

Executive Summary

Back Office Efficiencies



This **Executive Summary** will provide you with a concise summary of the key information contained within this segment. It aims to assist you in instigating internal discussions, learning workshops and action plans, to not only help you to understand your current ESR usage, but to also equip you with the knowledge of the complete ESR solution, and how its functionality can support you in meeting your business challenges.

Best-practice use of ESR enables improved efficiency within workforce administration and back office services, by allowing many routine transactions to be completed by the most appropriate person – typically employee or manager.

A key priority for the NHS is to concentrate resources on the delivery of front line services. However, effective administration and back office functions must be recognised for their importance as a key enabler of transformational change.

ESR is designed to enable data transactions to be entered once, at the point of source. The transactions are undertaken by the most appropriate person, and in so doing, this is evidenced to reduce the need for 'paper' or 'e-forms' to be used for workforce data changes...a 'paper-less office'.

Business Challenges

When reviewing your back office functions, processes and the service they provide, the following questions are relevant and can be supported by using ESR.

1. Are you driving efficiency within your back office functions?
2. Have you reviewed the workforce services provided by your back office functions and compared these to the functionality available by using employee and manager Self Service and ESR learning management?
3. How lean are the processes within your back office departments – for example, have you reviewed the end-to-end processes to remove duplication and/or unnecessary steps? Could this be improved by using ESR to ensure data is captured at source?
4. Do your back office processes rely on paper-based or other e-media based systems? If so, can these be displaced by using ESR?
5. Is your recruitment process streamlined so as to minimise on-boarding time and effort?
6. Do you have regular communication between your back office functions in relation to ESR usage and its development within your organisation? Is this effective and does the group have a clear remit and direction?
7. Have you recently reviewed your on-boarding and induction process for new starters from the perspective of the organisation's processes, and from the new starter's experience?
8. Is your organisation involved, or aware of the national streamlining projects?

How can ESR support my business challenge of achieving efficient back office functions?

ESR supports organisations by being a key enabler to maximise system productivity and efficiencies at a local, regional and national level.

Organisation & Regional perspective:

- Ability to provide efficient streamlined processes to the benefit of your back office functions.
- Ability to fully release the benefit of direct collaboration using the ESR solution
- Ability to provide a data rich environment for your workforce and organisation and service users to improve data quality and people management.
- Ability to facilitate the transfer of data, including training compliance to aid a fluid workforce, responsive to the changing service needs and regional Sustainability and Transformation Partnership plans.

National perspective:

- Is the master workforce system identified by the National Streamlining Programme, supporting projects such as Doctors in Training and the Mandatory and Statutory Training Programme to aid the movement of staff.
- Supports seven of the recommendations made by the Carter Report to maximise efficiencies within the system.
- Supports the shared principle set out by draft National Workforce Strategy to ensure we are better aligned to deliver the future we want and what patients need.
- Supports the drive for a skilled mobile workforce, able to react to the changing needs of the health system.

1

Talk with your regional NHS ESR Account Manager or ESR Functional Advisor

The NHS ESR Programme Team is here to support and guide you with the ESR workforce solution.

- Use this tool as a guide for your meetings/learning workshops
- Offer advice and support on all ESR functionality
- Produce your **ESR Annual Statement**, which gives you an assessment of your current ESR usage, including recommendations for system optimisation.

How can ESR help me in meeting the financial challenge?

Greater efficiencies are possible through full implementation of the ESR system. By maximising your use of specific ESR functionality your organisation you will gain greater efficiencies across the whole solution, which will in turn benefit the whole of the organisation and your workforce.

Through direct collaboration between back office functions; systems and processes can be fully reviewed and aligned to ESR best practice to optimises on system automation. Which will enable the organisation to realise the benefits of effective partnership working and efficient streamlined processes to achieve significant improvements.

Cost Improvements:

- Reduction in HR and payroll transactional processing, through reducing /eliminating paper forms.
- Reduce salary overspending with the timeliness of leaver dates being entered by managers through Self Service.
- Implementation of online only payslips reduces the cost of central administration of collation and delivery.
- Introduction of one of the two centrally funded e-Expenses platforms eliminates the need for an externally purchased system.
- Reduction in administration time by Learning and Development teams by enabling self-enrolment and utilising e-learning.
- Reduction in centralised reporting by using the Self Service Portlets and manager dashboards.
- Reduce temporary staffing/agency costs through improving streamlining processes and the transfer of training for new starters, thereby reducing time to hire enabling the early release of new starters into the workplace.

Service Improvements:

- Streamline back office processes to improve productivity and enhance the service provided.
- Minimise manual intervention and optimise system automation to increase productivity.
- Improve corporate function collaboration to fully optimise system capabilities.
- Improve on-boarding timescales using IAT proactively to identify training and OH needs.
- Improved data quality and timeliness where data is made available to the employee and manager at the point of source via Self Service.
- Improvements in employees and managers ESR experience by using Self Service, providing them with access to, and the ability to manage their own data.
- Reduced clinical and corporate risk by having better data quality – thereby improving the provision of management information via ESR reports and dashboards.

What do I need to do?

Evaluate...

Understand your current ESR usage to identify areas for increasing productivity and efficiency within all your back office functions.

- Do ESR stakeholders within your organisation have regular group meetings to discuss back office functions and the services provided?
- Are you and your ESR stakeholders aware of how ESR can support efficiencies in your back office functions?
- Are you using all of ESR capability to streamline the hire-to-retain life cycle?
- Are duplicate processes being undertaken within different work streams?
- How much time are back office teams spending on ad-hoc data requests that employees or managers could deal with themselves, using ESR?

For more questions, click on 'Start a Conversation' icon within the Back-Office Efficiencies segment of the Discover Your ESR tool.

Consider...

Understanding your back office functions within the wider organisation landscape will help to ensure you deliver a responsive and effective service not only for today, also for the future.

- Within the region and STP, what functionality of ESR is being utilised?
- Can you adopt ESR functionality that you don't currently use, that is being used by others? Or can you influence other organisations to use ESR functionality that you use? This can support streamlining and encourage collaborative working.
- Is the service provided by your back office functions able to respond to a changing NHS landscape that needs a fluid workforce?
- Are services in line with regional and STP expectations?
- Are there additional value-add services that back office teams could provide to your organisations, by displacing transaction activity?

Take Action...

To help you formulate a clear plan of action for maximising your use of ESR, we recommend you initiate the following:



- Establish an ESR Steering Group
- Arrange for process-mapping workshops in the back office functional areas to identify areas of improvement.
- Challenge current processes for back office functions.
- Investigate how your STP partners are using ESR to see if leaner processes could be put in place across the region.
- Ensure that you have representation at your regional ESR Special Interest Group meetings (SIGs).

For further details on the above items please re-visit the Discover Your ESR tool.

How to achieve maximum efficiencies

Understanding the connectivity of all the functionality within your ESR, will help you identify how you can make the workforce management solution work for you in order to meet the business challenges of providing a efficient back office functions. By utilising all the functionality you will gain maximum benefits to your back office functions, enabling your managers and your workforce to achieve overall benefits to them and to the organisation. **To gain a greater understanding of how to fully optimise the solution, click on the 'System Optimisation' icon within the Back-Office Efficiencies segment in the Discover Your ESR tool.**

