St Helens and Knowsley Teaching Hospitals **NHS**
NHS Trust

Business Case

TITLE:	Development of Manager Self Service to Lead Employer Host Organisations

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2 EXECUTIVE SUMMARY

Description of the Need

The recording of sickness absence for doctors in training is sporadic at best, with some trusts recording accurately and other Trusts not at all. Records over the last 12 months have provided sickness absence figures at the 27 host organisations ranging from 0% to 1.31% (national average being 1.13%) Failure to monitor sickness accurately impacts on the service in many ways (1) Patient Safety Compromised
(2) Additional Costs in Locum Use
(3) Trainees not completing core training.
A method of capturing sickness absence at source and recording this on the employees ESR record will enable the trainee's sickness history to transfer with them when rotating around the various host Trusts. This will provide an ongoing account of the amount of sickness a trainee has taken and also highlight any underlying reasons for sickness.
The recording of Annual Leave is another area which is problematic. With trainees rotating from Trust to Trust and also rotating within Trusts the accurate recording of Annual Leave is often left to chance, this also impacts on the service as per Sickness Absence above. Trainees frequently arrive at Host's Trusts without accurate leave histories or incomplete records. In most cases this will result in Trainees taking additional leave to which they are not entitled.

How the Recommended Option Meets the Need

The introduction of ESR Manager Self Service to all Host Organisations will provide a platform for the recording of all absence **Annual leave and Sickness.** This will not only address the issues of Absence recording, but also for the first time Host trust's will be able to produce reports centrally from their own ESR systems on the Doctors in Training that are currently working within their Trusts.

3 OVERVIEW OF THE CURRENT SERVICE

The Current Service

Sickness Recording
The Host Organisations currently complete a monthly Sickness Absence spreadsheet. This is emailed to the Pay and Staff Services Department at St Helens and Knowsley Teaching Hospital Trust (Lead Employer) this information is then input manually into the payroll system. This is a rather fragmented system with some Host Organisations completing this exercise centrally through their Medical Staffing departments, while others have devolved this process to the Clinical Directorates. No system is in place to show historical sickness history of trainees centrally, or sharing of sickness absence history whilst rotating between Host Trusts.

Holiday Absence Recording
The process of booking holidays is also fragmented, with trainees submitting 'Holiday Requests' forms centrally through Medical Staffing Departments or through medical secretaries within Clinical Directorates. No holiday dates are currently captured within ESR and no holiday history or accrued holiday balances transferred between Host Organisations during rotations.

Current Capacity / Demand / Performance

The Trust became a Lead Employer in conjunction with the Mersey Deanery in October 2010. There are currently 2029 Trainees employed, and as part of the McKesson de merger process, all historical data recorded by the previous lead trusts including absence history, was transferred into St Helens and Knowsley Teaching Hospitals ESR system. This data is fragmented and incomplete for virtually all records.

Historically recording staff absences at other host trusts was on separate systems, or staff were created on each trust's ESR system as either 'Honoraries' or as a 'Customer'. Neither had any benefit to the lead trust as the data could not be monitored and reported.

St Helens and Knowsley Teaching Hospitals Trust are acknowledged as one of the leading Trusts in the country for embracing the concept of Manager/Supervisor Self Service using the ESR system. As the sole Employer of 2030 trainees employed under the Lead Employer project it has the ability and technical knowledge to introduce a system to accurately gather information on sickness and holiday absences and record these within the ESR system.

Using ESR as the Central reporting tool for absence information, this can be monitored or reported on Centrally or through the use of devolved access to ESR local reporting at Host Trusts is also available.

Since becoming the 'Lead Employing Trust' we have been piloting the use of Manager Self Service for the recording of sickness absence at Aintree hospital, Warrington and Halton Hospital, Liverpool Heart and Chest Hospital and East Cheshire Hospitals. This has been achieved through the use of devolved access to ESR. Giving the Host Trusts the ability to see all the trainees that are currently working within their organisations. This has benefits for all Stakeholders concerned I,E Host Organisations, Lead Employer and Cheshire and Merseyside Deanery.

Comparative Assessment / Benchmarking

No other 'Lead Employer' organisation has embarked on the use of Manager/Supervisor Self Service using ESR

Since the pilot scheme has been underway the level of recorded absence within the pilot sites has significantly improved compared to other host organisations.

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4.   BUSINESS CASE DETAILS

Description

To improve the efficiency of recording of absence data through the use of ESR provides the reporting capability to inform and manage staff resources (absence control)

Current Patient Pathway and Local Capacity

N/A

Drivers for Change
- Cost reduction by increased productivity
- Increased Patient safety
- Central control of absence data and reporting capability
- QIPP Agenda

Benefits
- **Host Trusts** for the first time Host Trust's will have access to 'Lead Employer' doctors. They will no longer have the need to keep separate databases on the trainees within their Trusts, this is beneficial to their Medical Staffing and Finance departments.
- **Lead Employer organisation** Recording of absence at point of origin is more accurate and negates the use of additional spreadsheets to record sickness absence, reduces

duplication of data input as the Payroll department no longer have to manually enter absence data information to the payroll system

- **Cheshire and Mersey Deanery** Now have access to absence information previously not available; this will improve communication links and can be used to monitor trainee's absence history.

Assumptions
- Pressure to reduce sickness absence continue in line with recommendations of the Boorman report

OPTION DEVELOPMENT

Options
3 options have been considered. These are:
1. Status Quo
2. The recording of Sickness Absence only
3. The recording of Sickness and Holiday Absence

Review of Options

Option 1 – <Status Quo>
- No Change Duplication of sickness data input, costs and risks of managing uncontrolled/unmanaged absence

Option 2 – <The recording of Sickness Absence Only>
- We are currently piloting option 2 on four sites and will be extending this to six sites by April. There has been little resistance by Host Trusts as they now have access to their trainees via ESR, something that was unavailable to them prior to the pilot scheme.

Option 3 – <The recording of Sickness and Holiday Absence>
- The recording of Holiday Absence is a natural progression to sickness absence recording. One of our current pilot sites is already recording holiday absences. There are no technical reasons why this could not be achieved.

Preferred Option
Option <3>
This would enable full control of absence data. Giving all Host Trusts the ability to view historical absence data on all trainees throughout there rotations within the region.

Resources Required
- **Band 6 Lead Employer MSS Project Co-ordinator (12 month fixed term contract)**
- **Band 5 Lead Employer MSS Project Analyst ongoing**
- Working closely with the Head of Workforce Planning tasks will include
- Co-ordination of project
- Oversee Pilot implementation
- Liaise with 27 Host Organisations to agree implementation timetable
- Liaise with GP Practices to agree implementation of data collection for GP based trainees
- Manage the assignment of Trainees to Supervisors within Host Organisations
- Manage the assignments of Trainees to Supervisors after all rotations
- Train all Supervisors within Host Organisations on the Use of ESR and Reporting training
- Produce monthly reports on all absences for Lead Employer Organisation
- Produce monthly reports on all absences for Mersey Deanery

5. **Conclusions**

How the Recommended Option Meets Trust Objectives
Care: Reduction in sickness absence
Lower Costs through the reduction in Bank/Locum staff

Benefits
- Central monitoring of Absence
- Reduced Duplication of data input (Payroll)
- Improved reporting process
- Improve Absence data moving between Host Organisations

Appendix 1 <Attach Financials>