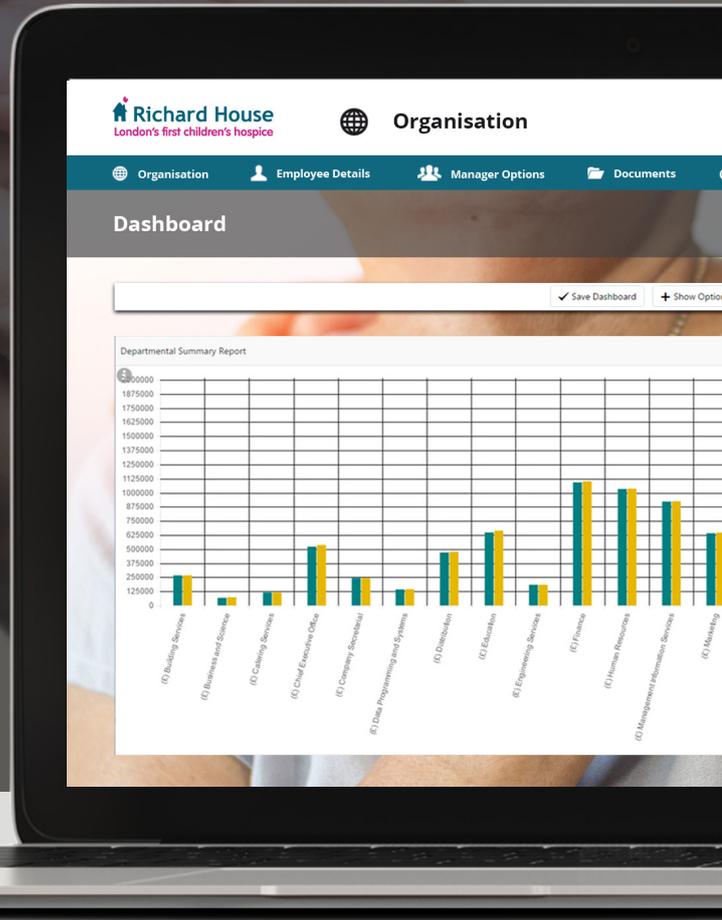


## Customer success story

“ CIPHR HR comes with all the functionality we need to modernise our HR systems, and what truly sets it apart is the incredibly supportive implementation process. ”



### About Richard House Children's Hospice

Based in East London, Richard House provides 24-hour specialist care for babies, children and young adults who have life-shortening or life-limiting or complex health conditions. Alongside key services of respite, palliative and end of life care, it also provides holistic services such as music, dance, movement and art therapy, multi-sensory play, family activities, trips, outings and bereavement support.

Opened in 2000, Richard House was London's first children's hospice. It was founded by Life-President, Anthea Hare, who was inspired by both her experience as a paediatric nurse at Royal London Hospital in Whitechapel and through helping her parents to look after her severely autistic brother. Today Richard House supports more than 300 families across London and the South East.



## Customer success story

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### Richard House Children's Hospice

#### What did Richard House want from an HR system?

The Richard House HR team is headed up by Hollie Mann, the head of HR and volunteer engagement. Working alongside Hollie is a part-time HR coordinator and a full-time volunteer coordinator. The HR team looks after 75 contracted employees – 50 full-time and 25 part-time. They also hire bank staff, who come in when work is available, and oversee around 130 volunteers.

Prior to using CIPHR HR, the HR team at Richard House relied on manual processes, revolving around filing cabinets and spreadsheets. Mann says, "I inherited a legacy structure and processes that had been put in place by a previous management team.

"There were several filing cabinets filled with paper going back a long time. We were also using spreadsheets to manage staff details, as well as some quite cumbersome and bureaucratic processes such as printed out holiday forms that employees filled out."

Mann says, "We have a very dispersed workforce because our care staff work long shifts over a flexible pattern. We never have the whole care team in the hospice at any one point in time.

"We also have six retail shops, and staff working across them. They rarely come into the hospice."

The Richard House team looked for:

- A configurable, scalable HR system ready for any crisis management scenario, such as the pandemic
- Specialist HR software to replace inefficient, manual HR processes
- A way to make HR processes more flexible to cater to a transient workforce
- An outsourced payroll solution to integrate with the rest of the HR processes
- Functionality to help with compliance, especially safeguarding

"I realised I had to bring the HR function forwards in terms of ways of working. But the reality is it probably wouldn't have been possible this year if it hadn't been for the Covid-19 pandemic."

"We've got about 20 support staff, who are now working from home due to the Covid-19 guidance. We've taken a really hard line on protecting the hospice and risk control around infection. Our workforce is now so dispersed that manual processes, such as paper holiday cards, are no longer functional. There was no getting around it – we had to prioritise our case for specialist HR technology."

#### How difficult was it to get funding?

Mann says, "We've had a lot of trusts and foundations work with us to help us with our response to the pandemic, and assist with the necessary shift to digital based working, so we've been able to use some of that funding to purchase the HR software we need. It's strange to say, but our shift to digital has been accelerated by the pandemic."

Mann had previous experience of implementing and working with CIPHR so was keen to review the product again as part of her market research.

When presenting to senior stakeholders, Mann suggested several options. "I told the Financial Director that if budgets were tight,

## Customer success story

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### Richard House Children's Hospice

we could potentially go with one of the cheaper apps, or plug and play type systems that are on the market now, but it wouldn't be ideal. Essentially, you get off the shelf functionality, with no configuration or customisation.

"That works fine for a more traditional 9-5 workforce that works Monday to Friday, but is not so great when you have more complexity in your workforce."

#### Resolving payroll related issues

With complexities around the workforce in hospices, getting payroll right becomes key. At the time of writing, Richard House has yet to implement changes to its payroll processes. This will change in 2021, as they move to CIPHR Outsourced Payroll.

Mann describes the current state of payroll at Richard House. "It's a very manual process. I keep track of all the changes, such as salary changes and anything that will affect payroll. I then create a Word document for the finance team which directs them on all the changes. I collate all the evidence into folders that they can access.

"At finance's end, they have Sage payroll software in-house, but they still have to carry out manual calculations on spreadsheets, which they plug into the system. The major problem we have with payroll, in its current state, is that it's very time consuming and open to potential error or miscalculation." Mann was determined to find a solution that would work with Richard House's current as well as future demands.

"I firstly looked at standalone payroll systems and HR systems which either purchased or moved into the payroll space, such as CIPHR. After looking at options, the financial director and I agreed that outsourcing the payroll would be the best way forward.

"The cost and time savings were so great, that it led us to pursue CIPHR HR. This works seamlessly with CIPHR's outsourced payroll solutions."

#### Improve employee experience with modern HR systems and processes

Richard House has discovered that user experience is a key benefit of CIPHR HR, leading to improved employee experience.

Mann says, "CIPHR HR is functional, intuitive, and user friendly – this is very important for us. The shift to digital has been a challenge for some of our people, who have been used to working manually for a long time.

"With CIPHR HR, it's really obvious where you go to do something either as an HR user or an employee, so upskilling is easy."

A good user experience is linked to giving employees ownership over the way they work. CIPHR HR is very configurable, empowering Richard House to configure the system to fit any people management requirement. Crucially, greater configuration options enable Richard House to cater to their various workforce groups.

Mann says, "The options can be truly mind-blowing. CIPHR HR gives you so many ways to make things work for your workforce. For example, we can now easily set up different work patterns and assign holidays correctly.

"CIPHR's case management is also very valuable for us. I can just build all the choices for the cases I want on the system. This includes setting the wording for a particular outcome, which makes sense for our organisation. I think that's a real strength of the system."

## Customer success story

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### Richard House Children's Hospice

#### Implementation is the differentiator

Implementation can be a daunting task for many organisations, especially for teams with little to no technical expertise. While SaaS provides a cost-effective way of taking the burden of operations and maintenance away from organisations, it's unlikely that hospices will have the resources to handle major technological implementation, so support is required to make implementation seamless. Mann says, "Based on my research, I still think CIPHR is head and shoulders above a lot of other HR software providers. I was very closely managed by a CIPHR expert and worked with the consultants on the build.

"The whole implementation process is so incredibly well managed, and my project manager has happily answered any questions I had. I always felt like the CIPHR team was there for us."

Mann realises that the shift to digital doesn't happen overnight. Sometimes, it's more of a case of working to change the culture rather than simply swapping a manual system for one that is digital. The shift to digital can be about closing the gap between the consumer world and the workplace. Mann notes, "Some of the staff may be nervous about moving to digital solutions because they are used to the existing manual processes. The majority of our staff are also not office workers, so they're not used to working on a PC every day. But we are all technology users in our personal lives from buying online to banking on apps so it's about helping people to see that and making new systems easy to use.

"We're honestly going from zero to hero now, so even the really simple stuff for us is going to be a massive bonus. Just being able to do absence management online, for instance, and then for us to be able to report on it is going to be a huge achievement."

#### Going forward – a greater focus on quality work

While implementation has been relatively recent, going forward Richard House sees a change in the focus of their HR team. Mann says, "I think things will be quicker and easier to do. We will all be able to focus on more quality work, rather than time-consuming manual processes, such as keeping all of the holiday records manually updated." Manual processes can make even celebrating festive periods, or achievements, time-consuming and painful.

"Every year we send out Christmas cards to all our staff and volunteers. A stumbling block has been that we don't have any form of database or spreadsheet with all of our volunteer addresses on them. They are sitting in folders, application forms, or emails in their files.

"To be able to consolidate and securely store all of that information will be a game-changer. It's going to be such an improvement on where we are at the moment. We'll also be able to retrieve information rapidly." Another important addition to the Richard House's employee management and experience is the ability to set objectives.

Mann says, "We don't have a concrete objectives and appraisal process in place now. I'm looking forward to setting up and tracking objectives and then carrying out performance appraisals in the system." But perhaps the biggest difference going forward will be the way compliance is handled. By using CIPHR HR, Richard House will be able to cope with GDPR demands, as well as any changes in legislation.

Mann comments, "I can finally get rid of the filing cabinets as everything will be stored securely on CIPHR HR which is such a relief"