

Programme of Action for Continuing Excellence @EHSS

Total commitment to continually
develop and improve
the quality of services delivered



eastern health
shared services

AN INTRODUCTION FROM THE CHIEF OFFICER

"I want to take this opportunity to thank each one of you for the outstanding contribution you have made towards the success of the PACE Programme.

PACE has been a very significant initiative implemented with great energy and a clear focus. It has led to the introduction of many tangible improvements and efficiencies and I am convinced its positive impact will echo for many years.

Success requires hard work and I appreciate the enormous enthusiasm, creativity and unrivalled professionalism you brought to the programme and your unrelenting commitment to achieving the highest possible standards of service delivery.

I hope that you found your involvement personally rewarding and that it provided you with practical opportunities to develop further your skills and expertise.

As we move forward with the PACE programme during 2004, I am confident that it will continue to provide us with valuable opportunities to build on our successes and achievements."

VALERIE JUDGE : Chief Officer



WELCOME

Established in 2000, the Eastern Health Shared Service (EHSS) was Ireland's first public health sector shared service provider.

Through the provision of professional, technical and administrative services to the Eastern Regional Health Authority (ERHA) and the three Area Health Boards* EHSS:

- ***Creates economies of scale, skill and scope***
- ***Delivers financial savings***
- ***Develops expertise***
- ***Reduces duplication***
- ***Encourages innovation***
- ***Enables our customers to concentrate of their core business.***

Beyond these tangible benefits, EHSS provides a number of less obvious, but equally important benefits: flexibility, consistency, quality and corporate accountability.

* Northern Area Health Board, South Western Area Health Board and East Coast Area Health Board.

PACE

During the past three years EHSS has become a very successful organisation employing exceptional standards of professionalism and the latest technologies to deliver a consistently high quality service.

However, it recognises that there is always room for improvement and, in 2003, it introduced PACE: Programme of Action for Continuing Excellence (PACE).

This major initiative was designed to ensure that EHSS continues to develop its people, capabilities, procedures and technology to meet the very high standards of service expected by its key customers, the ERHA and the three Area Health Boards.

The PACE programme consists of wide range of action projects. This information pack introduces you to these projects and the six directorates which designed and implemented them.

- **Property and Architectural Services**
- **Procurement and Material Management Services**
- **Employee Services**
- **Financial Services**
- **Planning and Operations**
- **Information and Communications Technology Services**

PACE ACTION PROJECTS

■ **Property and Architectural Services**

Property Database
Construction Industry Panel Formation
E-Strategy
Departmental Administration Review,
Departmental Operational Manual
Information Management Systems

■ **Procurement and Material Management Services**

Materials Catalogue
Procurement Contracts and Set-up/ Sign-off
Customer User Group Protocol

■ **Employee Services**

Recruitment Delivery Project
Superannuation
E-Recruitment - On-Line Application and Tracking
Paypath for Temporary Officers
'How To'
Payroll Excellence, Evaluation of Selection Methods
E-Exploit - E-Administration - Personal Files

■ **Financial Services**

Procedures Documentation
Query Management
Electronics Funds Transfer (EFT)
Intelligent Character Recognition (ICR)
Funds Management Project: Account Receivable
Electronic Reports
Cash Receipts

■ **Planning and Operations**

Who does What Matrix
Introduction of Service Management through Service Level Agreements
Knowledge Transfer
Organisational Excellence - Customer Service & Efficiency Programme

■ **Information and Communications Technology Services**

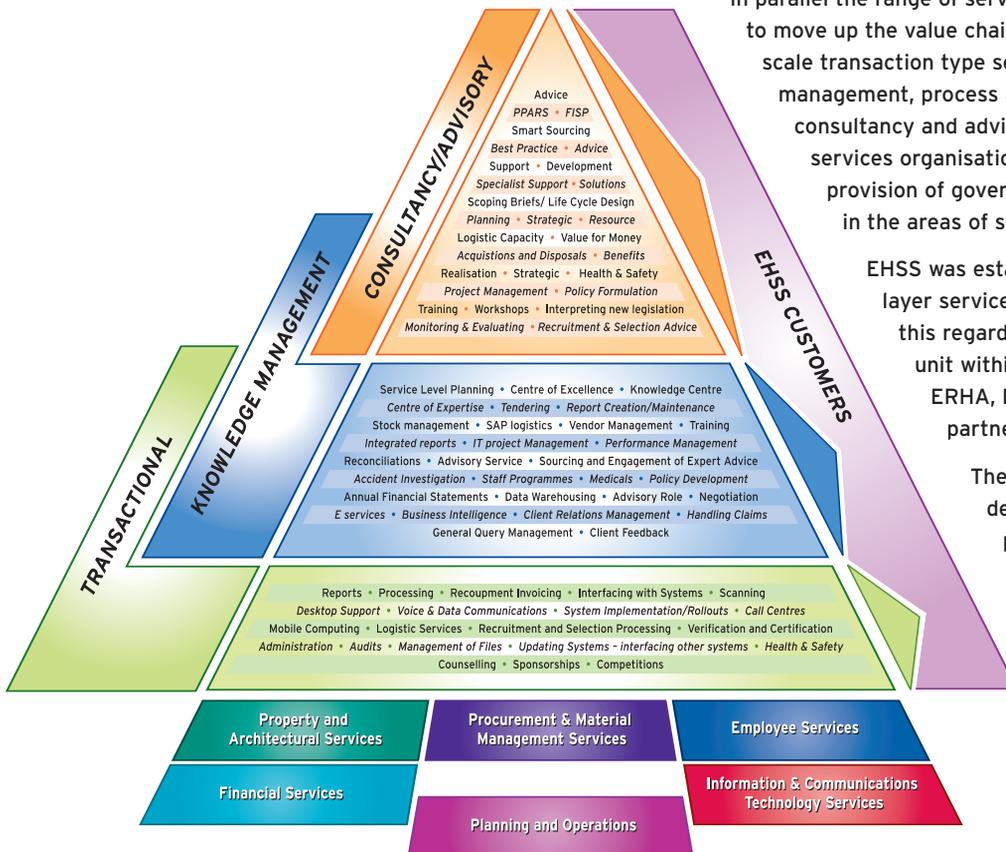
Email Rollout
Slim Portal Rollout



EHSS - A MULTI-FUNCTIONAL SHARED SERVICES ORGANISATION

In the late 80's and 90's when the shared services model began, Shared Services Centres were typically organised by functions, e.g. Finance, HR and ICT, reporting into the Group Heads of Function, and delivering economy of scale, skill and scope within each functional arena. In the late 90's a trend began to emerge where the amalgamation of centres under a single multi-functional dedicated management, operating as a stand-alone business unit. This has enabled the development of greater synergies in the leverage of

- **technical infrastructures such as intranets and ERPs**
- **CRM strategies such as integrated service measurement and customer relationship processes**
- **responsive deployment of staff and resources to meet varying service demands across service areas**
- **development and sharing of scarce skill sets**
- **provision of improved professional development and motivation for employees**
- **integrated management**
- **increased purchasing power and greater focus when "smart sourcing" services from a third party.**



In parallel the range of services being provided began to move up the value chain, to encompass not only scale transaction type services but also knowledge management, process and systems design leadership, and consultancy and advisory services. Of late, shared services organisations are beginning to consider provision of governance as a service, for example, in the areas of statutory compliance and audit.

EHSS was established as a multi-functional, multi-layer service, reflecting best current practice in this regard. Operating as a standalone business unit within the ERHA, EHSS has developed a business partnership relationship with our clients.

The Service Pyramid diagram demonstrates the range of services provided along this value chain.

A. Property & Architectural Services



"The focus of Architectural Services is on the delivery of high quality projects on a cost-effective basis to our client organisations"

The Property & Architectural Services Directorate provides services to the Eastern Regional Health Authority and its Area Health Board agencies in the areas of Property Management, the Acute and Non-Acute Capital Programmes and Technical Services.

Our Staff provide expertise, advice and guidance in the areas of fire safety, energy management, water quality and waste management to both the ERHA, on a regional basis, and the Area Health Boards at a local level. The technical staff within the Directorate manage capital works in support of local healthcare managers. The focus is on the delivery of high quality building projects tailored to the needs of the healthcare users in a cost effective manner.

Key services provided include:

- Property portfolio management
- Capital project management - Acute and Non-acute
- Fire safety services
- Energy profile monitoring and reporting
- Waste management advisory service
- Minor capital works procurement
- Insurance services
- Water quality advisory role

"Property and Architectural Services leverage synergy from the relationship between property portfolio management, capital project management and technical services, delivering the optimum service delivery posture for the Region."

TONY KELLY : Director Architectural and Property Services



Property and Architectural Services & PACE

The directorate has completed three PACE projects.

Property Database: This is a comprehensive database of up-to-the minute information on the 550 properties used by the ERHA and the three Area Health Boards. It includes information such as the ownership status of each property, a summary of leases and current property reinstatement values. The database has been tested and will shortly be available remotely to authorised personnel within ERHA and the three Area Health Boards. It will provide them with significantly more accurate and timely information.

Construction Industry Panel Formation: This project involved the preparation of a panel of construction industry consultants comprising architects, engineers and quantity surveyors who can be engaged in respect of professional services in capital construction projects. As the panel includes information on the expertise and resources of each professional consultancy it will assist the directorate in providing a more focused and responsive service and, at the same time, comply with the Government's and EU Procurement Guidelines.

E-Strategy: The e-strategy report identifies opportunities across the seven service sections of the Directorate. This outlined business models such as CAD layering standards, specification writing, 'On-Line' tendering, project management, insurance and information support, automated IT forms, useful website analysis, energy efficiency and fire and waste management. The report also addressed joint liaison possibilities with other directorates such as ICT and Finance. The project provides quality research material that has the potential to enhance our service delivery and improve user satisfaction.

The directorate selected two additional projects and these will be completed as a combined project **Departmental Operational & Management Information Systems Manual** in 2004.

Staff Feedback

"the e-strategy project improved communications throughout the organisation and also identified new e-Enabling opportunities to streamline our services delivery. It greatly informed my understanding of the PACE development process in my role as projects coordinator"



Sean Murphy

"I found the construction Industry Panel Formation project to be very rewarding as we now have comprehensive consultant panel listings for reference to facilitate a more structured approach at project design stage, resulting in a greater responsiveness to our Area Board customers"



Peter Moloney

B. Procurement & Material Management



"It is important that we maintain the patient ethos, whilst working within the Shared Services client relationships. In fulfilling this role we deliver directly to patients in consultation with the Area Health Board representative"

Procurement and Materials Management Services involves managing the purchase, storage, administration and delivery of a wide range of products and services used by the ERHA, the three Area Health Boards and their patients.

The fully integrated materials management model employed by the directorate enables it to secure competitive economies of scale, consistently high quality standards and efficient supply arrangements, while at all times meeting the individual needs of its customers.

Key services provided include:

- Managing the tender process for major supply contracts and negotiating agreements
- Effective stock management - including the national vaccine buffer stock
- Co-ordinating daily, weekly and monthly deliveries to more than 400 locations
- As appropriate, managing direct delivery from suppliers
- Providing advice on best operational procedures and warehousing practice to the ERHA and the three Area Health Boards
- Providing a Customer Service department to provide timely advice on the implementation of new and existing contracts.

"It is important that we at all times consider the needs of the people who will use the products and services we supply."

JIM KEARNEY : A/Director of Procurement and Materials Management



Procurement and Materials Management & PACE

The PACE projects selected by Procurement and Materials Management Services were designed to aid standardisation, improve the quality of management information, formalise customer involvement in the procurement process and make sure that the products and service supplied always meet the required standards.

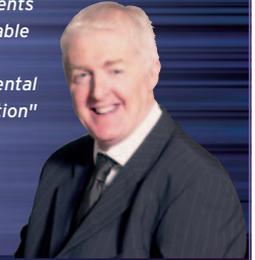
Taking part in the PACE programme also provided participants with the opportunity to develop valuable project management skills and engage constructively with their colleagues in other EHSS directorates.

Materials Catalogue: The purpose of this successful project was to update the materials catalogue, which consisted of approximately 27,000 entries, by identifying obsolete and low usage codes, making it more user friendly. It is now available on the intranet.

Two additional projects, *Procurement Contracts and Set-up/ Sign-off* and *Customer User Group Protocol*, will be completed during PACE 2004.

Staff Feedback

"PACE has shown clearly that success in developing a quality service to our clients is achievable by Inter-Departmental co-operation"



Joe Redmond

"My involvement with the PACE Project has been rewarding on a personal level and has been an opportunity to help create a model for Roles and Responsibilities between EHSS and our clients"



Eddie Hogan

C. Employee Services



"Everything we do in Employee Services is directed towards improving the services provided to our customers and our colleagues"

Employee Service provides a comprehensive range of human resources services to the 12,000 people employed directly by the ERHA and three Area Health Boards.

Its overall objective is to ensure that all employees, both management and staff are able, equipped and motivated to contribute to the best of their talents and ability.

Key services provided include:

- Staff experienced in a wide range of employee and recruitment matters liaise with the ERHA and the three Area Health Boards to coordinate their service needs
- Delivering salary payments to all employees and providing a Payroll Helpdesk to deal with an average of 4,000 calls a month
- Provision of recruitment and selection services to our client organisations
- Designing and delivering practical staff development and training courses in response to needs identified
- Managing the Regional Library and Information Service which includes seven library service points
- Advising our client organisations on all matters relating to Staff Health, Safety and Welfare including safety statements, safety committees, risk assessment and occupational health services.

Employee Services also manages the implementation of the national human resources system for Irish Health Agencies (the PPARS - Personnel, Payroll and Related System) as it applies to the ERHA and three Area Health Boards.

"Everything we do in Employee Services is directed towards improving the services provided to our customers and our colleagues."

JOHN SMITH : Director of Employee Services



Employee Services & PACE

As the Employee Services Directorate is undergoing considerable growth and development, the PACE programme proved very helpful in two key areas:

- It provided the facility to track the exciting changes that are taking place within the directorate and highlighted these changes to key personnel within the ERHA and three Area Health Boards; and
- It provided participants with a disciplined approach to enable them to continuously monitor, measure and improve the way they deliver their services.

Employee services took on eight PACE projects:

Recruitment Delivery Project: The purpose of this project was to devise and implement an action plan for the strategic development of recruitment services and ensure continuous quality improvements within the directorate. It consisted of four modules, three of which have been completed: Policy, Procedures and Protocol Review, Training and Development and Communications. Due to the nature of the survey and evaluation work involved in the Research and Development module, this project will be completed during PACE 2004.

Superannuation: This project was designed to improve the overall running of the directorate's Superannuation department and resulted in the development of a new query management system and formulation of a strategy to address backlog issues.

E-Recruitment - On-Line Application and Tracking: This project was designed to identify the most effective e-platform to process and manage job applications on-line. The system recommended will significantly reduce the administrative overhead in managing recruitment services and will increase the quality of services provided to both job seekers and EHSS customers.

Paypath for Temporary Officers: Temporary staff are paid weekly and permanent staff can be paid either weekly, fortnightly or monthly. As part of the long-term objective of implementing an integrated payroll system, this project selected four pilot sites and migrated the payment routine for temporary staff from weekly cheque payments to fortnightly electronic payments through Paypath. The pilot project was successful with all temporary staff migrating to Paypath.

'How To': This project involved the transfer to the internet of the policies, protocols, procedures and statutory requirements affecting employees schemes, recruitment, payroll, superannuation, training and PPARS. The project resulted in substantial time saving, reduced telephone traffic and clear concise information being available to staff and line managers 24/7.

Projects to be completed during PACE 2004 are: **Payroll Excellence, Evaluation of Selection Methods** and **E-Exploit - E-Administration - Personal Files.**

Staff Feedback

"As part of our project we put together a training plan for all grades of staff in recruitment services. I feel that this should help all recruitment staff, as we will all have a training programme set out for us, which should in turn improve our efficiency"



Louise Owens

"When I was working on the communications project I learned how to communicate effectively within my team and voice my opinion on various subjects relating to the project"



Tommy Hunt

D. Financial Services



“Using the Shared Services ethos of creating a common finance system across organisations, this will bring consistency to practices and will make economies of scale achievable through partnership with our clients”

Financial Services ensures that payments and receipts are processed, recorded and accounted for in a way that is error-free, responsive and efficient.

On an annual basis, it processes 450,000 invoices, issues 120,000 cheques and makes almost 500,000 payroll payments.

The directorate is also responsible for providing support and services in relation to the production of financial and budgetary information, which includes the production of over 200 expenditure reports each month and the preparation of Annual Financial Accounts for each of the three Area Health Boards.

Key services provided include:

- Accounts Payable
- Financial/Treasury Accounting
- Management Accounting
- Payroll Accounting
- Cash Receipts Processing
- Payments Processing
- Bank Account Reconciliation
- SAP Support and Development
- Asset Accounting

“Financial Services is committed to providing services which are ‘Best in Class’ based on the principles of value for money, continuous improvement and innovation.”

KEVIN MCCONVILLE : Director Financial Services



Financial Services & PACE

The PACE programme enabled the Financial Services directorate to demonstrate its ability to complete projects in a structured fashion within strict timelines, while at the same time improving customer services and bringing it closer to achieving operational excellence.

One of the main advantages of the programme was the governance structure, which allowed local ownership of the project to rest with the project manager but, with periodic reviews of the project progress, allowed a wider audience within the directorate to be kept informed. The directorate initiated and completed eight PACE projects.

Procedures Documentation: Using standard templates this project documented the policies and procedures within the directorates, which lead to reductions in paperwork, unnecessary delays and duplication.

Query Management: This pilot project focused on the Accounts Payable Section and involved developing a fact-based query management system to enable staff throughout Financial Services to deal more effectively with queries from vendors.

Electronics Funds Transfer (EFT): The objective of this project was to have vendor payments made by EFT, eliminating the need to issues cheques and the associated costs and reducing overall workload.

Intelligent Character Recognition (ICR): The purpose of this project was to use technology to make the Accounts Payable function more efficient. Using ICR technology, key manual tasks such as inputting invoice details, are replaced by scanning technology which can automatically capture relevant data from the invoice and post this data directly into the departments SAP system. The project provided many benefits such as a reduction in processing and filing costs, increased capacity and reduced errors.

Funds Management Project: This feasibility study looked at implementing a funds management system to track cash flow through the SAP financial system. On completion of the project it was decided not to implement this system.

Accounts Receivable: This project established procedures, using the SAP system, to enable the Accounts Receivable division to create invoices, track these invoices and ensure payment.

Electronic Reports: Successful completion of this project means that Financial Services is now able to email to customers the Management Reports (IMR) - which consists of around 200 reports each month. The Operational Managers now receives reports directly.

Cash Receipts: This project enables Financial Services to generate electronic receipts for customers and book monies received directly onto the SAP system.

Staff Feedback

"The PACE project I work on - AR receipting - provided me with the opportunity to interact with colleagues to devise a more efficient system for dealing with reports and queries"



Marie Finlay

"The PACE project was an ideal vehicle which provided the opportunity to work with my colleagues to enhance the financial systems we are working with"



Brian Lunney

E. Planning & Operations*



*"Making it easier for
EHSS to do business"*

Planning and Operations Services provides essential business support to EHSS itself, with particular emphasis on financial control, organisational development and internal/external communications.

The directorate takes a lateral view of the way EHSS operates and encourages the introduction of changes that will contribute to the smooth running of the organisation. Many recommendations have been embraced by EHSS staff and have led to efficiencies and contributed towards improving the quality of services.

Key services provided include:

- Financial planning and control
- Human resources management and development
- Services management
- Business process efficiency and control
- Internal and external communications

"Planning and Operations supports the development of EHSS as a business services organisation. We encourage and support changes that will contribute to the smooth running of EHSS."

PAULA LAWLER : Director, Planning & Operations

** (In the early part of 2004 this directorate was restructured and is now known as Organisation Development and Change)*



Planning and Operations Services & PACE

The projects selected by the Planning and Operations Services were designed to improve the value of the Shared Services model and enhance the standing of EHSS as one of Ireland's leading Shared Services providers.

Other priorities included enhancing the commitment to professionalism, responsiveness and continual improvement that exists within EHSS.

Those involved in the project found the experience invaluable and valued the project management skills they gained during the project. They also found that the emphasis on successful co-operation between directorates will add greatly to their personal development and future effectiveness within the organisation.

The two projects completed during 2003 were:

'Who does What' Matrix: This project set out to formalise, and make available through a document-based matrix, details of the roles and responsibilities governing the high level interaction between service Directorates and our clients. Our customers are the ERHA, the three Area Health Boards and EHSS itself (internal customer). The service providers are the directorates within EHSS and the customers are the ERHA, the three Area Health Boards and EHSS itself (internal customers).

Introduction of Service Management through Service Level Agreements:

This project produced Service Level Agreement templates to ensure that EHSS customers (both internal and external) could measure the level and quality of service provided against agreed criteria. This enables service issues to be addressed efficiently and quickly in an open and transparent environment.

Two ongoing projects that will be completed during PACE 2004: ***Knowledge Transfer*** and ***Organisational Excellence - Customer Service and Efficiency Programme***.

Staff **Feedback**

"PACE was a great opportunity to work with the training department. We built good working relationships for the future"



Amanda Pathe

"My PACE project provided me with an opportunity to avail of project management training which has proved invaluable"



Sheelagh Boyle

F. Information & Communications Technology



"The expertise which exists within ICTS allows us to provide strategic advice and leadership to our client organisation. Increasingly we are being asked to provide consultancy services to national conjoint initiatives. In going forward we are uniquely placed to assist in shaping the future direction of ICT throughout the Irish Health System."

Information and Communications Technology Services (ICTS) is the largest ICT healthcare organisation in Ireland and provides a wide range of ICT services to the three Area Boards, the ERHA and to other designated agencies throughout the eastern region. ICTS supports over 100 business applications which deploy the latest technologies to support e-Services, Knowledge Management, Business Intelligence, Data Warehousing, Healthcare and Enterprise solutions.

ICTS also provides a wide range of consultancy services and represents client organisations in regional and national forums and promotes conjoint working throughout the health system.

ICTS operates as a cohesive group consisting of four main divisions::

- **Customer Relationship Management**

Strategic ICT service planning at client level; manages customer expectations and priorities; implements and monitors service level agreements; acts as Interface between ICTS and clients.

- **Operations & Support**

Call centre services; applications and desktop support; data centre and network management services; disaster recovery and business continuity.

- **Projects**

Manages the ICT Capital Program across a number of sectors including Enterprise, Health Care, e-Service and Business Intelligence, and National Conjoint Initiatives.

- **Research & Strategy**

Determination of standards and technology platforms; exploitation of new opportunities; prototyping and piloting of innovative solutions; information systems security.

ICT Services is supported by a dedicated ICT Business Unit which provides comprehensive Back Office professional services to the divisions.

"ICT Services is committed to providing quality integrated solutions and services to support the overall business aims and objectives of our extensive customer base"

TONY CARROLL : Director, ICT Services



Information and Communications Technology & PACE

One of the projects undertaken by ICT increased the awareness of the power and simplicity of email and increased the productivity among those who started to use it for the first time. The second project laid the foundations for an innovation which could radically change the format of desktop computers and staff mobility.

Successful completion of both projects enabled employees to take full advantage of the power of advanced communications technologies and deliver a higher level of service.

Email Rollout: This project was designed to increase usage. Potential users were advised of the features and capabilities of email software and as a result more than 800 new email accounts were set up. Accounts can now be set up through the intranet. The main advantages of the project are that more people can now exchange information, respond to queries and be contacted by email.

Slim Portal Rollout: This is an innovative project that involves an employee's data and software being stored on a central computer or server rather than on the desktop itself. Employees can therefore access, using their own unique secure codes, their data and any data related to their work, from any desktop that is linked to the server, regardless of their location. So when an employee moves from one workstation to another his/her data moves, virtually, with him/her. The project was launched on a pilot basis and highlighted the many opportunities to reduce software, hardware and maintenance costs and increase access options, flexibility and security for employees.

Staff Feedback

"The Slim Portal PACE project exposed me to the workings of other departments and their problems - this proved both challenging and rewarding in solving their problems"



Eoin Darcy

"Having worked on PACE 2003, I'm looking forward to building on the good working relationships formed and working on PACE 2004"



Yvonne Cantwell



EASTERN HEALTH SHARED SERVICES

EHSS provides professional, technical and information support services to the Eastern Regional Health Authority and the three Area Health Boards.

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