

## March Update from Programme Director Simon Willcock



**Full implementation of ESR across all 600+ NHS organisations in England and Wales is currently on track for completion by the end of this month.**

This has been a tremendous

achievement for the Project teams in the NHS and we now move into a new and exciting phase of the programme. Our primary focus will be on improving the operational service, encouraging and assisting Trusts in making full and accurate use of the system, and delivering

the system benefits. The strategic agenda for ESR will exploit synergies with other national initiatives and provide information and reporting capability to support strategic planning. We look forward to sharing the next phase of the ESR journey with you.

## More RA5 Success!

**In the last issue of ESR News we announced the first organisations to reach the Readiness Assessment Five (RA5) standard – the post go-live check to ensure the initial implementation project is complete.**

Following the second RA5 meeting held on 25th February, we are now pleased to confirm another 6 organisations have reached the standard at green and a further 3 have reached green, with some recovery items which will be monitored until completion. Many Congratulations!

### Achieved RA5 standard

- East Lancashire PCT
- Kensington & Chelsea PCT
- St Helens & Knowsley Hospitals NHS Trust
- South Downs Health NHS Trust
- South London & Maudsley NHS Foundation Trust
- Sutton & Merton PCT

### Achieved RA5 with some recovery items

- East Sussex Hospitals NHS Trust
- Kingston Hospital NHS Trust
- Portsmouth City PCT.

## Implementation latest

**Wave 11** comprising 34 organisations and c71k employees have now completed their go-live successfully, and paid their first monthly payroll on ESR at the end of February.

**Wave 12** comprising 32 organisations and c78k employees completed their User Trial in February. Preparations for cutover to ESR are being undertaken in three cycles. Cycle 1 organisations make their decision to go-live on 14th March 2008, Cycle 2 organisations on 21st March 2008 and Cycle 3 organisations are due to make their go-live decision on 28th March 2008.

## Strengthening the Operational Service

Over recent months the ESR Central team has been making progress in improving the operational service. This report focuses on three priority areas where service quality will continue to improve in the coming months.

### System and Software Releases

The NHS is now the largest user of Oracle Human Resource Management System software. In recognition of this, the ESR Central team is a member of the Oracle

Global Customer Advisory Board. We also have a close working relationship with local Oracle UK development. This will result in close consultation on future software development. Currently the McKesson Development Team is working with Oracle on enhancements to retro pay functionality.

As part of on-going quality improvement reporting to the Project Board, we have recently introduced a Release Review

Process involving a panel of Users, to quantify the impact of Releases on the Production Service. The feedback provided will enable visible tracking of improvement in the testing and release processes. We have also reviewed our communications methods and will shortly be introducing changes to the way urgent and important information is communicated to system users.

Continued on page 2

Continued from page 1

## Strengthening the Operational Service

Finally, a post implementation review of the 2007 Pay Award is nearing completion which will show what additional action is required to embed retro pay as a routine part of every Trust's payroll processing and a 'step by step' guide to retro pay will shortly be published.

### Performance and System Capacity

System performance is continuously monitored by McKesson, against Key Performance Indicators within the service contract, to ensure that it is maintained at pre-determined levels. Throughout national rollout, system capacity has increased in line with the number and size of user organisations.

A strong message throughout rollout has been the need to map existing ways of working against ESR processes and to change local processes to benefit from the efficiencies that ESR offers. The 'end to end' processes, particularly for Payroll, on Kbase (<http://esr.knowledgebasesolutions.com/>) show the 'best process' and most efficient way of working with ESR. We know that in some cases, organisations are not always using recommended procedures and reports. By using 'quick pay' to make corrections, and exception reports at the given recommended points in the payroll process for example, users will be maximising on the efficiencies the system offers. Further information on how to achieve these efficiencies

will be shared in the near future.

### Absence Reporting

A recent thorough review of the absence reporting functionality has had two objectives. Initially, the review looked at the existing functionality, and we are pleased to confirm that absence timeline reports are functioning correctly, as specified. The other objective was to review the reports, and identify changes required to simplify them and return information in a more user-friendly format. The second stage, re-design work is currently being planned for delivery.

As the improvements described above are introduced we will provide further updates in 'ESR News'.

## Deanery Interface to Streamline Recruitment for Doctors in Training

**The ESR NHS Central team are working closely with the Deaneries across England and Wales, through the ESR Deanery Working Party.**

The objective of the Working Party is to ensure that Deaneries are able to benefit from data held on ESR. All Deaneries have access to ESR's Data Warehouse to enable them to obtain appropriate workforce information from ESR. In addition to this, the Deanery Working Party has been investigating the creation of a bi-directional interface to the two Deanery systems, Empower and Intrepid.

The interface will work in two ways;

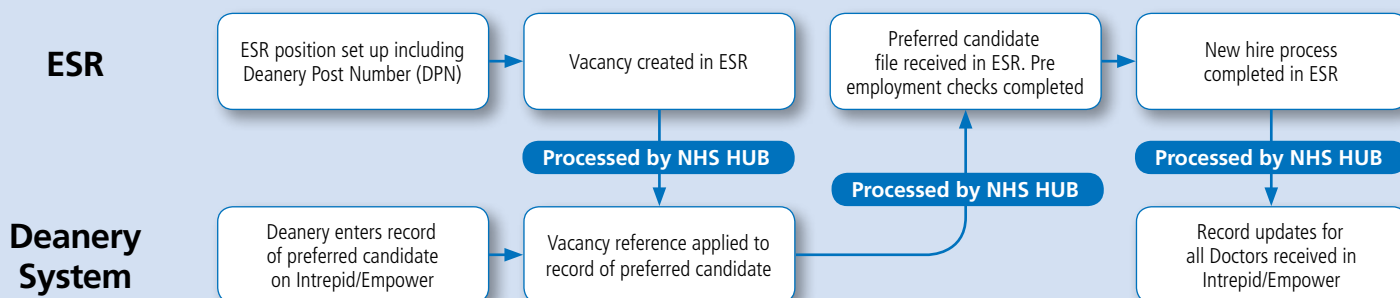
following the appointment of junior doctors to a Deanery programme, during their Foundation or Specialist training, the interface will transfer their details to ESR. This process will follow the principles of the eRecruitment interface already available. The interface will also transfer data back to the Deanery systems following updates within ESR. See the flow chart below for more details of the information transfer process.

This development work is being completed in partnership with the Deanery system suppliers (HICOM and Northgate). It is being overseen and has been approved by the Conference of Post Graduate Medical Deans (COPMeD). The work is being

completed in two phases; the Recruitment Interface will be built and delivered to NHS Trusts by early June, and the Update Interface will be delivered later in the year.

It is anticipated that NHS organisations will benefit from using the Recruitment Interface for this year's intake of doctors in Foundation and Specialty training. For the process to be successful, however, organisations will need to set up positions for each training post in their work structures. Further implementation details will be available closer to the release date.

For any further information please email [esnationalinitiatives@mckesson.co.uk](mailto:esnationalinitiatives@mckesson.co.uk)



## NHS Pension Review

**The NHS Pension Scheme is changing with effect from 1st April 2008, with a major impact on both ESR and Pension Departments within Employing Authorities. The main scheme change as far as ESR is concerned is the introduction of tiered Pension contributions based on pensionable earnings in the 2007/8 tax year.**

ESR will automatically assign the new contribution rate to each assignment as at the beginning of Week 1/ month 1 2008/9. A process will be run prior to Week 1 and Month 1 that utilises the balances for employer's pensionable pay and the pensionable hours, and scales each assignments' pay to an annualised value which allocates the appropriate percentage deduction. These calculations strictly follow the guidance provided by the Department of Health.

As part of the pre work for this, reports have been made available to allow users to review the likely allocation from 1st April 2008. These reports will identify errors/anomalies and are available in Excel format so that they can be easily analysed locally. For Trusts that migrated onto ESR after April 2007 up to and including April 2008, ESR will allocate bandings using a slightly modified calculation. For those Trusts the results will need to be carefully checked for assignments that changed from part time to whole time prior to migration as appropriate balances were not available on legacy systems.

Other changes to ESR to accommodate the revised Pension Scheme arrangements are detailed in [Table 2](#).

Table 1 – Tiered Contribution Rates (2007/2008 pay rates)

Annual Pensionable Pay (Full time equivalent)	Current Contribution	New Contribution
Up to £19,682	5% (manuals) or 6%	5% (Band A)
£19,683 – £65,002 (linked to AfC pay point 17)	6%	6.5% (Band B)
£65,003 – £102,499 (linked to AfC pay point 49)	6%	7.5% (Band C)
£102,500 plus	6%	8.5% (Band D)

Table 2 – Changes to ESR

Change Description	Effective Date
Earnings limits (capping) – removal of earnings cap	1st April 2008
Initial survivor pension – All new initial pensions to be 6 months	1st April 2008
Additional pension – new elements to enable deduction of new additional pension facility for members of new scheme	1st April 2008
Upper age limit for scheme membership will be amended to 75 years	1st April 2008
Supply equality data on NHS Pension interfaces in respect of ethnic origin, sexual orientation and disability	1st April 2008

## ESR Data Warehouse (DW) Standard Reports

### Background

To date, the main users of the ESR Data Warehouse (DW) have been the Information Centre (IC) and Health Solution for Wales. Both are now completing the second annual census returns using the DW data. The Department of Health (DH) is also using the DW for certain data queries and the Strategic Health Authorities have steadily increased their usage too.

A number of SHA Users have participated in an exercise to share reports which will enable some knowledge transfer and consistency in the data extracted from the DW.

### Consistent reporting through ESR

It has become increasingly evident that the DW needs to provide the facility to extract data with consistent definitions and standards that will deliver robust performance metrics for strategic

decision making. The NHS ESR Central team, DH Workforce and the IC (with input from some SHA Super Users) have agreed to work together to provide;

- a series of Dashboard Reports (Performance Metrics) at National, Regional and Trust level provided by ESR

And/Or

- a series of data extracts based on definitions and standards for the Dashboard reports which can be presented via an adhoc reporting tool other than the DW Oracle Discoverer reporting tool provided by ESR.

Central team has started to define a minimum number of reports that will exist in both the DW (National & Regional view) and also within the core ESR application (Trust level). These include:

- Staff in Post
- Sickness Absence

- Missing Workforce
- Skill mix for Trust compared with NHS Average
- Staff in Post by ethnicity
- Full Time Equivalent (FTE) for Agenda for Change (AfC) Bands
- Pay bill for AfC Bands
- % employee checks completed
- % staff in post with appraisals

They will be built to comply with the standards and definitions used in the ESR standard reports. Ongoing, it is proposed that the DH, IC & ESR continue to work collaboratively to commission additional reports to be available in the DW and ESR.

Using reports with nationally agreed standards and definitions will provide the opportunity to focus on improvements in the quality and integrity of data as part of the drive towards using the DW for both central returns and comparative benchmarking.

## ESR Learning Resources

**As NHS Organisations develop their understanding and use of ESR, it's important to be aware of the wide variety of learning resources currently available to assist and support in this process. For the most comprehensive source of User information, including the ESR step by step User Manual, recommended end to end process maps for all ESR functions and any other relevant ESR documents, the primary source is Kbase. Any ESR User may access Kbase subject to a request for registration.**

A number of elearning modules to assist with training users on ESR are also available. They cover:

- Bank Administration
- Career Management
- Employee Relations
- Core HR
- Inter Authority Transfer
- Oracle Learning Management
- Payroll

If you haven't got a login or you need to set up access to modules you should raise a Service Request (SR) on Remedy via your local system administrator and specify which

modules are required. See User Notice 477 for detailed information (enter 'User Notice Library' in the search engine of Kbase).

The student workbooks that are used by McKesson for classroom training during the implementation phase are updated on an ongoing basis. Latest versions can be obtained by raising an SR but only one CD per organisation will be provided. Following an organisation's go-live there are two possible options for seeking additional later training – chargeable and non-chargeable. Non-chargeable classroom training will be regularly provided from three locations (North, Midlands and South) beginning April 08. Modules covered include HR, Payroll Administration, Payroll Manager, System Administration, Disco Ad Hoc and Recruitment. The next post go-live schedule of courses covering June/July 08 will be released via User Notice this month.

Details of further ESR workshops and clinics within your local region are available from your dedicated Benefits Realisation Manager. For their contact details please visit the link adjacent.

There is an ESR test environment (TPLY)

which can be used to improve familiarity with the system prior to using the live environment. Login details are distributed to selected Trust representatives, normally your system administrator, on a quarterly basis.

Finally, the Regional User Groups (RUGs) and Special Interest Groups (SIGs) provide an excellent forum for learning from other users in your area. The groups meet quarterly and the notes from these meetings are posted on Kbase.

### Kbase

URL: <http://esr.knowledgebasesolutions.com/>

To register: <http://www.esrsolution.co.uk/kbase/register/>

### eLearning

URL: <https://i5.digitalthink.com/>

### Local Benefits Realisation

#### Team Contact Details

URL: <http://www.esrsolution.co.uk/contact/regions/>

## National ETD Conference Welcomes ESR eLearning Capability

**'Increasing organisational readiness for learning' was the theme of the 2008 Education, Training and Development (ETD) National Conference hosted by NHS Connecting for Health at Leeds Town Hall on 23rd January.**

ESR Benefits Realisation Manager Dymna Bell and Functional Consultant Andrew Hawkes led two workshops during the conference. Both workshops gave delegates an opportunity to understand ESR and how the National Learning Management System (NLMS) will provide elearning capability through ESR once launched in Autumn of this year.

Each session offered an arena for questions and answers and all questions were taken away to be included on the NLMS FAQs section of the ESR website for wider distribution.

The event was well received, with over 160 NHS professionals, including training managers, trainers, workforce development and HR managers attending. It provided a forum for the sharing of experiences and best practice and delegates were offered an opportunity to learn how to get the most from their trainers, ways to include elearning in their approach to training and how to motivate staff during periods of change.

The following day, 24th January, another event was held in London where representatives from the Core Learning Unit, eLearning for Healthcare, the NHS London programme for IT and the NHS ESR Programme conducted presentations and Q&A sessions about elearning in the NHS. ESR Benefits Realisation Manager Louise Frost and colleague Jane Daly spoke to c110 London Trust delegates specifically about the NLMS programme. It proved to be a very constructive, informative day for those involved.

For further information on the NLMS and elearning capability please visit [www.esrsolution.co.uk/projects/nlms](http://www.esrsolution.co.uk/projects/nlms)

## Leeds Partnerships NHS Foundation Trust – Their ESR Experience



### Gateshead Takes First Full SMART Solution via the ESR Contract

Gateshead Health NHS Foundation Trust has become the first NHS Trust to take the SMART Level 3 solution within the ESR contract. SMART Level 3 offers the full complement of SMART solutions, including time and attendance and rostering functionality. The solution offers a staff shift planning tool that creates rosters whilst taking account of staff preferences and rules, and an absence management tool that compares the planned roster with attendance to provide accurate data for payroll and absence management. The existing contractual agreement with McKesson to provide SMART Solutions has enabled a simplified procurement process for the Trust.

The benefit to the 3500-employee Trust from implementing the SMART time & attendance and electronic rostering solutions will be the removal of manual timesheets and improvement of payroll accuracy and rostering. The web-based software will be used with biometric hand readers to ensure accurate collection of attendance data, which will ensure delivery of accurate payroll and a paperless process through integration with ESR.

The software will secure access for all staff via the internet to easily review rosters, make annual leave requests and check holiday entitlements.

We will provide a further report from Gateshead once the solution has been live for a number of months.

### Trust Description and Demographics

Leeds Partnerships NHS Foundation Trust is a multi-site organisation delivering Mental Health Services in a variety of settings over 50 sites, and providing services to over 725,000 people within the metropolitan boundaries of Leeds. The Trust deals with over 2,000 people each day and payroll provision is supplied by Leeds Teaching Hospitals.

### ESR History

ESR was first implemented as part of the original pilot phase, in December 2005, with the full core application. The Trust has achieved Readiness Assessment 5 (RA5) and will go live with Oracle Learning Management (OLM) in April 2008. Manager Self Service (MSS) is being used by 140 Managers with a full roll out aimed at completion by April 2008.

Future ESR plans include the introduction of a Bank staff interface (whereby all competency rules for posts will be fed by ESR), the implementation of self rostering (to facilitate cross-cover and associated savings), and the completion of MSS roll out.

### Benefits experienced to date

The benefits that ESR has brought to the Trust have been numerous. ESR has significantly reduced administration time in terms of its HR and payroll processing and telephone query management. Savings of £38k have been made from the reduction of outsourced payroll services as more electronic transfer of data is facilitated by ESR. Greater accuracy has reduced late payment and overpayment costs.

With MSS, Manager ownership of staff data has increased, assisting in the earlier action and resolution of issues. With improvements in the accuracy and detail of information available, Managers have been better able to manage their staff in areas such as attendance.

Finally, the information available through ESR has enabled more accurate matching of staff workforce to client population, a speedier



Leeds Partnerships NHS Foundation Trust

recruitment process to secure better quality staff and the ability to meet the positive action programme with the availability of detailed BME profile data. There has been a notable reduction in the time taken to produce reports and, as HR staff have been released from time consuming transactional work, more quality HR support has been available to Managers and the SHA.

### Critical success factors

The main factors responsible for success are:

- Active Executive Sponsorship during and post ESR implementation
- A highly positive, solution focussed staff attitude
- Good IT support
- Availability of top grade PCs
- Locally owned and delivered staff training.

The Trust has had its fair share of difficulties. Initially, there was a degree of resistance to change, technical challenges required a greater understanding of the system and time constraints had a significant impact on already stretched departments.

### Future hurdles

Future challenges as the geographical spread of services increases, will be access to IT in more remote Trust sites, and with developing staff computer skills for self service roll out.