

## Case Study

# Leading a Lean Transformation Programme that Helped NHS Reap Savings of Over £4m



## How Reinvigoration Led a 15-month Change Programme to Help NHS Build Internal Expertise and Gain Massive Savings



**Business Services Authority**

### Executive Summary

NHS Shared Business Services needed a complete cost-cutting, customer satisfaction improvement, and internal team-building transformation programme. That's when they decided to engage Reinvigoration to support the undertaking and lead a 15-month programme of change. Here's how Reinvigoration helped NHS create the capacity for growth, improve customer satisfaction significantly, and build a team of 12 internal lean experts.

### Client Overview

NHS Shared Business Services (SBS) is the market leader in corporate services for the National Health Service (NHS) in England. They provide a range of support services, including Finance & Accounting (F&A), Procurement, Employment Services (ES), and Innovation & Technology Services (ITS), which deliver operational efficiencies, improved service quality, and real cost savings for their clients. Established in April 2006, NHS SBS has a workforce of over 3,000 people and is headquartered in Leeds, with offices across England.





## The Challenge

The client needed to reduce costs, create capacity for growth, and significantly improve customer satisfaction measured through Net Promoter Score (NPS). In addition, they wanted to build an internal team of expert lean practitioners to remove the reliance on external consultants.

The transformation programme was structured into six phases. The diagnosis phase identified a very fragmented process with a lot of waste built in, with a lack of ownership endemic throughout the process. While there were clear trends in the types of errors and delays present throughout the process, little was being done to drive out root causes. To resolve all these issues, they needed some expert intervention.



## The Solution

That's when NHS SBS engaged Reinvigoration. They needed Reinvigoration to support a 15-month transformation programme.

## How Reinvigoration Helped:

- Redesign the entire process via a series of workshops. There are now 13 customer-focused teams that manage the end-to-end processes for specific clients.
- Built quality into the processes, introduced standard operating procedures, and established new performance hubs and daily team huddles.
- Create a more efficient and effective process for managing invoices.
- Ensure staff have undergone team problem-solving training, enabling them to work more effectively.



## The Outcomes



Create the capacity of over **300 FTE** through fundamental process redesign, reorganisation, and better operations management and control, resulting in cashable savings equivalent to **over £4m**.



Improve the overall **NPS score** significantly from a heavy minus score to **+24%** (at the time of project closure).



Accredit over **100 people** at various levels of the **Lean Competency System**.



Build a **team of 12 internal** lean experts over time to continue with the great work.

**“Lean Team Ways of Working structures were implemented in all functions, including problem solving activity to drive further improvement.”**



[Operational Excellence and Lean Transformation - NHS Shared Business Services & Reinvigoration](#)







## About Reinvigoration

Reinvigoration is a leading expert operations consultancy and enterprise platform solution provider based in the UK. Founded in 2010, Reinvigoration has helped organisations worldwide to achieve strategic operational transformation. We use our passion and deep-rooted expertise in operations management best practices, transformation and capability building to help our clients deliver excellence with certainty, every time.

Learn more about  
how Reinvigoration  
can help you, visit  
[Reinvigoration.com](https://Reinvigoration.com) or  
connect with our experts.

Contact us to learn more.



Supported  
over

**150**

global  
organisations



Delivered  
over

**£0.5bn**

in financial  
saving for clients



Improved  
over

**10,000**

client  
processes



Developed the  
capability of over

**100,000**

people



Certified  
over

**5,000**

people in Lean  
Competency  
Systems