

## ESR Update



### May update from Acting Programme Director, Simon Willcock.

ESR implementation continues to make steady progress.

**Wave 7** comprising 54 organisations and c109k employees, paid their first monthly payroll on ESR at the end of April.

**Wave 8** comprising 54 organisations and c103k employees completed their User Trial last month. Preparations for cutover to ESR are being undertaken in two cycles. Cycle 1 organisations make their decision to go live on 18 May. Cycle 2 organisations are due to make their go-live decision on 25 May.

**Wave 9** comprising 51 organisations and c120k employees successfully progressed through Readiness Assessment 2 in March, completed Local Solution Testing last month and

will start their User Trial in June.

**Wave 10** comprising 48 organisations and c102k employees commenced the ESR implementation stage in February and are working towards Readiness Assessment 2 at the beginning of this month.

**Wave 11** comprising 34 organisations and c71k employees commenced Pre Requisite activities in March and will commence the ESR implementation stage in June.

**Wave 12** comprising 35 organisations and c78k employees commence Pre Requisite activities this month and will commence the ESR implementation stage in August.

Please note that the number of organisations transferring to ESR in Waves 10, 11 and 12 has changed due to recent Primary Care Trust mergers.

# Stop Press

## DH extends ESR Funding

It has been confirmed that the Department of Health will continue to fund ESR until the end of the current ESR contract (end of August 2014). Simon Willcock, Acting ESR Programme Director

said: "This is great news as organisations will continue to reap the benefits of ESR functionalities such as Oracle Learning Management and Self Service at no cost. The department's

commitment will ensure NHS organisations can focus on using ESR as an integrated workforce management system to deliver the workforce strategy for the NHS."

# Guide to Using Inter-Authority Transfer

## The revised Guide to Using Inter-Authority Transfer (IAT) is the latest addition to the NHS Benefits Realisation Team's Toolkit.

The guide takes the reader through the IAT process step by step and includes updated screen shots and details of the experiences of Trusts using IAT, including Royal Marsden NHS Foundation Trust and Sefton PCT.

The IAT functionality reduces the manual administrative processes needed when an individual moves from one NHS organisation to another. Provided both sets of Trusts are live on ESR, duplicated data input is reduced by the transfer of a defined data set of information.

## The data set includes:

- Personal information
- Address
- Service dates
- Payroll information
- Employment history
- Competencies
- Qualifications and
- Training history

With more than half of the NHS now live on ESR, the Benefits Realisation team are promoting the use of IAT functionality so more Trusts can realise the benefits of the process.

Samantha Greenhouse, Assistant Director of HR at Royal Marsden said: "At the Royal Marsden we have used IAT to request personal data from an employee's

previous Trust. It is a very easy process to use and to upload this data onto ESR. We have found the time period from request to delivery of information is short on average from one to ten days.

"As more Trusts become live on ESR the process of obtaining employee data in particular employment history will become more accurate and much less onerous. Consequently, as an HR department we will be able to provide greater added value to the business function."

The functionality isn't only applicable to processing new starters. Sefton PCT recently used IAT to move 80 employees from one VPD to another, saving a good deal of time in administering the process.

## ESR Top Tips – From the South East Coast

**ESR Top Tips is a new monthly feature which will provide you with helpful tips on how to use ESR. To kick start this new feature John Stock and Astrid Fairclough from the ESR Benefits Realisation Team (South East Coast) share their Top Tips.**

### Have you customised your folders?

Many screens known as folders can be customised for personal use so when accessing the 'Date Track History' screen, instead of scrolling to the right every time to see the history of the assignment field, why not click on the 'Folder Tools' icon and personalise your access? This saves time when using folders in OLM, absence and other modules. You can hide fields you don't use, alter the order of the fields and save it so that the changes happen every time. See the McKesson Education Student Guides for step by step instructions.

### Do you use mail merge for your standard letters, and still have to add pieces of information?

Many users have decided to use the letters to mail merge into their own letter templates so they can include additional information. If you consider there is a data item you require (e.g. Supervisor name in the Offer Letter) which does not come

from the standard letter templates, ask your Discoverer Super User to customise a report in Discoverer which provides all the pieces of information you need to fully automate the mail merge facility. Discoverer reports can be easily exported into Excel.

### Do you want another ESR User to know when a request (Gi report) has finished?

When running a request, just before you click 'submit', you can choose to send a workflow notification to another ESR user (or several) when that report has successfully completed. They get a notification with a link to click on to show them the report (please note your user name must be attached to your personal record for this to work). It's a quick and easy way to send the Gross to Net to your finance colleagues!

### Have you set up an ESR Users Forum in your Trust where HR, management accounts, financial services and payroll staff (including third party providers) come together monthly to discuss and resolve issues?

The mere act of meeting to discuss things leads to greater understanding of the different perspectives, and enhanced knowledge of the ESR solution as a whole. We've found Trusts that do this progress much more quickly than those that have yet to set up this simple process.

### Has your SHA coordinated an up-to-date list of email and telephone details for ESR users in other local organisations?

There is now a lot of detailed knowledge in the user base in the South East Coast region and we've been impressed by the local community's ability to nip issues in the bud by 'phoning a friend' to find out how they've dealt with problems.

# Helping you realise ESR Benefits

## Funding has been secured to retain a Benefits Realisation team post April 2008 headed by Vanda Clarke.

The team will be responsible for providing the tools, guidance and direction to Trusts wanting to make maximum use of ESR and get the utmost benefits from this world class system that provides the complete workforce management solution.

Each Strategic Health Authority (SHA) will have a dedicated Benefits Realisation Manager who will work with the Health Authority and Executives of NHS organisations to ensure ESR benefits realisation stays high on the agenda. Supported by a dedicated Functional Consultant, the Benefits Realisation Manager's remit is to:

- Act as the NHS Central Team Benefits Realisation Lead for the SHA area
- Work with NHS organisations and their Project Account Manager to measure the success of NHS organisations' implementation of ESR
- Identify gaps in the implementation footprint and assist NHS organisations in planning the work needed to address those gaps
- Provide ongoing customer care for the NHS by the NHS.

John Stock, acting Benefits Realisation Manager for the South East Coast, has been working with NHS organisations in the area since January, supported by Astrid Fairclough, Functional Consultant. John and Astrid have run a number of successful events ranging from full day workshops on Time, Attendance & Rostering systems to hour long drop in clinics on Retropay, seminars on capturing variable data, and sessions on the implementation of Oracle Learning Management (OLM).

John Stock said: "When Astrid and I set out to pilot a 'Post Go Live' approach across the South East Coast SHA area, we learned very quickly that organisations emerge from implementation with differing states of knowledge and understanding about the potential of ESR, and with different attitudes towards moving on to realise benefits.

"Since January we have trialled a series of events and interventions and we now have a good understanding of what will work in a range of



circumstances. We are currently refining the approach with a view to establishing a modular 'ESR Development Programme'. We then plan to work in cohorts with organisations to progress them through 'Readiness Assessment 5' to identify any additional work required to complete implementation, and on to full benefits realisation.

"It is important to stress here that the SHA itself understood immediately the fit between ESR and the local strategic agenda and has taken a highly supportive and proactive stance throughout implementation and into the next phase. This support, which starts with the SHA Chief Executive, has been crucial in enabling us to keep ESR high on the agenda at a time when there is so much else for organisations to deal with."

**Kate Barabell ESR finance lead at Queen Victoria Foundation NHS Trust said: "One of the first things John and Astrid arranged when they came into the patch was a series of reporting workshops for end users. The finance workshop was a real eye opener to me. It increased my understanding of ESR and enthused me to develop my reporting capability. We now report routinely on a range of key issues, using absence reports to investigate staffing variations, detailed element reports to examine pay patterns and a range of reports which have significantly enhanced staffing budgetary control. We are awaiting**

**further Discoverer training so we can make better use of the potential ESR offers us from a finance perspective."**

**Ian Watson, Director of Human Resources at the Royal West Sussex NHS Acute Trust and Chair of the SHA-wide HR Business Network added: "Eighteen months ago ESR was a project people knew was coming but had little understanding of - a sort of dot on the HR horizon. Now, after a lot of hard work 25 out of 27 organisations across the SHA area are fully live on ESR and the records for 80,000 local NHS staff are held on the system.**

**"With much (but not all!) of the stress and strain of implementation behind us the full impact and importance of ESR is becoming apparent. It is seen by both HR and finance directors as an essential tool for driving strategic change. It is regarded as the technological backbone to enable true 'HR Business partnership'. These new ways of working require us to look hard at the future of payroll and wider employee services provision. It brings with it a golden opportunity to embed establishment control processes which are jointly owned by finance and HR. And it has been welcomed as something we've all been waiting for - a common data platform to support workforce planning at Trust and SHA level."**

# Special Interest Groups

Maureen Edwards, ESR Senior User/HR Director gives us an update on user involvement in developing ESR.

Through the ESR Pilot and early waves, the Requirements Authority (RA) met regularly to review requests from Users for solution developments.

Although the RA included User representatives, with the rapid growth of the ESR User community, a more representative approach to defining future solution development is needed. Special Interest Groups (SIGs) to focus on using specific areas of ESR functionality are being developed in the National and Regional User Group (NUG/RUG) network. Locally, they enable Users of specific areas of functionality to share issues and concerns, learn from each other and hold 'Masterclasses' to develop expertise and resolve problems. Nationally, the introduction of SIGs is essential to the on-going relationship between ESR, the ESR Central Teams and ESR Users in defining the future development of the solution.

## SIGs will be introduced for each major functional area of ESR:

- Finance (to include Reconciliation, Payroll and Pensions)
- Core HR (to include Work Structures, Absence, Recruitment and Inter Authority Transfer)
- OLM/Talent Management
- Self Service
- Management Reporting (Process reporting will be part of each operational group).

Each national group will be chaired by a member of the NHS Development Team and will be formally minuted. It is expected that each SIG will meet on a quarterly basis.

## The terms of reference of each SIG will include:

- Sharing knowledge and experiences of ESR within the operational area
- Providing cross region support to enable resolution of issues and/or problems



- Prioritising regional development requests for impact assessment
- Providing information and updates on national issues and development progress to the RUGs
- Providing guidance and current operational advice on system issues e.g. Retropay
- Consideration of joint sessions where multiple groups can meet to discuss issues – to reflect the overall holistic nature of ESR.

Each national SIG will have a nominated representative from each of the RUGs and Wales, giving eleven members. The regional nominations will be organised by the RUG co-ordinator and as more organisations join ESR, representation will be regularly reviewed.

## Links to Development

The ESR solution has had significant development since the solution was accepted in October 2005. The Development Plan, as the ESR Implementation Project approaches

'Steady State' will move to two development releases per year, with the completion of the current development 'pipeline' in June 2007. It is therefore vitally important that the content of future development releases is governed by the priorities of ESR Users and reflects the nature of a national HR management solution.

Users will continue to be encouraged to register Service Requests (SR) for any system issues, including suggested developments. When an SR has been classified as an enhancement (agreed by the NHS Development team), the user will be requested to raise their development request through their RUG. A business justification will be required to support the request. RUG meetings will consider Development Requests and those that are supported will be put forward to the next meeting of the appropriate functional SIG. Development requests must be based on the core accepted ESR solution.

When the national SIGs meet, they will consider a maximum of two development requests from each region and will be able to forward a maximum of three development requests for final consideration via the NUG. Following consultation with their RUG members, the NUG will prioritise the development requests. The ranked requests will utilise the number of development days available for each release. There will be two development releases per financial year.

The outcome of the decision making process will be made available through the NUG minutes on **Kbase** and NUG representatives will be required to feedback to their RUGs. Details of all the developments for each release will be published on Kbase.

The intention is to provide full systematic engagement of Users in determining and influencing future ESR development, and a fully transparent and objective decision making process.

# ESR Reporting — Taking the lead

The ESR project is pleased to announce that Nick Adcock will be taking the lead for delivery of the reporting strategy for the NHS Development team.



Nick has been with the ESR project working in the NHS Development team for four and a half years and comes from an NHS workforce information background.

Part of Nick's role will be co-ordinating work identified by the ESR Central team. This will ensure the NHS community is provided with effective management information and processes to support and improve organisational performance.

"Over the coming months we aim to evaluate the reporting solution, starting with a reporting questionnaire which will be issued to all live ESR organisations during May," said Nick.

"The aim of the questionnaire is to give the ESR Central team a better understanding of user perception of the ESR reporting suite and focus on the real issues affecting organisations.

Following this we will be actively engaging with ESR users through the national SIGs, getting user involvement in report testing and development."

Regional SIGs and User Groups are asked to ensure that their reporting issues are recorded and taken to the appropriate national groups. The NHS Development team will have representation at all the national SIGs and Regional User Groups where issues and queries can be raised.

## Registration Partnership Project

April saw the launch of the NHS Employers Large Scale Workforce Programme looking at introducing improved processes for the registration to the NHS National Care Records Service (NHS CRS) and close integration with HR.

ESR News has previously reported on the ESR/Registration Authority (RA) Synergy Project which examined whether there would be any benefits in bringing together RA and HR processes. The outcome of the project showed that there were synergies between the two and clear benefits in developing new, merged business processes and a technical interface between ESR and RA systems. In order to develop and implement these, the Registration Partnership Project, a collaboration between NHS Employers, Connecting for Health, ESR and the Department of Health Workforce Directorate has been developed.

The main aim of this new project is to deliver a more cost effective way of providing clear, consistent assurance on managing an employees' identity and granting access rights to the NHS CRS linked to the post/position held in the organisation. The result of this is to minimise the risk to patient safety through inappropriate access to the Care Record.

As part of the Registration Partnership Project, the NHS Employers Large Scale Workforce Programme will be running over the next few months. This is a short, focussed, change programme involving 50 organisations from across the NHS. They have been tasked with developing and implementing new processes which deliver efficiencies in HR and registration. The organisations involved are using the template of processes developed by organisations involved in the ESR/RA Synergy Project as a starting point.

As well as the implementation of new business processes, through the Large Scale Workforce Project, the project includes, subject to funding, the development of a bi-directional interface between ESR and NHS CRS planned for delivery in 2008. We will keep you informed with updates as the project continues.

## We Want to Hear Your Views

In this issue of ESR News we want to hear how we can make the newsletter better for you. So please take a few minutes to complete our Readership Survey.

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