

## ESR Update

# ESR reaches the 500,000 employee milestone!

### Monthly update from Programme Director, Jim O'Connell

**Wave 4** comprising 57 organisations and c100k employees processed their second monthly payrolls in October 2006. All organisations are in the process of transitioning to McKesson managed service.

**Wave 5** comprising 57 organisations and c105k employees completed their User Trial in September 2006. As in previous waves, preparations for cutover to ESR occurred in two cycles. Cycle 1 made their decision to go-live on the 20th October 2006. Cycle 2 organisations made their go-live decision on 27th October 2006.

## STOP PRESS!

**Congratulations to everyone involved in the recent success of Wave 5 go live. There are now 274 organisations and over half a million employees live on ESR! This is a significant milestone in the project and I would like to extend my thanks to everyone for all their hard work and commitment in making this possible.**

**Wave 6** comprising 59 organisations and c113k employees commenced Local Solution Testing in October 2006. Their User Trial will commence in December 2006.

**Wave 7** comprising 57 organisations and c109k employees commence their Local Solution Testing in December 2006.

**Wave 8** comprising 60 organisations and c103k employees successfully progressed through Readiness Assessment 1 and commenced the ESR implementation stage in October 2006.

**Wave 9** comprising 55 organisations and c120k employees commenced Pre Requisite activities in September 2006.

## E-learning update

Due to a recent number of e-learning enquiries, the Education team are pleased to provide an update on how e-learning is being delivered to ESR users, including how and when users can enrol on courses and the approximate duration of courses.

ESR Education is being delivered in a 'just in time' blended curriculum at key stages of the ESR process. In the blended curriculum, students will participate in a job focused

instructor led course, followed by the e-learning element. This is a natural progression to a self-paced and independent learning process.

### What courses are available for e-learning?

- On the e-learning web system:
  - Payroll
  - Core HR
  - Bank Admin
  - Career Management
  - Employee Relations
  - Oracle Learning Management
  - Inter Authority Transfer
- On CD:
  - Employee Self Service
  - Manager Self Service

### When will I be introduced to e-learning?

During the Early Functional Leads (EFL) training, users will be introduced

to the e-learning tool at the end of their Instructor Led Training (ILT). This will give an insight into how the tool works and an overview of the enrolments process will be explained.

As the audience for EFL Education is aimed towards 'Superusers' these people will be enrolled onto all of the courses in order for them to understand the total content and to be able to support their own users with any questions they may have in relation to e-learning.

End users who attend the Instructor Led Training for Payroll will be introduced to the Payroll e-learning course, and enrolled once they have completed their ILT course, in time to take part in LST (Local Solution Testing).

End users who attend the Instructor Led Training for HR will be shown the

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**Alistair and Mac the dog, ESR e-learning coach and tipster**

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HR e-learning course and enrolled once they have completed their ILT course in time for 'go live'.

For some of the specialist areas such as Bank Administration and Oracle Learning Management we understand that not everyone will need access to these modules. Users required to access these e-learning courses will be asked to raise a Remedy call, via their Implementation Consultant, when dates are released for the HR End User Training. These users will then be enrolled onto the relevant e-learning courses.

**How will I be informed of my user ID and password?**

All users requiring access to the e-learning tool will be asked to provide an email address as this is a requirement of the system.

Pre registered users attending ILT will be given a login at the end of the course as noted above.

Delegates, attending ILT, who have not previously been registered will be asked to provide their email address at the end of the course. They will then receive an email detailing their user name and password within 7-10 days of attending the course. This is provided from our e-learning provider Digitalthink. It is essential that users do not delete this email.

Users requiring access to the specialist

courses will receive an email detailing their user name and password within 7-10 days of the request being received.

It is essential that users retain their logins as this confirms they are enrolled on the course. Access and performance are monitored through the logins.

**Who should I contact if I have a problem?**

If a user experiences any type of problem, including not receiving login details, the first point of call should be the Implementation Consultant who will be able to help and report any issues back to McKesson.

**Are there any special requirements in order to use the Tool?**

The tool will run on the same specification of PC as ESR. As the tool contains some animation, it uses an application called Flash. If Flash is not installed on a user's PC it should be downloaded automatically. If this does not occur, the user's IT department can assist in getting it installed. The domain called digitalthink.com will also need to be added to the user's trusted sites. This can be found under the security tab of internet options.

**How is the Tool accessed?**

The following URL will enable the users to access the e-learning Tool. Users will be prompted to enter their login and password. Please note that these are individual logins and

passwords and should not be used by multiple people at the Trust.

● [http://15.digitalthink.com/lc/LoginServlet?ac\\_name=ESR001](http://15.digitalthink.com/lc/LoginServlet?ac_name=ESR001)

**How is performance monitored?**

E-learning statistics are recorded to show the number of users that have been enrolled on each e-learning module, the number that have accessed the courses and the user's progress and score in each module. The statistics are produced as a measure of whether users have been sufficiently educated to pass through to the next stages of implementation such as LST and go live. It is therefore paramount to clearly identify each user's e-learning needs prior to registration and enrolment.

**How long does it take to complete each course?**

It will depend on a number of factors which might include the users' experience of ESR to date, whether they are proficient in a Windows environment etc. Here are some approximate timings that can be useful as a starting point.

- Payroll – 5 hours
- Employee Self Service – 1 hour
- Core HR – 5 hours
- Manager Self Service – 2 hours
- Bank Admin – 2 hours
- Career Management – 2 hours
- Employee Relations – 2 hours
- Oracle Learning Management – 5 hours
- Inter Authority Transfer – 2 hours

## 'Lessons Learned' events in London, Sheffield and Durham – Implementation and Benefits Realisation

The programme of 'Lessons Learned' events across the country concluded in November with events in London, Sheffield and Durham. In common with the events held earlier in the year, they provided an opportunity for Project Leads to hear first-hand about the experience of implementation from colleagues who are already live on ESR.

With national rollout well underway, more focus is being given to benefits realisation. In London, Vince Lammas from Newham University Hospitals, and in

Sheffield and Durham, Carol Robinson from Leeds Teaching Hospitals Trust provided an update on their work in Beacon Sites for the Benefits Activation Project.

For more information about the Benefits Activation Project please read the article on the front page of the [July edition of ESR News](#).

**The 'Lessons Learned' programme was designed to:**

- demonstrate ESR functionality
- provide an opportunity to consider and

examine the key 'lessons learned' from the ESR Pilot and early wave implementation sites, and the benefits project

- enable project leads to meet and hear about ESR implementation and benefits from Pilot and early wave Project Leads
- provide a forum for discussion and learning to prepare for implementation and benefits realisation.

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As at previous events, the most important parts of the programme were the presentations from live site Project Leaders, giving their recommendations for success and the 'Q and A' session in the afternoon. The speakers approached the topic from very varied standpoints, but the key messages were remarkably similar. They all emphasised that implementing ESR means changing ways of working and is but the beginning of a major change process which will result in fully utilising ESR functionality, to gain all of the system's potential benefits.

This series of events clearly showed how with 5 waves now live, the process of implementation has become much smoother. Preparatory work is completed much earlier in the process, with clear and focused advice from experienced members of the Central Team, and where they have worked on earlier implementations, local Project Leads.

**Key recommendations included:**

- The importance of Trust Board engagement and support
- Adequately resourcing the project
- Mapping and reviewing processes, new jobs and processes based on ESR
- Providing support for staff going through change
- Training all staff who will use ESR, giving time for practice using TPLY and the e-learning modules to develop confidence and skills
- The importance of planning and review – daily through testing periods
- Positive engagement and managing expectations

All our presenters are well into work on their Development Plans to extract business benefits from ESR using the 'expansion pack' of additional modules, interfaces and the reports suite. All stressed that ESR implementation is but the first stage in a journey to achieve business process efficiencies; improved management reports to shape policy and practice and benefits for staff, managing their own records and career development through Manager and Employee Self Service.

The events have been an excellent networking opportunity for Project Leads,



**Jim O'Connell, ESR Programme Director (centre) with speakers from the Durham 'ESR Lessons Learned' event**

providing the chance to discuss issues with colleagues and members of the Central Team.

All the presentations can be found on the ESR website at [www.esrsolution.co.uk](http://www.esrsolution.co.uk), and our grateful thanks go to our early implementer leads for taking the time to share their experiences.

**Those who took part are as follows:**

● **London:**

- Steve Richards, HR Director and Philippa Bowles, ESR Project Manager/Head of Payroll, Worthing and Southlands NHS Trust
- Lynn Richardson, Project Manager, Brighton and Sussex University Hospitals NHS Trust
- Hew Willoughby, Group Project Manager, Hertfordshire Services Agency
- Vince Lamm, Project Consultant, Newham University Hospital Trust

● **Sheffield:**

- Janet Biard, Head of Finance Shared Service, Gloucestershire Hospitals NHS Foundation Trust
- Wayne Lloyd, Group Project Manager, Derwent Payroll Group (Previously Group Project Manager, Leicestershire, Northamptonshire and Rutland SHA – Wave 1 implementation)
- Damian Gallagher, Deputy Director of Human Resources, Blackpool Fylde and Wyre Hospitals NHS Trust
- Carol Robinson, Assistant HR Director and ESR Project Lead, Leeds Teaching Hospital NHS Trust

● **Durham:**

- Gerry White, Project and Development Manager, North Tees and Hartlepool NHS Trust
- Wayne Lloyd, Group Project Manager, Derwent Payroll Group
- Carol Robinson, Assistant HR Director and ESR Project Lead, Leeds Teaching Hospital NHS Trust.

## ESR Urban myths exposed

Once again, ESR News brings you four more ESR urban myths and facts:

**Myth 1:**

"RetroPay doesn't work!!"

**Fact:**

It does work! RetroPay is a very powerful tool that needs to be fully understood and utilised correctly by end users.

**Myth 2:**

"ESR is part of NPfIT (National Programme for IT)?"

**Fact:**

No. ESR is separate to the NPfIT Project.

**Myth 3:**

"ESR does not work with Citrix or is unsupported when working under Citrix"

**Fact:**

ESR works fine with Citrix and most issues are dealt with exactly as they would be if ESR was running 'fat client'. If an ESR user (who is using Citrix) has an issue with ESR, the Support team will want to ensure that the problem is not caused as a result of using Citrix as they will not fix problems which are specific to Citrix (i.e cannot be replicated when running under windows). There are no such issues at present.

**Myth 4:**

"Self-service is not part of the core ESR solution"

**Fact:**

"Similarly to OLM, which was previously covered in the October edition of ESR News, Self-service is an integral part of ESR, available to all trusts with no additional system costs associated in using this module. Whilst focus during the initial implementation of ESR has generally been on the Recruitment, HR and Payroll modules, Self-service can be and indeed has been used from day one of go live".

The theme of this year's HPMA Conference was 'Healthcare is changing. Are we?' This was echoed in the ESR workshop session led by Maureen Edwards, ESR Senior User / HR Director, entitled 'Changing Workforce Management for a 21st Century NHS'. The workshop provided delegates with an overview of the benefits of the solution and described how ESR is supporting the NHS in delivering efficiencies and helping organisations to plan ahead and manage change.

Speaking to delegates at the conference Maureen said, 'Ultimately ESR is helping to provide better patient care, empowering staff, reducing admin overheads, increasing efficiency and allowing employees to manage their own data. ESR is part of a huge cultural change in the NHS and as HR practitioners we have to lead that change to allow HR to become a true, strategic, business partner.'

Maureen continued, 'The most powerful part of ESR is the reporting functionality, which has the ability to capture data across the NHS at a local and national level. ESR provides the opportunity to take a more creative approach to workforce management. I spoke recently to an HR Director who was able to pull off an accurate up-to-the minute report which allowed her to see how much sickness

## ESR at the HPMA

(Healthcare People Management Association) Conference, October 2006, Cardiff.



● Josh Darling, ESR Associate Account Manager (centre) speaking to Jonathan Sampson, Workforce Information Reward Manager (left) and Mervyn McCormick, IT Consultant (right), both from St Mary's Hospital NHS Trust.

absence was costing her organisation. Previously the data would have been based on average estimated figures.'

ESR Account Managers were available on the ESR stand to answer questions about ESR and provided delegates with ESR promotional literature.

HPMA is an independent association

exclusively representing HR practitioners in healthcare. HPMA works in partnership with other organisations to benefit patients through workforce management, development and leadership. Members of HPMA are part of UK wide network, which helps to influence, develop and promote high quality HR within the NHS.

## OLM Data Load

In response to the increasing demand from Trusts wishing to move forward and implement Oracle Learning Management (OLM), we are pleased to confirm that arrangements have been agreed with McKesson to migrate training catalogue data to ESR, thus reducing the need to manually input this information.

Please note that employee training records and history (if available electronically) have always been previously migrated to ESR. This article refers to the migration of training catalogue data which contains details of all training courses provided by the organisation.

Those Trusts implementing ESR from Wave 7 onwards will have the opportunity to provide this type of training catalogue data for upload

to ESR, which will then be available for User Testing. This will require the Trusts to complete a series of Excel templates, which are then submitted to McKesson for upload. The process will be as follows:

- Trust downloads the Excel spreadsheets and guidance on completion from Kbase (if you have not already registered with Kbase please do so by visiting [www.esrsolution.co.uk](http://www.esrsolution.co.uk) and clicking on Kbase).
- Trust completes the Excel spreadsheet and submits to McKesson.
- McKesson load the data into the Trust's User Testing environment.
- Trusts test the data during User Testing to identify any data issues.
- The data is then loaded into Production in preparation for go live

Trusts already live with ESR, and those implementing in the very near future, will be able to access the same service

by raising an SR. Having raised an SR, the Trust will be advised of the expected timescale for the data to be uploaded.

Both McKesson and the NHS Central Team will support Trusts through this process. As well as providing a comprehensive guide to completing the Excel templates, the NHS Central Team will be running workshops in Warwick and London Southbank to outline the process. Invitations will be issued to Wave 7 and Wave 8 Trusts during November 2006. Further workshops will be held next year to support Trusts in later Waves.

An email help-line address will be provided to allow Trusts to raise OLM queries. It will be supported by both the McKesson and NHS Central Teams. The NHS Central Team will provide support on OLM functionality and McKesson will provide technical assistance to queries on the completion of the OLM spreadsheets.

