institute of Cancer Research, forms the largest comprehensive cancer centre in Europe, seeing over 40,000 patients from the UK and abroad each year. In October 2008, the hospital received the highest score of 'excellent' for both quality of services and use of its resources for the third consecutive year by the Healthcare commission's Annual Health Check.

## FT strategy and organisation

In April 2004 the hospital became one of the country's first wave of NHS Foundation Trusts, which enabled the Trust to develop an integrated patient and membership council and allowed it to push the boundaries of the services offered.

The Trust has enjoyed the freedoms afforded by Foundation Trust status to make surpluses which can then be reinvested. This is the key to the Trust's long-term strategy – to be the largest

provider of high quality comprehensive cancer services. The Royal Marsden has set up a unit at Kingston Hospital to provide cancer services closer to patients' homes. This provides better services for the benefit of patients, while also enabling the Trust to expand its business through branded cancer units within existing Acute providers, replicating the centre of excellence model. The Royal Marsden is also working with the Institute of Cancer Research to lead the way in innovative cancer treatment and care.

## Key benefits of moving to NHS SBS

The Trust's financial strategy is to deliver services in the most innovative and efficient way. Contracting out services has been core to that strategy and an important part of this strategy is to retain control. The Trust values the management information and reporting that it currently has access to with NHS SBS.

## What worked well?

The NHS SBS migration specialists are highly experienced and had a good understanding of the Trust's particular issues and were therefore able to tailor the migration service to the particular needs of the Trust.

## Flexibility and partnership

Working with the client at both Trust sites meant that any issues arising were dealt with quickly and efficiently. NHS SBS people are prepared to "go the extra mile" to satisfy the Trust's requirements.

## Management information and reporting

This has been an important aspect for the Trust. Reports such as the Director of Finance (DoF) Dashboard showing key data in a graphical format, a Client Operational Review Pack mean that the Trust's need to retain control is satisfied.

## Client satisfaction

To ensure the Trust gets best value from all the NHS SBS services, client satisfaction critical. Regular client management meetings take place to ensure that the Trust continues to experience a high level of service quality.

## Engaging with Trust Payroll users

The Trust is committed to communication with its users and runs Payroll Clinics, which NHS SBS is supporting as part of its added value service.

## Conclusion

The NHS SBS Payroll Service has been successfully implemented at The Royal Marsden. Pete Ridley, Assistant Director - Finance, Financial Services & Charities, comments: "The NHS SBS migration and operational teams have a lot of experience and provide a high quality professional Payroll service. Issues resolution is swift and efficient and NHS SBS teams are responsive and flexible to meet the needs of the Trust.

An NHS SBS Service Desk works well to provide support to the Payroll users and further enhancements to the service are under review."

To find out how NHS Shared Business Services can help your organisation, please contact [Monica Owen, Marketing Director, on +44 \(0\)7970 052065 \(monica.owen@sbs.nhs.uk\)](mailto:monica.owen@sbs.nhs.uk)

Case Study Royal Marsden NHS Foundation Trust