East of England Streamlining
Launch Day

Friday 30 January 2015
NHS Employers support to regional streamlining

Amanda Rose
Head of Engagement
Midlands & East
Overview

• Background

• Why Streamlining is different

• Lessons learned from London and regional programmes

• Power of streamlining to bring about change

• Why it matters

• NHS Employers role
Background & context

- HR – private sector and NHS
- 22 years with NHS
- SHA – Director Recruitment to SHA Cluster Board
- East of England LETB recruitment to fill new structure
- Experienced good, bad and the ugly recruitment processes
- Aim to use this knowledge to support your programme
Ongoing support from NHS Employers

- NHS Employers will provide continuing support as external partner
- This is your regional programme – investment and commitment made by your HRDs
- We are here to guide, support, provide links, tools
- Act as the authoritative voice on your behalf
Why are NHS Employers advocates for regional streamlining programmes?

- London has shown that with Streamlining works
- Leadership – HRDs
- Organisational commitment – investment of time and money
- Expert/specialist knowledge of operational processes and systems
- Programme Structure provides the infrastructure
Principles and benefits
Do it once, do it well and pass it on

- Significant reduction in time to hire and agency spend
- Significant reduction in time NHS Staff unnecessarily repeating pre-employment processes
- Increased capacity of HR, OD and L&D functions
- Significant reduction in risk
Achievable with region wide investment

- London – started slowly – now 98% Trust have signed up to a 5 year programme
- West Midlands – 98%– 2 year programme
- East Midlands – 100% - 2 year programme
- East of England - verbal commitment – need formal signup from all Trusts to gain maximum benefit
Early indications from West Mids – ‘Quick’ Wins

**Recruitment** – standardised factual references, utilising NHS Jobs2/ESR, common approach to measuring ‘time to hire’

**Occi Health** – common application Imms/Vacs, standards, 2 question declaration

**Medical Staffing** – Trust wide activation of Oriel/Empower/ESR interface by 31.3.15, regional approach to JD online induction

**Stat/Mand** – Region wide training framework, region wide e-learning packages, portable mand records
Evidence of real benefits

Medical Staffing

• 10,167 rotations using the ORIEL/ESR interface

• Estimated savings in administration time – 10 mins per rotation

• £40K admin effort saved

Real Benefits:
• Eliminates delay and human error
• Result - Data reliability– automatic transfer of information
The power of Streamlining to bring about change in external systems

ESR – enhancements

- National competencies data upload
- Enhanced receipt of national competencies
- Factual references template live to all NHS Trusts
- Currently piloting pre-populated new starter forms
Streamlining is making a difference
- amanda.rose@nhsemployers.org
- 07590 815904
- www.nhsemployers.org
Update of Streamlining Recruitment – a London perspective
How your trust can benefit

Alison Littlewood, Head of Resourcing
Barts Health NHS Trust
Coffee break
Recruitment Workstream

Anita Pisani, Deputy Chief Executive
Cambridgeshire Community Services
NHS Trust
Recruitment Workstream

Who am I and What do I think ……………

For past 25 years I’ve worked across public and private organisations - within the NHS across all sectors both as a provider and commissioner

Joined Cambridgeshire Community Services NHS Trust in June 2012 as Deputy Chief Executive/Director of Workforce and Service Redesign

I am a proud workforce professional desperate to improve the way the public sector operates

The NHS needs to recruit in a streamlined, staff friendly way this will mean cutting out waste and duplication – we can and must do things better 😊
Recruitment Workstream

Why do we need to streamline Recruitment?
• Recruitment has immediate impact on frontline care
• First impressions really do count
• A recent study concluded 35% to 50% of job offers to top candidates are turned down due to a lengthy recruitment process
• We are all guilty of over complicating things. Or worse having processes without really understanding why we’re doing it
Recruitment Workstream

Benefits Realisation

- To improve efficiencies that can be financially measured
- To enhance quality
- To improve the candidate experience & attract top talent to the region
- Reduction on reliance on bank & agency staff
- Increased governance to minimising fraud or potential safeguarding risk for patients
Recruitment Workstream

Possible objectives to consider
• ‘LEAN’ New Starter Process – plot candidate perfect journey
• All Trusts to adopt the full use of factual references
• Maximise data sharing by ensuring IT systems and reporting processes interface effectively
• Regional ID Checking processes to improve safeguarding and governance
Recruitment Workstream

Regionally we need to establish a Consistent Approach

• Consistent approach to measuring ‘time to hire’
• Average current costs of administering recruitment processes
• Removing or reducing associated recruitment costs
Recruitment Work Stream
Vision

As a region the Workstream will need to agree a vision that incorporates

• High quality checking
• Efficiency - Reduction in duplication & wastage
• Consistency
• Reduction in the time to hire new starters
Occupational Health Workstream

Elizabeth Horne, Director of Human Resources  Papworth Hospital NHS Foundation Trust
Occupational Health Workstream

Why am I involved?:

• See health and well being integral to the success of an organisation and the retention of staff – key priority

• Too much duplication of pre-employment screening – waste of NHS resources when we are all trying to reduce costs

• Detracts from the “added value” OH can bring
Occupational Health Workstream

Why streamline OH?

- Performance and satisfaction
- Health and Well Being
- Organisation objectives
- Individual contribution
- Values
Occupational Health Workstream

• Correlation between ‘wellbeing’ and performance
• Pressures of the NHS we need to ensure we are recruiting competently
• Process is important to ensure we protect our patients and staff
Occupational Health Workstream Vision

“To adopt a regional set of standards and guidance that ensures all agreed Occupational Health information will be shared and transfers with all regional employees when moving from Trust to Trust”
Occupational Health Workstream

Benefits Realisation:
• Reduction in duplication and unnecessary checks and procedures
• Consistency
• Improved accuracy in records
• Reduction in ‘chasing’
• Reduction in Time to hire
• Cost reduction
• Efficiency improvement
Occupational Health Workstream

Possible Objectives:

• Regional adoption of consistent core standards and records for Immunisations and Vaccinations

• 100% adoption of 2 Statement Form and EPP pre-placement questionnaires

• Adoption of Health Clearance KPI
Occupational Health Workstream

Possible Approach:

• Common goal
• Baseline assessment
• Learn from others
• Best practice
• Set measures and targets
• Deliver outcomes
Statutory & Mandatory Training
Workstream

Ian Crich, Director of Workforce and Organisational Development
Peterborough and Stamford Hospitals NHS Foundation Trust
Statutory & Mandatory Training Workstream

A bit of background on me:

• Since Oct 2014  Director of Workforce and OD at PSHFT
• 2009 – 2014  Chief HR Officer at UHCW
• 2005 – 2009  Director of HR and OD – States of Jersey
• 1998 – 2005  Corporate Director (OD) Bucks County Council
• 1974 – 1998  many HR and line management jobs in local government

• Actively involved with the same streamlining programme in the West Midlands (and was the “MT stream champion”)
Statutory & Mandatory Training Workstream

Why do we need to streamline Statutory & Mandatory Training?
• Experience of the inconsistent training passport initiative
• With average turnover of 10% that is at least 300-400 places per year on average
• Tendency for more and more to be added into the stat & mand requirements

Importance of:
• Making cost/time savings
• Improving consistency & reduce duplication
• All of us learning from best practice
• Recruitment has immediate impact on frontline care
• First impressions really do count
• A recent study concluded 35% to 50% of job offers to top candidates are turned down due to a lengthy recruitment process
Statutory & Mandatory Training Workstream

Why do we need to streamline Statutory & Mandatory Training?

- Training can be time consuming and expensive
- Additional time out of work for new staff
- Time factor can lead to increase in bank & agency
- Repetition & Duplication from one Trust to another
- Lack of consistency
- Difficult reporting conventions
- Reduce or eliminate the unnecessary “not invented here” syndrome
Statutory & Mandatory Training
Workstream
Vision

To adopt a regional set of minimum statutory and mandatory training requirements, with agreed content, that is transferable and recognised from one NHS organisation to the next
Statutory & Mandatory Training Workstream

Benefits Realisation

• Reduction in the amount of time spent on training
• Less time lost with new staff induction – quicker time to be ‘job ready’
• Consistency
• Reduced costs
• Efficiency improvements
• Share best practice
Statutory & Mandatory Training Workstream

Possible Components

• Agreed Training Requirements
• Information Transfer from each Trust
• Content & Duration
• National Core Skills
• Consistent Delivery Approaches
• Consistent Reporting
Statutory & Mandatory Training Workstream

Possible Objectives

• Establish a current East of England baseline of statutory & mandatory training - costs, duration, numbers, etc.
• Identify & agree common training requirements/content
• Identify preferred efficient practice
• Establish efficient approach for information transfer
• Establish approach to joint training/joint purchasing
Statutory & Mandatory Training Workstream

Attitudinal requirements of those involved

- A willingness to let go
- A willingness to compromise
- An open mind
- A willingness not to reinvent the wheel (because it REALLY isn't that different here!)
- Tenacity to deal with passionate SME’s back at the ranch
- Tenacity to deal with resistant HRD’s back at the ranch
Statutory & Mandatory Training Workstream

Thank you, I look forward to working with and supporting you.

Any questions?
Medical Staffing Rotation
Workstream

Clare Adams, Head of Medical Staffing
Ipswich Hospital NHS Trust
Medical Staffing Rotation Workstream

Why do we need to streamline Medical Staffing Rotation?

• Reactive to proactive
• General recognition that there is room for improvement
• Maintaining services at key points within the year
• Supporting a key staff group
• Opportunity to build on existing collaborative approach
Medical Staffing Rotation Workstream

Why do we need to streamline Medical Staffing Rotation?

- Reduction in duplication and increased consistency
- Improved accuracy in records
- Reduction in ‘chasing’
- Reduction in Time to hire
- Cost reduction
- Efficiency improvement
- Staff satisfaction - ours and the doctors we recruit
Medical Staffing Rotation Workstream

Vision

Need to agree on the Regional Vision

To improve the overall process of rotation for junior doctors by minimising paperwork, eliminating duplication and increasing time spent with patients and learning opportunities
Medical Staffing Rotation Workstream

Possible Objectives

• Develop a regional online induction programme for junior doctors
• Expand the passport to include mandatory training records
• Proactive and timely identification of vacancies
• Explore alternative recruitment methods
• Explore further the lead employer model
East of England Streamlining Programme
ESR Update

Steven Finney
ESR Account Manager
East of England
Agenda

• How can ESR Support the Streamlining Programme?
• ESR Underpinning all Four Work-streams
• ESR Account Manager Support
• Development Procedure
• ESR Re-procurement
How can ESR support Streamlining?

• Full integration between organisational departments

<table>
<thead>
<tr>
<th>HR and Recruitment</th>
<th>Statutory Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Staffing</td>
<td>Occupational Health</td>
</tr>
</tbody>
</table>

• Inbound and Outbound Interfaces with third party systems for example; NHS Jobs, Intrepid, COHORT, OPAS and DBS etc.

• Staff transfer between organisations
  • Pre Hire Inter Authority Transfer (IAT)
  • Portable Data Set Copy
ESR Underpinning all Four Work-streams
Recruitment

- Integrates with the NHS Jobs service. Used in 95% of NHS organisations and with other eRecruitment systems
  - Reducing data input
  - Creates applicant record within ESR in appropriate ESR Position

- Integrated with the Deanery Interface to facilitate the junior doctors in training rotation programmes

- Enables transfer of data between new employer and previous employer

- ESR Business Intelligence and Discoverer provides a comprehensive reporting suite
Recruitment

- Review ESR HR and Recruitment Best Practice Guidance
- Use the ESR NHS Mandatory Employment Checklist to record the six pre employment checks detailed on the NHS Employers Website
- Allocate the ‘Employment Checklist Role’ to the appropriate HR person. This notifies the role holder when medical clearance has been given.
- Create Employee records from Applicant records via IAT
  - reduces data input
  - Single source of entry
Inter Authority Transfer (IAT)

Inter Authority Transfer (IAT) is an automated process that removes the manual procedures associated with NHS Staff Transfer Forms, and reduces the data entry needed following the appointment of staff from other NHS Trusts.

- Automated IAT – Approval process based on 100% key matching criteria on NI Number, DOB and Last Name
- Non Auto IAT – Requires previous organisation to approve the employee match and the release of the information
Inter Authority Transfer (IAT)

• **Pre Hire IAT** –
  - Can be run once status is Offer Post Conditional/ Unconditional
  - Transfer data related to statutory and mandatory competencies. Stat and Mad Role holder has option to accept or reject.
  - Securely transfer immunisations and vaccination checks data at the pre-employment stage to Occupational Health Advisors
  - View info such as CSD Dates, NHS Start Dates, Previous Employer and Sickness Information. May be used in Contract Offer

• **Portable Data Set Copy**
  - Completed post hire when Applicant becomes and Employee
  - Transfers contents of the PDS to employee record
  - OSP information available for review
Inter Authority Transfer Benefits

- Potential to reduce the time and costs associated with the staff transfers by automating parts of the process such as Staff Transfer Forms.
- Facilitate the earlier production of Contracts of Employment as a result of more timely and accurate data transfer.
- Improve the range and quality of data transferred between NHS Organisations.
- Assist in paying staff correctly from commencement of employment reducing the need for retrospective corrections.
Inter Authority Transfer Benefits

- Securely transfer immunisations and vaccination checks data at the pre-employment stage to Occupational Health Advisors.

- Transfer pre hire data related to statutory and mandatory competencies to aid induction programmes and remove duplicate training and associated costs.

- Enables the standard NHS Employers Reference to be sent to an applicant’s previous employer for completion and returned to the requesting organisation electronically.
Standard Referencing

- Based on NHS Employers Best Practice
- Initiated by the IAT, but is independent of IAT process
- Based on roles agreeing the release of data
- Introduce the concept of pre populated and editable forms shared between ESR Organisations
- Notifications requesting a standard reference can be shared to other ESR users
Find the person
Tick the Reference Flag to include a reference Request as part of the IAT.

Approve the request

Authorise the transfer

Initiator receives summary information for Applicant

Stat & Mand Competencies Ntf Role Holder receives details for competencies

Medical Clearance Granted. Notification sent to Employment Checklist Role Holder

Occupational Health administrator receives immunisation details for Applicant

Reference completed & approved

Appropriate Reference Request sent to Reference approver at the applicant’s previous employer

PDS copy at Hire
ESR allows medical assessments, immunisations and checks to be recorded, monitored, managed and reported upon at a local level.

- Running the IAT process at a pre-employment stage, enables information relating to immunisations, checks and OH incidents to be securely transferred to new employers.
- OH Department and Employees will not need to repeat unnecessary tests.
- The functionality can be extended to all staff groups within an organisation.
- IAT and ESR Users are not able to see the OH data that is transferred. This can only be viewed via the OH Admin Notification Role and Occupational Health URPs.
Occupational Health Clearance Interface

Third Party Occupational Health systems can link with ESR through a Outbound and Bi-directional Interface.

- **Outbound transfers:**
  - **person** and **post** data **out** of ESR
- **Bi-directional transfers:**
  - **person** and **post** data **out** of ESR
  - **Immunisations** data **into** and **out** of ESR

- Speak with OH Supplier with regards to use of OH Interface
Benefits of OH Interface

- The link will allow OH data to transfer between systems supporting the objectives of the original OH Clearance project.
- Potential time and cost savings for OH Department as would remove the need to repeat unnecessary tests and inoculations.
- Free up time and speed up clearance for employees who will not need to be unnecessarily retested or inoculated.
- The link will support the integration of the Occupational Health and Human Resource functions, by facilitating the transfer of Clearance information directly into ESR (which will become available to the Recruitment Teams).
Statutory / Mandatory Training

The IAT process enables trusts to receive details about any Statutory and Mandatory & CSTF competencies a person has achieved.

- A pre hire IAT FYI Notification will be sent to the Stat & Mand Competencies Role holder.

- Details of any ‘Mandatory’ National Competencies held at the source organisation are transferred to the new employing organisation.

- National and CSTF Competencies available in ESR to use and maintained centrally, removing the need for each organisation to create and maintain locally.
Benefits of utilising Competencies

- National and CSTF Competencies transfer via IAT, supporting regional passports when employees leave to start employment at other NHS organisations.

- Included at pre-employment stage of the IAT enabling Training Departments to make a decision on what Induction training is required.

- Potential to save time for employees who will not need to repeat unnecessary training.

- The Compliance Dashboard within ESR BI can be used to effectively manage and monitor compliance for the organisation.
Medical Staffing

• The Streamlined Junior Doctor Interface enables NHS organisations and their partner LETBs to share information about Junior Doctors (medical trainees) and their training posts.

• The interface process uses the presence of a Training Post Number (also formerly referred to as a DPN or Deanery Post Number) within ESR position information as a key to enable the interface.

• It is possible for the interface to run in two modes, to support the requirements of the LETBs and NHS organisations. These are 'Part Records' and 'Full Records' mode.
Benefits of Junior Doctor Interface

- Enables a full trainee dataset to be populated in ESR using the Inter Authority Transfer functionality. The training record will transfer via the IAT
- Enables the LETB to provide rotation information within the minimum twelve weeks notice
- Once the initial set up is complete, operating the interface is low impact for NHS Trusts and LETBs.
- Supports consistent local and national reporting via the ESR Local Reporting Solution, the ESR Data Warehouse and also LETB system reports.
- Streamlining is an ideal opportunity to map out a preferred approach regarding use of the interface between LETB and organisations
ESR Account Manager Support

- Functionality Support
- Arrange local sessions as and when needed
- ESR Health Check
- Upcoming ESR Developments
ESR Development Procedure

- Special Interest Groups (SIGs); HR & Recruitment, Self-Service, OLM, Workforce Reporting RUG
- SIGs approve justification for development to be put forward
- Regional SIG chairs make up the Five National SIGs which vote on developments.
- Streamlining programme leads must engage with Regional SIGs for development of ESR
- Link with other ‘Streamlining’ regions
Questions and Contacts

• Questions

• NHS ESR Website http://www.electronicstaffrecord.nhs.uk
  – Account Manager Details
    • Steven Finney
  – Case Studies
  – Further ESR information
  – Links to kBase and Development Website
  – Reprocurement Update
ESR Programme Update

Jude Ingledew
Senior Account Manager
North & Midlands
ESR Reprocurement

DH awarded the contract to deliver ESR Services from 2015 to IBM in December 2014;

ESR Central Team, together with McKesson and IBM are working to an agreed programme of work to transition ESR from McKesson;

This plan will ensure a seamless transition;
- Users will experience no deterioration in service quality or delivery

Latest FAQs are available at www.esr.nhs.uk/strategic-esr/reprocurement

World-class People Management for a 21st Century NHS
ESR Enhancement Programme

Background

- NHS Requirements determined with User Groups and through communications to HRDs from NHS Employers
- Recorded in NHS-0116 document - ranked as Essential, Important, Aspirational
- Work Packages 1-16 created to group together the enhancements to deliver all requirements
- WP 1-9 delivered in Tranche 1 – All delivered by August 16 (all Essential requirements)
- Work Package 1-3 developed and deployed through Pilot process
- Remaining Work Packages will use existing User Networks
Focus on Work Packages 1-3

• Development of a new Portal page for all ESR Users:
  • Improved navigation;
  • Embedded Business Intelligence;
  • Broadcast messages;
• Development of new User Interface for all Self Service HR Users and Learning Administrators;
• Delivery of ESR capability to mobiles and tablets;
• To be delivered with two phases of Pilot activity – working with NHS Focus and Test pilot sites;
• Development of 17 new Forms to cover key processes outside of SSHR/OLM. To be taken forward with NSIGs;
• Mobile applications development.
Thank you
Lunch
Introduction of breakout sessions
– purpose and what to do

Rachel Newbolt, Streamlining Programme Manager
Breakout Groups

- Recruitment (Millenium Suite – main room)
- Occupational Health (Box 9/10 – level 4)
- Statutory & Mandatory Training (Box 11/12 – Level 4)
- Medical Staffing (Millenium Box – Level 4)
- ESR (Limekilns Suite – Level 3)
Feedback from work streams
Coffee break
Roles & Responsibilities
Programme Board & Workstreams

Rachel Newbolt, Streamlining
Programme Manager
Streamlining Programme Board

Made up of the following;

• Programme Sponsor
• Executive Champions
• Programme Manager
• NHS Employers
• ESR Central Team
• External Partners
Streamlining Programme Board

Workstream Teams made up of:

- Nominated Lead Roles
- Chairs and Vice Chairs
- Programme Manager
- Programme Coordinator
- ESR Account Manager
- NHS Employers
- Data Analyst
- External Partners
Streamlining Programme Board

• Your HRD has signed your Trust up to the programme, therefore your contribution is necessary

• Board, Executive Champions and regional HRD Network will make overall decisions for the programme

• Workstreams will focus on “how can we do this better?”
Streamlining Programme Board

As part of the workstream you will need to consider

• Attendance at monthly meetings
• Your professional opinion and practical knowledge experience count – you will make the difference so tell us about it
• There is work to be done – so make sure you are realistic about your capacity
• Don’t get side tracked by your ‘local views’ - consider the regional picture
Streamlining Programme Board

• Accept it can’t follow a normal project plan!
• Establish our starting positions!
• Share your Trust’s data
• Monitor our progress
• Review our objectives and visions
• Work with the Data Analyst as early as possible
• Benchmarking takes longer than you think!
Communicate within your Trusts…

- Nominate one of your Lead Roles to be the overall Trust Lead for Streamlining
- Arrange regular meetings with your HRD and ALL lead roles
- Ensure you are linking in with each other and your HRD
- ESR Leads – you are our common link to ALL workstreams!
Remember…
Streamlining is probably more about a cultural shift in how we work together
Thank you for attending today’s event.

Please take a few moments to complete the evaluation form.