

MHR

**The Priory
Group revitalises
HR and payroll
for 20,000
employees
with MHR**



Introduction

The Priory Group is the leading independent provider of behavioural care in the UK, organised into three divisions – healthcare, adult care services, education and children’s services. Together they support the needs of more than 30,000 NHS and private patients every year.

The group’s purpose is to make a real and lasting difference for everyone it supports and is dedicated to helping people to improve their health and wellbeing. The organisation’s ethos is that in order for people to achieve high quality clinical and educational outcomes they need individually tailored programmes, suiting their specific needs.

The Priory Group currently treats more than 70 different mental health and addiction conditions through a nationwide network of over 450 facilities that supports service users’ health, care, education and specialised needs.

“Despite tough challenges, MHR has delivered for us, deploying its expertise to achieve complex integrations while on-boarding many new employees.”

Graham Soanes
HR Manager



Select action

Summary

Organisational objectives

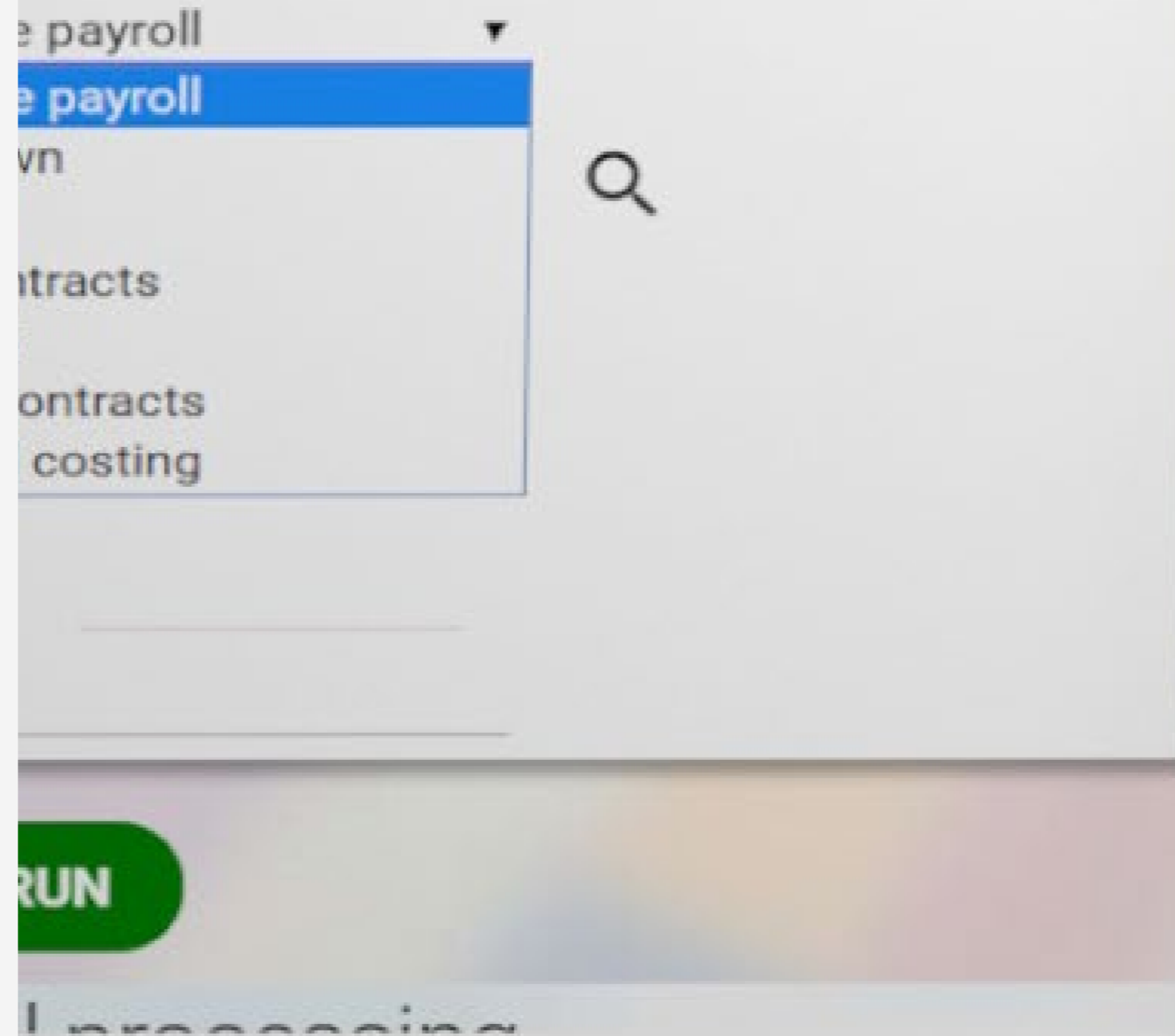
- Transform HR and payroll through consolidation from unsupported systems
- On-board employees following new acquisition
- Increase employee performance and job satisfaction

Solutions

- Implementation of iTrent core HR and payroll
- Implementation of iTrent performance management, succession planning, recruitment, health and safety, and disciplinary and grievance
- Complex integration with existing rostering and payslip systems

Results

- Successful payroll implementation and rationalisation
- Seamless Integrations with existing systems
- Improved HR functionality and employee performance
- Reduced admin burden and costs



Unsupported systems and new acquisition require a new HR and payroll solution

By 2016, The Priory Group's legacy HR systems required replacement as they were no longer supported.

Senior managers understood the organisation needed to consolidate its processes on one platform. This would give them the flexibility suitable for modern working practices and reduce the costs of administering The Priory's complex range of multiple employment contracts. The organisation wanted to increase automation in payroll and improve controls around the annual pay award process.

A change of ownership at the start of 2016, gave added impetus to the requirement for HR and payroll transformation in line with the new owners' requirements.

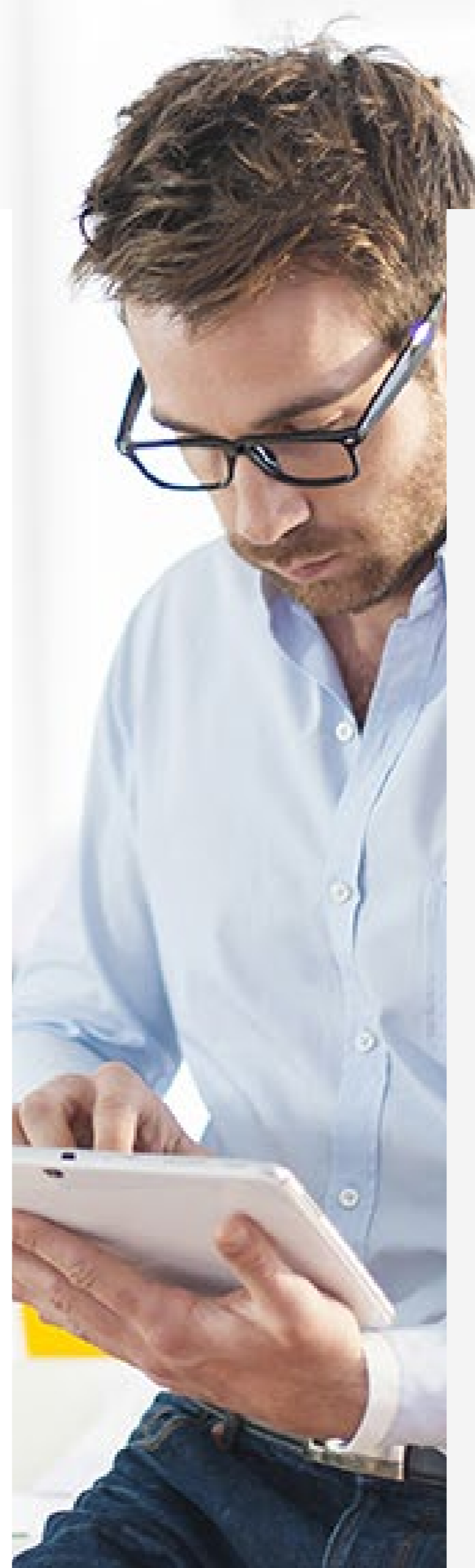
The Priory Group wanted to see efficiency gains on a broad range of fronts related to its HR function. It sought improved workforce efficiency through comprehensive performance reviews.

It wanted to reduce employee turnover and improve retention, to standardise HR and compliance processes, while reducing administrative costs. There was also a driver to improve data quality and reduce the cost of mispayments or rectification of mistakes.

A significantly complex challenge

With such a large and diverse workforce, including part-time workers and highly-qualified clinical professionals, this was a substantial task. Any new system however, also had to integrate with the group's current specialist time and attendance software, which added significantly to the scale of the challenge. The organisation also wanted to retain the format of its payslips.

In addition, as the group had recently acquired Partnerships in Care (PiC) a specialist healthcare and rehabilitation organisation with 66 sites, all the new employees had to be accommodated on the new system.



Selection of iTrent

After examining the market and going through a tender process, MHR was selected as the supplier and its cutting-edge iTrent HR and payroll platform as the solution.

Phased implementation began in November 2016, when on-boarding of the employees and payroll from PiC began.

The core iTrent modules in HR and payroll (including GDPR) were implemented, along with performance management, succession planning, recruitment, health and safety, and disciplinary and grievance.

Altogether, The Priory has purchased 16 iTrent modules, with remaining implementations to be undertaken in-house.

MHR expertise required for integrations

The project required a considerable amount of bespoke, third-party integration. Payrolls were the priority but there was no single easy build. Support had to be front-loaded into the project because of this complexity.

MHR consultants invested time working with employees from The Priory to facilitate the transition in what is a critical area. The collaborative focus from both sides ensured the integrations were successful.

Payslips, for example, have retained the same format and are provided through the company's benefits portal, in line with requirements. MHR's analytics team were deployed, to provide feeds for the receipting system for the payslips.

All payroll, including the PiC payroll, is now running on iTrent. In addition, The Priory has rationalised the many different payrolls that previously operated to different timings.

The integrations were very complex, requiring MHR consultants to invest time collaborating with The Priory team to ensure success.

The project also required important integrations around the rostering system, which is a vital function in such a large healthcare organisation. Decisions had to be taken about what to move into iTrent and what was best to leave in the legacy systems. The right decisions led to a successful outcome.

Results

When the new system went live there were no problems. Payrolls were processed swiftly and accurately for all employees as automation tools removed human error.

The system now supports 20,000 employees in all areas of the organisation, clinical and administrative, and at all grades. This was accomplished to the requirements of The Priory's new owners in line with their modernisation aims as part of the acquisition.

Workflow processes were streamlined and the burden on The Priory's HR department has been reduced. Flexibility, collaboration and hard work on all sides ensured that a high quality of outcome was achieved despite a revision of the implementation plan a few months into the project. Richard Pownall from MHR was particularly praised by The Priory for his firm and clear-sighted leadership and expertise.

The Priory now benefits from streamlined payroll and successful on-boarding of many new employees. It also uses iTrent module functionality to improve employee performance and job satisfaction through regular reviews that identify development and promotion opportunities.

This is an important benefit in healthcare, where the quality of employee performance has a direct effect on patient wellbeing and clinical outcomes. Graham Soanes said: "We work in a demanding care environment where only the highest standards are admissible, which is why we needed to transform and streamline our HR functionality.

"The level of integration for our rostering solution was unique. We now have an HR system that will help drive forward improvements in performance and efficiency."

MHR

Talk to one of experts today and see how you can reduce costs, drive productivity and remain compliant with this comprehensive service. Contact MHR and see how we can help you.

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