

# NHS Business Services Authority Pensions (NHSBSA)

## Customer Success Story

### Opportunity

NHS Business Services Authority Pensions (NHSBSA) is responsible for administering the National Health Service (NHS) pension scheme in England and Wales. It is the largest centrally administered public sector pension scheme in Europe, having 1.5 million actively contributing members and paying pension benefits to more than 870,000 pensioners every month.

The NHSBSA was challenged to meet anticipated increases in future demand for pension services while, simultaneously, delivering an improved value for money service, including a next-day processing target. Siloed working structures resulted in inefficient work management and fragmented management information, which made it difficult to support operational excellence initiatives.

“Our goal is to provide every contributing member and pensioner with an engaging and responsive service,” explains Theresa Britton, head of service – pensions, NHSBSA. “Owing to increasing member numbers and pressure to maximize efficiency, NHSBSA required a centralized solution that would provide the organization with clear visibility of work and resource position, irrespective of source and location.”

Key objectives of the back-office workforce optimization project were to:

- Deliver a solution that could be deployed rapidly, across multiple sites, and with minimal internal IT support;
- Create a centralized work distribution and planning function;
- Provide visibility of all work, irrespective of source and status;
- Identify resource capacity and skills bottlenecks across business functions to improve training planning, business flexibility, and work throughput; and
- Implement a consistent management framework to create a target-driven culture focused on continuous improvement to support existing Lean initiatives.

### Solution

Working in partnership with Verint<sup>®\*</sup>, NHSBSA deployed Verint Work Manager<sup>™\*</sup> as a managed cloud service, which delivered secure access with minimal internal IT support. The solution provides managers with real-time access to fact-based management information. It also enables them to develop the skills to execute on future business plans.

With Verint Work Manager, NHSBSA is able to:

- Capture, allocate, track, and manage all work, as well as provide comprehensive real-time management information in an operational dashboard;



### Solutions

Verint<sup>®</sup> Work Manager<sup>™\*</sup>

Verint Forecaster<sup>™\*</sup>

Verint Principles of Operational Management<sup>™\*</sup>



### Industry

Healthcare



### Region

United Kingdom

### Results

- Identified 29% capacity.
- Accelerated turnaround times.
- Reduced outstanding work volumes.

\* At the time of implementation, the solution was called eg Work Manager and eg Operational Intelligence from eg Solutions, which was acquired by Verint in November 2017.

# VERINT.

“ We partnered with Verint to deliver a modern back-office workforce optimization platform and industry-recognized management development program to help deliver future business objectives and mitigate business risks.”

– Theresa Britton, Head of Service – Pensions, NHSBSA

- Simulate and model future volumes, adherence to service level agreements, and resource capacity;
- Incorporate third-party system data; and
- Deliver management information to nominated mobile devices.

## Results

The result is a single, comprehensive back-office workforce management solution, which creates a centralized view of all work and resources, irrespective of source. It also supports the creation of a centralized workflow management team responsible for day-to-day work and resource planning, as well as longer-term forecasting.

An essential aspect in delivering the “complete solution” was the Verint Principles of Operational Management™\* development program. This blend of classroom, group, and one-to-one mentoring ensures that NHSBSA managers are equipped not only with improved management information, but also the necessary operational management best practices to make informed decisions to deliver sustainable improvements.

With Verint Work Manager and operational management training, NHSBSA was able to impact customer service, employee efficiency, and work distribution.

### Customer service

- Identified 29 percent average capacity across the business unit, resulting in significantly faster turnaround times and reduced outstanding work volumes.
- Enabled NHSBSA to redeploy resources to functions where they were needed.

### Employee Effectiveness

- Fair distribution of work and elimination of work “cherry-picking.”
- Improved training planning relating to expected work demand.
- Removed “peak” periods, as workloads are now evenly balanced across the month, creating a more proactive working environment.
- Improved communication between staff and management through daily huddles, which focus on sharing plans, work position, and best practices.

### Work Distribution

- Created more effective work distribution, allocating work to skilled resources the first time.
- Centralized work distribution, which promotes consistency and allows managers to focus on supporting staff.

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