



# ESR Executive Briefing

September 2009 - Issue 01



**Welcome to this first edition** of a new bi-monthly briefing designed to show how fully utilising the integrated ESR system is making a major contribution to strategic planning and service improvement locally in NHS organisations.

## ESR – What's New?

**ESR is now the core workforce management system for the NHS. All NHS organisations using ESR have completed their initial implementation and the system has been paying 1.3 million NHS employees since April 2008. Most organisations are now exploring the use of additional functionality. By 31 July 2009, 73% of organisations using ESR had begun to implement Learning Management (OLM), giving employees access to education via e-learning and to the National catalogue of e-learning programmes, the National Learning Management System (NLMS).**

A new e-learning programme 'Safeguarding Children and Young People', developed by e-Learning for Healthcare and the Royal College of Paediatrics and Child Health, which meets statutory training requirements, is a recent addition to the NLMS catalogue. The recent Care Quality Commission review of NHS arrangements for safeguarding

children and young people raised serious concerns about healthcare staff keeping up to date with training to help them identify and respond to suspected abuse and neglect. The new modules are available to all staff in NHS organisations using a small number of implementation steps.

Around 27% of organisations using ESR are implementing Self Service for Managers and their staff. Manager Self Service enables team leaders to maintain their staff's employment records, initiating new starters, making permanent changes to contract, recording absence and the outcome of development reviews, authorising education and booking staff on training programmes and making changes to personal information. Managers can easily access their staff's individual records and a powerful range of reports for their staff to enable review in real time, to support decision making.

What is new is the changing NHS strategic context, the necessity to continue to improve the quality of care and patient safety while developing organisational capacity, capability and

efficiency to meet the challenge of 'flat cash' from 2011. Organisations are using the integrated ESR system to combine and restructure services and processes to meet the challenge of new strategic requirements for workforce information.

### Quality, Innovation, Productivity, Protection

This briefing focuses on three organisations where developing use of ESR is making a major contribution to meeting these key NHS challenges. They are demonstrating that ESR at the heart of business processes and a local health informatics strategy can make a significant difference to delivering high quality care and controlling costs.

We have 12-18 months in the NHS to prepare for a tough financial regime from 2011. Investing in projects to exploit all the functionality and potential of ESR will make a major contribution to preparing for the challenges ahead.

## Implementing Self Service – St Helens and Knowsley Teaching Hospitals NHS Trust



Dave Anwyl

In August 2008 St Helens and Knowsley was one of twelve Trusts in the North West to use ESR Self Service. Corporate benefits to the Trust include accurate and timely information for Trust Board reporting and external inspection and assurance. The Trust scored 'double excellent' in the Healthcare Commission's 2008 Annual Health Check, was one of only five Trusts nationally to achieve top marks for the 2008 Hygiene Code and has one of the lowest rates nationally for C. Difficile and MRSA.

David Anwyl, Assistant Director of Clinical Support Services manages 500 staff, 25 of whom have access to ESR Self Service. 'Self Service has given my

service managers responsibility for and easy access to their own data. They find ESR easy to use, and it is transforming workforce management, engagement and ultimately clinical care. With real-time information at their fingertips they are becoming more reliant on data as a tool for service improvement, enabling incremental changes which drive the performance agenda.'

'At Directorate level, with all critical workforce information recorded in the same way on the system, ESR has broken down the 'silo' barriers between different Clinical Support Service areas so that all managers can see, compare and benchmark

their workforce KPI information to drive performance improvement'.

Culturally, Self Service is empowering managers and their staff. Managers can record and review appraisal information and can book staff directly onto learning programmes giving efficiencies in administration and productivity.

Manager access to sickness absence reports in real-time is fundamental to St Helens and Knowsley's arrangements for pandemic 'flu management. Managers report pandemic flu absence each morning in ESR to feed a daily Trust report to North West SHA. It is also enabling better identification and management of stress in the workforce.

HR Director Anne-Marie Stretch said 'At the outset, we wanted to shape system development to make ESR work for us. We found the ESR Central Team and McKesson were willing to listen and respond to our problems and queries. Now, ESR Self Service has transformed life at corporate level. Because there is local ownership of data, we can easily pull it all together to produce robust, credible reports for the Trust Board and Executive Team at the press of a button. The reports are easy to use and this impacts on the rest of the organisation, driving the quality and performance management agenda.'

By early September, all Managers in the Trust will have access to Self Service.

For more information contact [david.anwyl@sthk.nhs.uk](mailto:david.anwyl@sthk.nhs.uk)



St Helens Hospital

## Developing organisational capability and capacity – NHS Plymouth’s Workforce Performance Scorecard

NHS Plymouth designed and implemented a comprehensive yet simple way to present workforce and financial information to all managers across the



Collette Davies, Assistant Director of Workforce Development. Kevin Elliston, Public Health Consultant. Helen Allen, Director of Workforce Development. David Priscott, Head of Workforce Planning & Education

Trust. Combining workforce performance data from ESR with financial information from the general ledger, the scorecard contains twenty-one different measures on one side of A4. The scorecard is produced and distributed each month, with an additional column that shows managers how they are progressing in meeting year end targets for finance and workforce performance.

Since implementation the Trust has reduced agency spend, had fewer vacancies, reduced sickness absence, reduced staff turnover, increased Personal Development Planning percentages and increased attendance at mandatory training.

For example, staff turnover reduced from 11.7% to 9.5% between September

2008 and July 2009, appraisal percentages increased from 18% in April 2008 to 52% in July 2009, skill mix, the percentage of staff above Band 5 reduced from 62% to 61% between April and July 2009.

The scorecard is used at different levels of aggregation within the Trust for workforce planning and review. It has been adopted by Trusts across the South West and at SHA level as the basis for building and reviewing workforce plans to meet changing service requirements.

For more information contact David Priscott, Head of Workforce Planning and Education at [david.priscott@plymouth.nhs.uk](mailto:david.priscott@plymouth.nhs.uk)

Workforce Performance Scorecard													
Directorate	: 604 Example	Month/Year	: Decebruary 2008										
Organisation Group Name	: 604 Example (L4)	Workforce Plan Reviewed Date	: Novempril 2008										
Budget Holder	: A. Manager	Management Accountant	: A.N. Accountant										
		Employee Relations Manager	: A.N. ER Manager										
Componant	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Target
01 Pay Variance (excl Bureau/Agency)		-79507	-102137	-109168	-142590	-158410	-164871	-205510					0
02 Bureau/Agency Spend		45695	81571	109810	148179	198490	221331	237920					Locally Agreed
03 Whole Budget Variance		-36856	-15420	22726	21688	54383	79276	85343					0
04 Establishment (FWTE)		209.66	205.66	205.66	205.45	206.75	204.57	204.57					Locally Agreed
05 Staff in Post (FWTE)		207.39	207.64	204.43	202.7	205.36	206.78	206.39					= Establishment
06 Vacancies (FWTE)		2.27	-1.98	1.23	2.75	1.39	-2.21	-1.82					Locally Agreed
07 Headcount	239	240	236	231	233	235	236	237					Locally Agreed
08 Sickness %	5.74	5.93	5.91	5.97	5.97	6.19	6.13	5.78					4%
09 Sickness Cost	18216	34070	49737	68191	82592	101860	115608	132254					Locally Agreed
10 Bradford Scores>300	63	64	65	67	61	59	55	51					Locally Agreed
11 Bureau Cost less Sickness Cost	-18216	11625	31834	41619	65587	96630	105723	105666					Locally Agreed
12 Turnover	15.17	15.14	15.55	16.4	15.96	16.81	17.25	18.11					Locally Agreed
13 Stability Index	84.55	84.68	84.05	83.04	83.9	83.26	82.99	82.38					Locally Agreed
14 Personal Development Plans	18.41	23.75	25.42	25.11	26.18	26.41	32.76	41.63					85%
15+ Mandatory Training – Fire	32.63	33.05	42.67	45.81	41.05	41.13	38.79	41.2					100%
16 Mandatory Training – MH	37.71	41.1	44.83	49.78	55.9	56.71	60.34	63.95					100%
17 Mandatory Training – Diversity	43.22	52.12	49.14	51.54	49.34	51.08	58.62	69.53					100%
18 Training (HC)	72	96	75	95	104	31	100	122					Locally Agreed
19 Potential Retirees (HC)	47	47	45	44	44	46	47	47					Locally Agreed
20 % Staff at band 5 and above	59	60	60	58	58	58	56	56					Locally Agreed
21 % Staff at band 8 and above	3	2	3	3	3	3	3	3					Locally Agreed

Private & Confidential

For more information contact David Priscott or relevant support service

05 January 2009

An example of NHS Plymouth’s Workforce Performance Scorecard

## Improving business efficiency – Imperial College Healthcare NHS Trust

Following the merger of St Mary's and Hammersmith Hospitals NHS Trusts in October 2007, a project successfully combined outsourced and in-house payroll services across different sites with different working practices in HR and Payroll and different cultures. Hammersmith Hospitals' in-house payroll, with 6,000 employees went on to ESR in April 2007. St Mary's outsourced payroll with 4,000 employees joined ESR in April 2008. Once both payrolls were on ESR, a complex project was begun to merge the two databases (VPDs) and to address differences in the way information was processed in the two organisations. St Mary's had 'positive' payroll reporting and Hammersmith 'negative', which shows the scale of the cultural change addressed by the project.

The two VPDs were merged in November 2008. The result was a 20% reduction in costs for the new in-house payroll service, due to savings on the previously outsourced service, a reduction in paper and manual

processing and increased electronic data entry. The use of payroll reports at key points in the process is reducing the risk of overpayments and there has been a noticeable reduction in staff queries. Overall, the project has given Imperial College Healthcare a lower cost, better quality service.



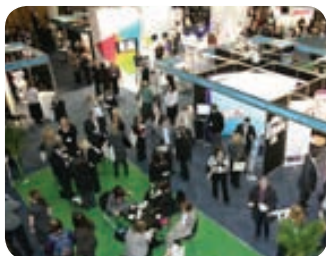
For more information contact Mansoor Zaman, Associate Director Finance at Mansoor. [zaman@imperial.nhs.uk](mailto:zaman@imperial.nhs.uk)

## Emergency Planning

The impending threat of pandemic 'flu and the need for instant and flexible information on workforce status has led to the development of the new ESR Emergency Planning Report. This provides the key workforce data items required for Business Continuity Planning in a pandemic or other major incident.



## 'Leading Workforce Thinking' – NHS Employers' Annual Conference, 3-5 November 2009



The ESR Programme will be exhibiting at this years Conference. Visit the ESR Stand for the latest news and information, and to discuss your organisation's needs with our team.

## Coming up in Issue 2

The next briefing will cover:

- Quality Improvement
- The Care Quality Commission Health Check
- Compliance
- The contribution the ESR Reports Suite can make in building a credible evidence base

And much more.



### YOUR OPINION

We value your comments and views.

To provide feedback on this briefing to Simon Willcock, ESR Programme Director, [please click here.](#)