

NHS YORKSHIRE & HUMBER



DATA VERIFICATION

Care Plus Group

SUMMARY

This project focused on bringing Care Plus Groups' workforce information systems and data up to date and concentrated on 7 key data quality priorities within ESR. This included specific targets to significantly improve data quality within Care Plus Group during 2013. The 7 priorities were as follows: Ethnic Origin, Religious Belief, Sexual Orientation, Disability, Recruitment Source, Recruitment Source NHS and Date of Birth.

In order for the project to be undertaken funding was obtained through a Service Level Agreement (SLA) with the Yorkshire and Humber Local Education Training Board (LETB). This funding was used to recruit a HR Intern for 6 months to lead on the project, plan the exercise and ensure this was completed for the whole organisation. This appointment ensured minimum disruption to the HR Team and meant there was a staff member dedicated solely to the project.

Initially the project was set up to address the issue of the 7 key data quality priorities within Care Plus Group. It was also deemed an appropriate time to update other outstanding information. This meant that we were able to update personal information with staff, gain emergency contact information and cleanse out of date data. This was achieved by the creation of the data verification project where information from staff was taken. This also involved all processes being reviewed and improved so the problem of out of date and missing information was rectified and would not occur in the future.

The project was established in October 2012 but did not officially start until January 2013 where initial planning commenced. Due to other areas in the organisation needing attention, the main exercise was rolled out to all staff in April 2013. Due to the extension of the HR Internship this ensured that the process was undertaken thoroughly and ensured nearly a 100% return of all information. This project officially closed in December 2013.



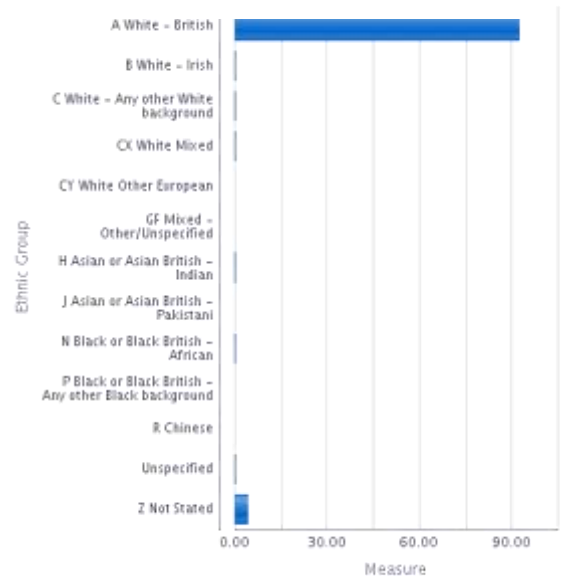
During the year the project was undertaken Care Plus Group were able to significantly improve the data on ESR for all areas of the original SLA. (As a result we have all equalities information for staff. With only 12 outstanding forms still to be returned to date). A decision was taken for the 12 remaining forms to record this outstanding information as 'not declared' on ESR until the correct information was obtained from the members of staff. Current processes within HR including monthly reports, payroll documents and all forms ensure that this data stays up to date so this problem will not arise in future.

KEY OUTCOMES

As at 31st December 2013

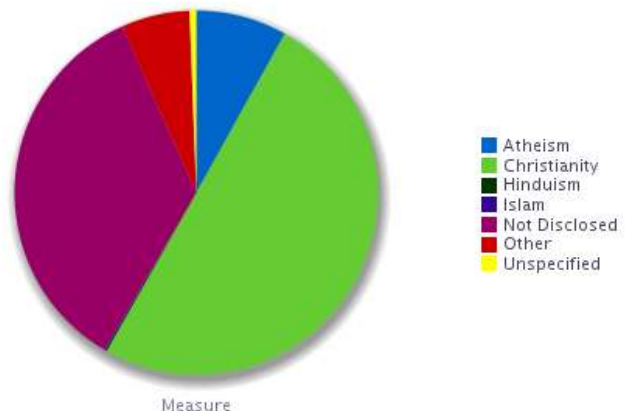
- 98.5% of staff responded to the organisations request for data verification information.
- 6 of the original Deliverables were met:

Ethnic Origin should be populated for all employees:
 Original Inconsistencies – 642
 Current Inconsistencies – 0



The above chart shows the results for the organisations Ethnic Origin of staff.

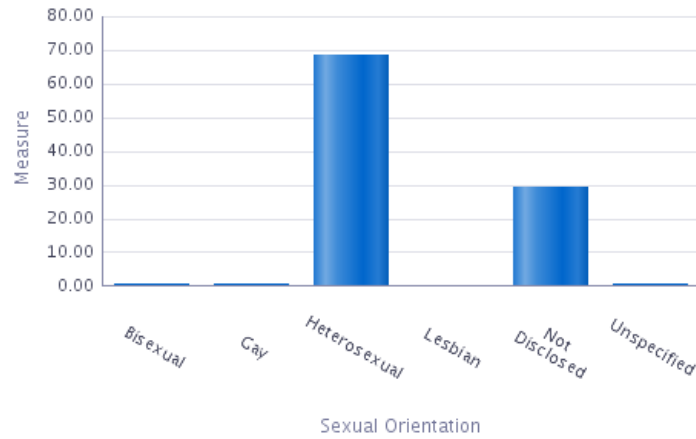
Religious Belief should be populated for all employees:
 Original Inconsistencies- 786
 Current Inconsistencies – 1



The chart shows the results following the exercise for Religious belief in the organisation.

Sexual Orientation should be populated for all employees:

Original Inconsistencies- 786 Current Inconsistencies- 1

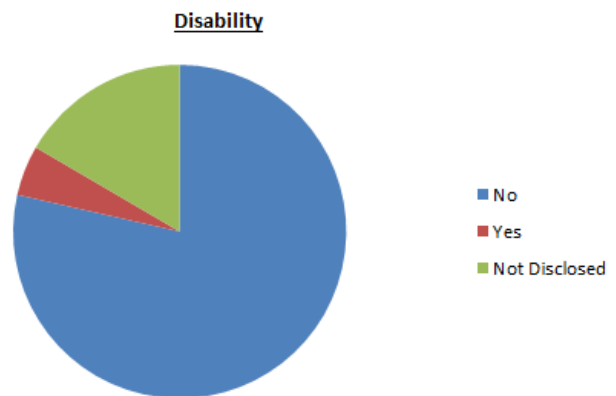


The chart shows the results following the exercise for Sexual Orientation in the organisation.

Disability Status should be populated for all employees:

Original Inconsistencies- 770

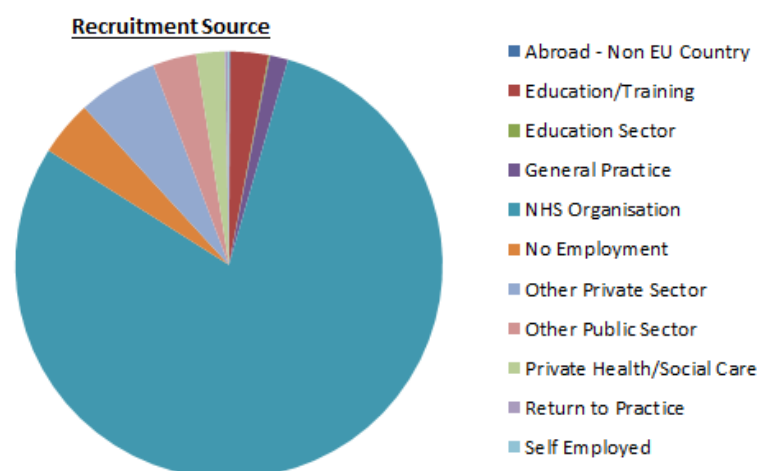
Current Inconsistencies- 0



Recruitment Source is the NHS and States the applicable NHS Organisation:

Original Inconsistencies- 1

Current Inconsistencies- 0



Recruitment Source to be populated for all employees:

Original Inconsistencies- 173

Current Inconsistencies- 0

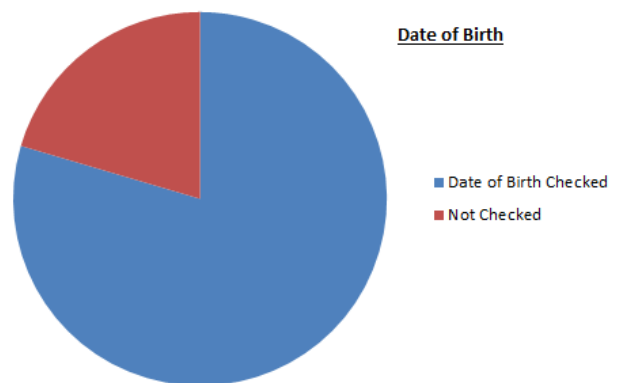
The above chart indicates which type of organisation currently employed staff were recruited from.



Out of 710 inconsistencies 565 members of staff have had their Date of Birth Verified. The tolerance for Date of Birth checks was set at 3%; the actual tolerance achieved was 20.5%. Due to the TUPE of staff over to CPG in July 2011 and the change of HR team CPG did not hold all recruitment data for staff recruited prior to this date. However due to the processes which were in place at that time we were confident that Dates of Birth had been checked at the point of recruitment.

It came to light there were elements of staff employed prior to July 2011 whose Date of Birth had not been recorded as verified on ESR. After discussions with NHS pensions and The Pensions Trust it was decided that for the remaining 145 inconsistencies needing to be inputted on ESR, this check would not be necessary as this will be checked at the point of retirement. All staff that did not have their Date of Birth checked were advised that this may delay the release of their pension.

In addition a proportion of these outstanding employees do not belong to a pension scheme.



- The New Starter form was changed in order to ensure that all equalities information was taken when a member of staff commences at Care Plus Group.
- The Termination form was also changed to ensure all destinations on leaving are obtained in order to keep records up to date.

BACKGROUND

Care Plus Group (CPG) is a Community Benefit Society working in communities across North East Lincolnshire serving a population of approximately 160,000. CPG are a social enterprise business that provides adult health and social care services to individuals to help improve people’s health and wellbeing and enrich people’s lives.

Formed in 2011 Care Plus employs over 800 people providing a wide range of community services.

Any profit CPG make is reinvested back into the development and delivery of health and care services ensuring CPG can constantly evolve and develop the services it offers to the communities.



KEY AIMS

- Improve Data Quality.
- Streamline processes to become more efficient.
 - Ensure all employee data is up to date.
 - Gain a better understanding of the diversity within the workforce.
 - Collect emergency contact information for every employee.
- Collect registration details i.e. NMC for all employees (where applicable) which must be held on ESR.
- Enable employees to understand what information the organisation holds on them and why and to correct any information on record.
 - Create a culture where staff are willing to disclose equality information.

KEY STAGES OF SET UP

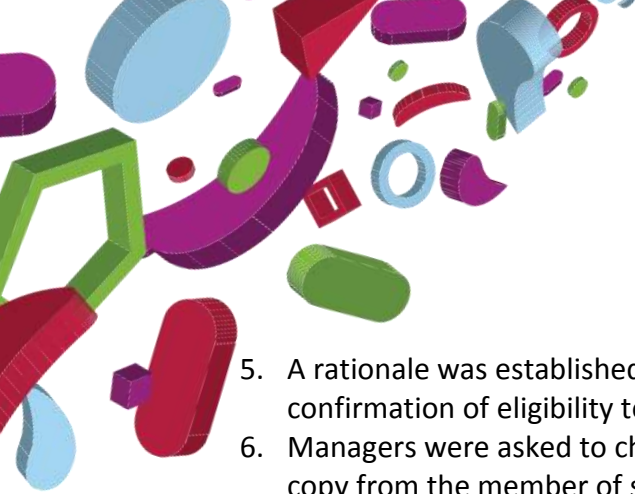
1. Identify anomalies on data included in the SLA from an ESR report.
2. It was established that in order to meet the SLA the priorities must be split into three distinct areas:
 - 1) Recruitment Source – To be retrieved from personal files or directly from the member of staff.
 - 2) Date of Birth – To be checked by managers or at a drop in session
 - 3) Data Verification – Staff to complete forms and be signed off by the manager or to attend drop in sessions to complete data verification forms.
- All of three processes were on-going alongside each other.

1) Recruitment Source

1. Identify where the gaps were.
2. To establish where the recruitment source information could be found.
3. Check all personal files for staff to find their recruitment source.
4. To check the TUPE transfer list to identify who transferred over from NEL Care Trust Plus; this meant that for all staff who TUPE'd over their recruitment source was NHS organisation.
5. For staff where HR do not hold a recruitment record, the individual should be contacted to find out their recruitment source.
6. The New Starter Form was amended in order to obtain a member of staff's recruitment source at commencement of employment.

2) Date of Birth

1. All employees Dates of Birth will have been checked at the commencement of their employment. However due to the transfer over to CPG, the Date of Birth was recorded for the employee on ESR but it was not recorded as verified.
2. A decision was made on the most appropriate way to check Dates of Birth – by checking the member of staffs ID.
3. It was established which forms of ID were acceptable for verifying a Date of Birth through communications with pensions, either a valid passport or birth certificate.
4. Communications were sent to staff advising them of the process via emails, newsletter articles, posters and verbally at team meetings.



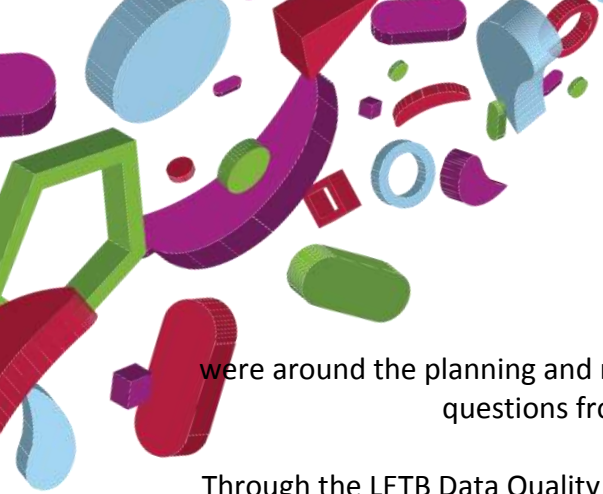
5. A rationale was established for staff on why this needed to be checked – confirmation of eligibility to work in the UK and for pension reasons.
6. Managers were asked to check personal files for a copy of ID prior to requesting a copy from the member of staff. If a copy was available it was not necessary for this to be re-checked. If a copy was not available the member of staff was asked to produce this.
7. Either staff produced a copy of their ID to their manager or a member of HR at a drop in session when they completed their data verification form.
8. For managers who were checking the ID, a form was created in order for this to be checked and signed off and returned to HR.
9. An up to date record of Dates of Birth checked was kept to know when staffs ID had been verified.
10. HR inputted all dates of birth on ESR.
11. If staff did not have a copy of a valid ID they were asked to obtain one. Guidance was given in the Frequently Asked Questions to staff on how to do this and where this could be obtained from.
12. Further emails were sent reminding staff of the process.

Data Verification

1. The ESR report was examined to see where the errors occurred and what information was needed to be obtained from staff.
2. The design of the forms ensured the correct information was collected and this was pre-merged with the information already held on staff. This made the process as easy as possible for the staff member to complete.
3. When the forms were printed they were separated into the department dependent on whether the area requested forms to go to managers or staff to attend a drop in.
4. There were communications amongst staff to advertise the exercise via newsletter articles and posters.
5. A letter and frequently asked questions were drafted to explain the process to staff.
6. Staff were made aware of the exercise.
7. Monthly reports were given to the LETB in order to update on the progress of the exercise.
8. All information was inputted onto ESR in batches and this is reflected in the changes in the woven reports.
9. In order to avoid this happening in future the new starter forms were changed to include all equalities and emergency contact information.

HOW IT WORKS

The majority of the project was maintained and delivered by the project lead (The HR Intern). The lead reported progress and was supported by the Head of HR and Organisational Development. The LETB were provided with monthly reports on the progress of the project. The main discussions with the Head of HR and Organisational Development



were around the planning and method of undertaking the project. Advice was also given on questions from staff and the rationale for the process.

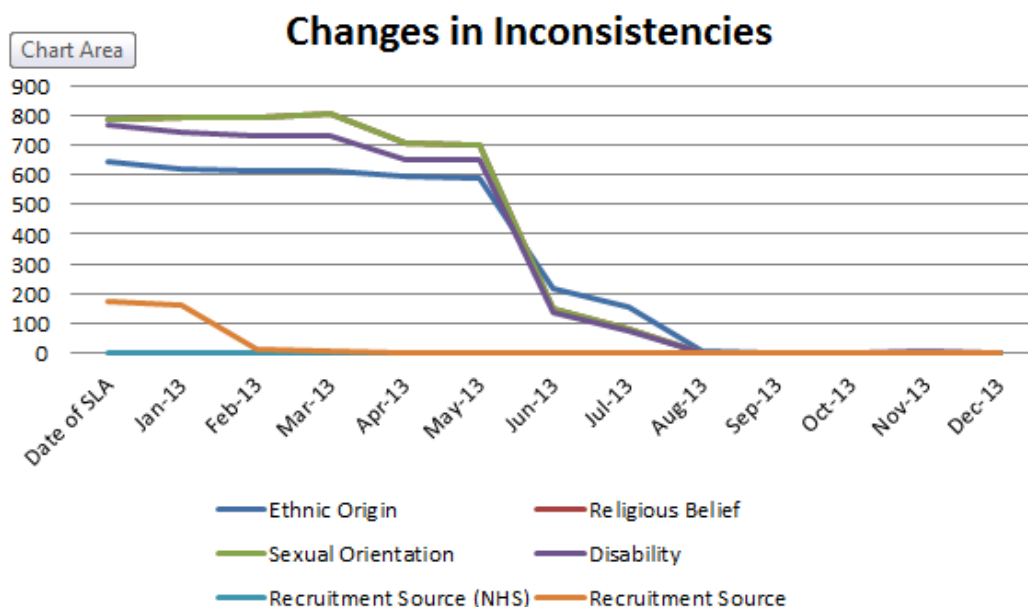
Through the LETB Data Quality Programme an SLA was created between CPG and the LETB. The SLA agreed support for a HR Intern to lead the project for 6 months. This support was invaluable for the HR team and the organisation due to the time this saved. Having dedicated support ensured the aims could be met without disruption to the team.

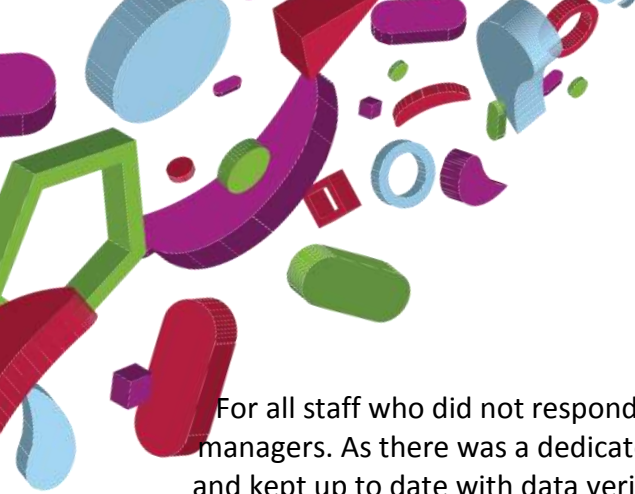
Progress of the data verification project was closely monitored to ensure all forms were returned and inputted.

The data verification forms were created by the HR Intern. This form focused on the personal, emergency contact and equalities information which was missing from ESR. This was to ensure all the outstanding data was collected in order to meet the deliverables of the SLA.

The decision to produce a paper data verification form rather than electronic was made after consideration of the staffing areas in Care Plus Group. Due to the nature of the work of CPG many staff do not have access to a computer; therefore a paper form was most appropriate and gave the best results for the organisation.

The data verification forms were pre merged with information which was already held on staff. This was to assist staff to ensure we had the most up to date information and made it as easy as possible to complete. Data verification forms were held confidentially in HR. At drop in sessions staff completed their forms in a confidential environment or if they were completed and returned to a manager they would be placed in a sealed envelope and handled equally confidentially. These forms were then returned to HR where they were recorded as received so there was an on-going record of staff who had completed their forms. They were then inputted onto ESR in batches which can be seen in the table showing the drop in inconsistencies (as shown below):





For all staff who did not respond, they were chased up with reminder emails and by their managers. As there was a dedicated resource who was completely familiar with the process and kept up to date with data verification returns, this ensured staff who had not responded could be reminded.

Drop in sessions and forms being distributed to managers were one of the most effective methods dependent upon the team. Drop in sessions allowed staff to attend for 5 minutes to complete their forms which avoided disruption in the office. For shift workers to complete their forms these were returned to managers. Due to shift patterns often being overnight this was the most effective method for the staff and the organisation.

Training was given to the HR Intern on how to input the data verification forms and date of births on to ESR. This was felt the best method of inputting; with cross checks taking place to ensure accuracy. This was also the most cost effective method by avoiding using agency staff.

RESOURCES

Funding was given for a 6 month internship paid at National Minimum Wage. Due to CPG needs this post was extended to assist in other priorities.

KEY CHALLENGES

Timescales

As there was a 6 month original timescale to complete the project there was a challenge of getting the project out to staff and having the information returned in time. Due to the internship being extended CPG were able to ensure nearly all staff returned their information.

Confusion for staff

Staff were confused as to the purpose of this exercise as they believed they had already provided this information. This was overcome by good communications with staff, the creation of frequently asked questions and a willingness to answer any questions from staff. By providing a key point of contact and providing drop in sessions this allowed us to ensure any queries that arose were responded to.

Human Error in inputting

As the information was being inputted by one person this was also cross checked to avoid any errors occurring.

Tight Deadlines for submission of payroll forms

It was identified that one of the reasons for the errors on ESR and the woven report is the deadline for payroll forms to be submitted by managers. By forms being left until last minute there is often a rush to get the information on the system to enable the member of staff to be paid. Often fields are not completed until a later date. This has been improved by explaining to managers the importance of deadlines and receiving forms by the requested dates. If forms are received late the priority is for the employee to be paid.

Different staff groups in CPG

Due to the different types of staff groups in CPG and many working shifts it was difficult to ensure all staff were aware of and completed the exercise. This was resolved by managers keeping staff informed and different methods for completion of data verification forms e.g. drop in sessions, via managers and appointments with HR, which were appropriate for all staff groups.

Employability

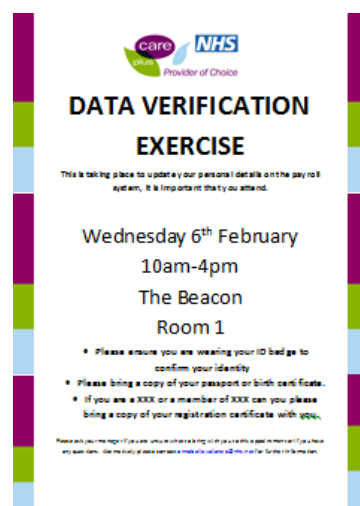
One of the departments in Care Plus Group is Employability who do their own recruitment for employability candidates. There was an issue where their processes did not mirror the HR process and information was being missed in their recruitment. Employability have been given training and they are gaining the correct information from staff when they are recruited and when they leave. Due to the high turnover of staff in Employability previously this increased the level of inconsistencies shown in the woven report.

Staff who are not at work

There had to be an on-going check for all staff who were not at work when the exercise began, this was dealt with by keeping an up to date record so the staff member could complete the exercise on their return to work.

Making Staff Aware of the exercise

Due to many staff roles being out in the community with limited access to a computer informing them of the project was not an easy task. This was achieved by managers keeping staff informed, posters advertising the drop in sessions and emails to managers asking them to make all staff aware of the process.





KEY LEARNING

- ESR fields were not being completed and payroll forms were not obtaining the correct information from staff.
- All information needs to be obtained for a member of staff before they can be set up on ESR to avoid any errors in the future.

NEXT STEPS

- To continue to input all equalities, personal and emergency contact information for new starters and leavers.
- To continue to review the woven report to ensure all inconsistencies are at zero and amend any that are identified in a timely manner.

SUPPORTING MATERIAL

The following resources are available as appendices to this case study:

[-Data Verification Form .](#)

[- FAQ's for staff.](#)

Contact for Further Information

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