

Human resources and finance model management to enable a major change programme **at the NHS**



I applaud the Moorhouse Consulting team on their development of a comprehensive resource modelling approach to ensure that all HR and finance issues involved in the transfer of 200 people through TUPE was managed in a highly visible, thorough and competent way. Their work was magnificent in this regard. They worked in partnership with the client team to manage difficult issues against tight timelines and their rigorous approach paid significant dividends.

*Alan Stuttard, Director of Finance,
NHS Connecting for Health*



Moorhouse helped us define and implement the solution. In effect, they made us brave. They did this by bringing together superb professional programme management disciplines, real attention to detail and most importantly, the ability to listen and get on with people.

*Dave Marsden, CIO East Midlands
Strategic Health Authority*

The challenge

The NHS National Programme for Information Technology (NPfIT) is a ten year programme which presents an unprecedented opportunity to use IT to reform the way the NHS uses information and hence to improve services and the quality of patient care. In 2006, the National Audit Office recommended the optimisation of the NPfIT governance arrangements, structures, processes and commercial arrangements.

Moorhouse was tasked with developing a way forward for driving the repositioning of the programme and implementing the new NPfIT operating model. As part of the organisational restructuring work to migrate staff and capability from NHS Connecting for Health (CFH) to the ten Strategic Health Authorities (SHAs), Moorhouse was tasked to develop a bespoke HR and finance resource model.

Our approach

The bespoke HR and Finance Model:

- Detailed the HR and employment cost information for the current and postmigration requirements;
- Provided 'one version of the truth' with a validated list of staff migrating from NHS;
- Connecting for Health (CFH) to other business units;
- Generated valuable management information through ad hoc HR and employment cost reports.

The model acted as a master database for confirming the HR and employment cost data provided by multiple stakeholders. The Moorhouse team was responsible for developing and updating the model as well as co-ordinating the various stakeholders to finalise the database.

How did this deliver value to the client?

This model was instrumental to the transfer of over 200 NHS CFH resources, and informed the processes required to physically transfer personnel and related assets. It also determined the degree of corporate support services required by SHAs post migration. It gave NHS CFH and the receiving organisations:

- The ability to generate ad hoc financial and HR reports by SHA, organisational function or contract type;
- A breakdown of staff information and employment costs by geography, type of employment contract and function;
- A financial model that estimated the budget allocations of each SHA and resource profile that estimated the monthly allocation of budgets for the financial year;
- Change control mechanisms to ensure an appropriate audit trail for the confirmation of migrating staff details and related budgets.

Overall, the HR and Finance risks and issues were some of the most challenging within the overall change programme and had the most visibility at CEO level. Our team not only provided a mechanism for controlling these risks, but also managed the process through targeted one to one dialogue and meetings.

For more information contact:

Tel: +44 (0)203 004 4482

Email: info@moorhouseconsulting.com