

INNOVATION - G1

THE GOOD IDEAS COUNT TEAM

UNIVERSITY HOSPITALS BIRMINGHAM NHS FOUNDATION TRUST

MIDLANDS, ACUTE



FOR INFORMATION ON THE
INNOVATION PROGRAMME
[CLICK HERE](#)

THE INNOVATORS

The Good Ideas Count Team working in collaboration with Payroll, Finance Systems and the Communications Department to make your good idea a reality. University Hospitals Birmingham NHS Foundation Trust- we are stronger together.

THE PROBLEM

The Good Ideas Count Team **needs to** be able to take a good idea and drive it effectively across multiple teams to affect change and support innovation across the Trust **because otherwise** in a Trust as large as ours good ideas from all staff levels can be lost when they should be embraced and taken forward across the organisation, in this case, rolling out paperless payslips on-line.

THE CHALLENGE

How might we roll out paperless payslips **so that** there is a reduction in postage spend, reduced risk lost payslips and information governance breaches?

How might we roll out paperless payslips **so that** the trust employees receive the right support and communication to access the payslips on-line?

THE INNOVATION

University Hospitals Birmingham NHS Foundation Trust provides a diverse range of services to a population treating more than 2.2 million patients per year. To facilitate this the Trust employs over 22,000 substantive staff and around 6,000 bank workers.

The suggestion of turning off paper payslips is one that had been mooted within the organisation for some time. And with the launch of Good Ideas Count the idea was submitted via the email by 3 separate people. The idea was then moved forward into a working group to review the pros and cons and potential barriers. The idea was presented to the Improving Value Executive Group outlining the case for turning off paper payslips and summarising the benefits/efficiency gains and the risks associated with implementing the change. The project was approved.

It was agreed that a pilot would be trialled in the finance building serving roughly 400 staff all with access to a computer and the ESR portal. The pilot was planned to help us identify and address any potential issues before the project was widely implemented across the Trust. Then Covid-19 changed everything. The Trust received communication from IBM (ESR service provider) that there was a risk to the payslip supply chain which might prevent distribution.

The Trust took the decision to move forwards with a 'big bang' approach to support all staff being able to access an online payslip. A short term task and finish group was set up to mitigate any potential problems. Instructions for accessing ESR on the app or computer were drawn up and a communication strategy agreed to reach all staff. We produced helpful information guides and a frequently asked questions documentation to support those downloading their online payslips from ESR for the first time. This helped keep the number of queries coming into the payroll and finance systems department to a minimum. The last payslip was delivered to our staff in April 2020.

THE LESSONS LEARNT

- We wouldn't do a small comms roll out because there were some employees that did not see the notice and were unaware of the change.
- We learned to appreciate the impact of communication to the wider trust by the number of queries through the specially set up inbox for ESR queries.

THE OUTPUTS

The 'tangible' products that came from our innovation were:

- £50k saving on postage
- 0.25 WTE of payroll staff sorting payslips for the weekly and monthly payroll
- Reduced the waste associated with uncollected payslips being returned back to the payroll department taking up storage space
- Reduced petrol costs transporting payslips between multiple hospital sites



THE OUTCOMES

The benefits to the organisation experience as a result of the innovation were: We have reduced the time taken in relation to the distribution of the payslips, both within the payroll department and across the organisation. Switching to online pay slips has released the whole payroll team contributing half a day per month from having to sort and distribute paper payslips to the relevant departments across the organisation. Online Payslips are easily accessible via ESR and can be downloaded by our employees if they want to keep their own copies. We have removed the IG risk associated with paper payslips being misplaced or lost; the online payslips are secure within ESR. Staff can access their payslips from work or at home. There is no longer a delay in staff waiting for payslips to be delivered; they are available to view in ESR before the pay day. We have reduced the waste associated with uncollected payslips being returned back to the payroll department taking up storage space. We sent out c2,700 payslips a week in the post. This has saved the Trust £50,000 per year just on postage and envelopes.

THE QUICK WINS

Do this. It saves time, cost, improves information governance and is better for the environment. Have a clear communications strategy. Don't get bogged down with out of date complaints such as 'we need a physical payslip for mortgages', it can all be overcome



THE REVIEWERS SAID



THE INNOVATION WAS A SIMPLE CHANGE, EVEN IF THE CHALLENGES TO OVERCOME FROM IMPLEMENTATION THEMSELVES WERE NOT. IT IS ALSO SOMETHING THAT COULD BE REPLICATED ACROSS THE COUNTRY WITH A REASONABLE AMOUNT OF EASE



THIS CHANGE IN PRACTICE IS SOMETHING THAT COULD BE REPLICATED QUITE EASILY AMONG OTHER TRUSTS IN THE UK.



I THINK THE BIGGEST TAKE AWAY I'VE HAD FROM READING THE SUBMISSION IS "THE GOOD IDEAS COUNT TEAM" IS AN EXCELLENT WAY OF COLLATING IDEAS THAT ARE GENERATED INTERNALLY



WHAT YOU CAN DO NOW

If you recognise the problem stated and have implemented your own innovation to overcome it please submit this innovation to the programme and give others more examples to learn from.

SUBMIT INNOVATION

If you recognise the problem stated and would like to know more details about this innovation in particular, we will be hosting showcase and workshop sessions throughout the year, so all interested staff can gain ideas and inspiration from innovators in a manageable one-to-many format.

REGISTER INTEREST

If you have a problem but don't currently know of a solution to it, then please submit it here and in 2022 the Forum intends to crowdsource solutions to problems that don't currently have known innovations.

SUBMIT PROBLEM

If you would like to learn more about about the innovation programme please click below for more details

LEARN MORE

IN SEPTEMBER 2021 THE FORUM LAUNCHED...

- A national Innovation Programme for NHS Finance staff to submit their innovations for peer review. Successful innovations will be published and accessible to all on the One NHS Finance website
- A 'Software Skills For Finance Staff' event series taught by NHS Finance for NHS Finance including MS Excel, PowerBI, SQL etc.
- An 'Art of the Possible' briefing which explains two new technologies AI & Blockchain and discusses the opportunity for NHS Finance
- An Automation Group to review and improve the efficiency of existing national processes and returns

WHAT YOU CAN DO NOW

- Submit your innovations for peer review
- Sign up to be an innovation peer reviewer
- Read Art of the Possible
- Sign up for Software Skills for Finance
- Register your interest in automation and all things innovative

Innovation Programme



Software Skills



Automation sign up



Be a peer reviewer



Art of the Possible



FURTHER INFORMATION

Website: [FinanceInnovation.nhs.uk](https://financeinnovation.nhs.uk)

Email: finance.innovation@nhs.net

LinkedIn: [One NHS Finance](#)

Twitter: [@OneNHSFinance](#)



One NHS Finance brings together the Future-Focused Finance, National Finance Academy, and the Finance Innovation Forum programmes and networks to make sure that everyone working in NHS Finance has access to skills, knowledge, methods, and opportunities to influence and enhance patient services.



Identifying and developing innovative ways of working and new areas of improvement.