# IFMS Project

# Frequently Asked Questions

## 1. What is IFMS?

IFMS is a single national integrated financial management and procurement system for the entire health sector. It has been developed under the *Finance Reform Programme* – a significant transformation programme for the health sector in terms of scale and complexity.

IFMS will replace multiple legacy finance and procurement systems across the HSE, Section 38 organisations and larger Section 39 organisations. Many of these legacy systems are outdated, or no longer supported, and are not fit for purpose. The number, variety and age of legacy systems makes it very difficult to aggregate, analyse and compare financial and procurement information in an efficient, timely and reliable way. The industry-leading platform on which IFMS will run is SAP S/4 HANA.

The IFMS project is not just a SAP implementation or technology project - it is a complete business transformation, delivered through standardised national finance and procurement processes and a strengthened financial control framework. It will be underpinned by new operating structures, ways of working, and a shared services delivery model in line with the Government mandate to expand and accelerate the use of shared services in the Irish Public Service, as one of the key cross-cutting reform initiatives under the Public Service Reform Programme. It will be enabled through leading SAP S/4 HANA capabilities.

## 2. What are the Benefits of IFMS?

- Better and more timely financial reporting and forecasting
- Improved financial management, governance, compliance and transparency
- Better overall financial control environment
- IFMS will, for the first time, provide quality standardised financial and procurement information across both statutory and voluntary services, facilitating:
  - valid comparison of costs across the entire sector
  - a more equitable and evidence-based resource allocation model
  - demonstration of VFM to support investment in service development
  - leveraging full procurement capacity of the health sector by having quality data at a catalogue item level
  - position-level reporting of pay costs for more than 125k WTE (c. 81k WTE statutory and c. 45k WTE voluntary)

## 3.  What kind of system will IFMS be?

Following a public procurement process, SAP was selected as the software platform on which IFMS will run. SAP is a global industry-leading provider of enterprise resource planning (ERP) software. The version of SAP on which IFMS will run is SAP S/4HANA.

## 4.  What are the timelines for IFMS implementation?

IFMS Implementation Group 1 (IG1) went live on July 3, 2023. The timeline for future implementations is currently under review and will be communicated in due course.

## 5.  What stage is the IFMS Project at?

IG1 (East) went live on July 3 2023 in the following areas:

Community Healthcare Areas 6, 7 and 9;
Connolly Hospital,
Naas General Hospital,
St Columcille's Hospital Loughlinstown,
St Luke's Radiation Oncology Network,
HSE Corporate and National Services,
Finance Shared Services,
Procurement Shared Services,
Primary Care Reimbursement Service (PCRS),
National Ambulance Service (NAS),
Tusla, the Child and Family Agency.

## 6. How will I access IFMS?

Once you have completed training and have been set up as a user on the IFMS Learning Management System (Moodle), the standard way of connecting to the system will be through an app on your desktop, or mobile device (laptop, tablet or phone). Your user profile on the system will be based on your role, and your access and authorisations will be administered by the Security Team in the SAP Centre of Excellence (CoE).

## 7. Will I be trained?

Training for users will be provided by the IFMS Training Team. More detail on scheduling, format and content of training will be provided in preparation for implementation of IFMS in your area.

Training will be delivered via a blend of classroom and online training. Enhanced support will be available to users for a hypercare period of approximately six weeks after go-live. Training will be also be supported by Standard Operating Procedures for all processes as well as online tutorials that users can access 24/7, in addition to helpdesk support from the SAP CoE.

## 8. What does IFMS mean for Shared Services?

The adoption of a Shared Service Model is a Government Led initiative to organise and deliver internal support services more efficiently and effectively, whilst freeing up organisational capacity to concentrate on core frontline and other Health and Social Care functions. The requirement within IFMS is to implement a standard national finance and procurement solution and deliver a national best practice shared service delivery model. This Model will support the more efficient utilisation of resources and implementation of standardised processes through the transfer of workload into Shared Services, away from the current dispersed nature of processing.

For HSE Procurement Shared Services IFMS will see the introduction of Extended Warehouse Management into the NDC and adoption of SAP Ariba for sourcing (strategic and assisted).

## 9. What is the role of Finance and Procurement Shared Services?

Finance Shared Services is part of the National Finance Division of the HSE and will deliver finance support and transaction services to the entire Health Sector and Tusla. The range of services that will transition to Finance Shared Services under the IFMS Programme falls within four main service functions:

- Order to Cash
- Payment Services
- Record to Report
- Master Data Unit.

The transactional finance tasks within these functions will be processed in line with the Finance Management Framework and are aligned to the end to end process design as approved by IFMS Governance.

HSE Procurement Shared Services (PSS) will continue to provide:

- Strategic Sourcing
- Logistics Services
- Assisted Sourcing
- Business Relationship Management Services
- Customer Relationship Management
- Corporate Procurement Planning & Compliance Improvement
- Capacity Development
- Sourcing Content Enablement
- Business Intelligence

## 10. What is the SAP Centre of Excellence (CoE)?

The SAP CoE (Centre of Excellence) has responsibility for the support, maintenance and development of SAP technical solutions supporting HR/Payroll, Employee and Management Self-service, Business Intelligence & Analytics, SPSPS, SAP Ariba Snap, Finance – East Stabilisation & CFI (Consolidated Finance Intelligence). It is currently supporting over 100+ systems and 40+ SAP Products.

## 11. What does IFMS mean for Section 38 & larger Section 39 Organisations?

All Section 38 and larger Section 39 organisations are in scope for IFMS. There has been ongoing engagement with this key stakeholder group since the inception of the project, including inviting representation from each voluntary organisation to participate in the detailed process design and system design phases. A network of over 500 representatives, almost 200 of whom are drawn from voluntary organisations, was established to participate from the beginning of the process design stage. The voluntary sector (including S.38 Acute, S.38 Community, S.39 Community and voluntary hospice sector) is represented at project governance and project delivery level.

The HSE recognises that some organisations may have concerns in relation to adopting a single integrated financial and procurement system with an associated set of nationally standardised processes. The HSE is conscious, in particular, of the need to provide relevant reassurance to the directors and senior leadership teams of Section 38 and relevant Section 39 agencies that are within the scope of IFMS.

The HSE acknowledges that it must work with voluntary organisations to ensure that the adoption of the IFMS assists with, and does not adversely impact on the obligations and responsibilities of board members.

The Framework explicitly states that adoption of the IFMS must not interfere with the reasonable exercise of their proper autonomy as befits separate legal entities operating within relevant policy, legal, regulatory and contractual frameworks.

## 12. How will IFMS address changes from Sláintecare?

IFMS has been designed to readily accommodate future changes to the organisation structures, such as the establishment of Regional Health Areas under Sláintecare including enabling Vote and cash reporting.

## 13. Given the size and scale of the Irish Health Sector, how will one solution work for all?

With IFMS, new ways of working will be introduced in accordance with the Irish Health Service Financial Management Framework through the implementation of standard national accounting and procurement processes, a single National Chart of Accounts and National Enterprise Structure, and a new National Shared Services Model. The processes have already been agreed by Process Councils. Processes have been designed based on SAP best practice.

## 14. Will it be compulsory for organisations to use IFMS when it is implemented?

Yes. In order to realise the benefits of national standardised processes and improve the quality and comparability of data. Our mandate will not support alternative systems, nor the use of public funds for same once IFMS is available.

## 15. Have Trade Unions and Representative Bodies been engaged with?

Yes, membership organisations and representative bodies have been engaged with on an ongoing basis. This will continue as the Project progresses via the Joint Information and Consultation Forum (JICF) and a dedicated IFMS Information and Consultation Forum.

All consultation is carried out in conjunction with HSE National HR Employee Relations to ensure appropriate engagement with relevant organisations.

## 16. What is Process Standardisation?

Process standardisation involves establishing a single, clearly-documented organisation-wide approach to finance and procurement transaction processing, analysis, forecasting, planning, budgeting, and reporting based on best practice and underpinned by a single technology solution and standard operating model. This role is carried out by the Process Standardisation Unit (PSU).

## 17. What is a Systems Integrator (SI) and what is their role in IFMS?

A Systems Integrator (SI) brings the technical expertise to the HSE in the implementation of IFMS. As experts in this area, they specialise in bringing together component subsystems into a whole and ensuring that those subsystems function together, a practice known as system integration. The SI will lead out on many of the technical project activities and provide direction, support and guidance to the HSE IFMS Team.

### 18. Will IFMS be compliant with National Financial Regulations (NFRs)?

The system will be designed to be compliant with current and future NFRs and align with best practice.

### 19. Will the system put additional strain on the IT networks for the HSE?

No. IFMS will be delivered to end-users through Citrix, which is the most 'bandwidth friendly' mechanism for delivering access to applications. As we roll-out IFMS, local implementation teams will work with local IT functions to ensure that the necessary hardware and infrastructure requirements are in place.

### 20. How is the IFMS Project being resourced and are there career opportunities?

There are career opportunities across the IFMS Project. All recruitment for positions are advertised on the HSE website www.hse.ie/eng/staff/jobs and managed through the HSE's National Recruitment Service.
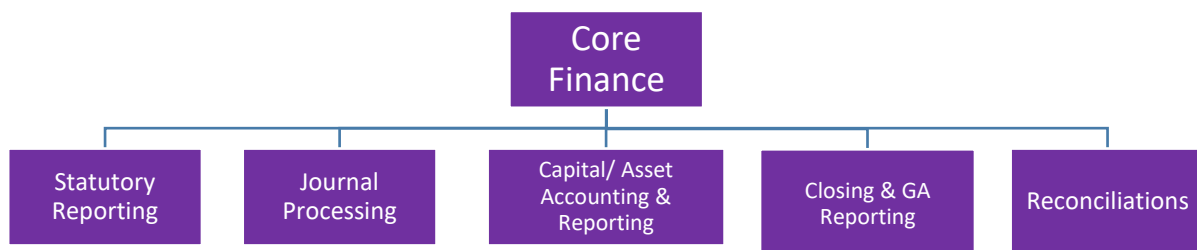
## CORE FINANCE

### Overview

Core Finance is General Financial Accounting, which includes Journal Processing, Asset Accounting and Reporting, Financial Close and General Accounting Reporting, and Statutory Reporting.

It facilitates a controlled environment through segregation of duties and strict control of processes.

Within the Health Sector, Core Finance's responsibilities include validating organisations' sustainability from a finance perspective and monitoring and controlling spend across the service. It is responsible for month-end reporting, and the Annual Financial Statements (AFS) - a statutory, legal requirement of each Health Sector organisation to complete. It also seeks to optimise standard processes and create efficiencies in the business, such as centrally processing tasks.

Core Finance must integrate with Accounts Payable, Accounts Receivable, Inventory Management, Payroll and Treasury.

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### 21. How will the month end close and year-end close work on the new system?

Month-end process in IFMS will operate on a 5-day close and report cycle. The timeframe will be facilitated through the use of SAP software - Financial Closing Cockpit - to facilitate an efficient and controlled closing process. The FCC will be configured to perform period end closing in line with agreed close timetables and will support closing within the 5-day close and report cycle.

IFMS will leverage other S/4HANA enhancements such as universal journal, FIORI apps, and capabilities like flexible reporting tools and by utilising the approved standardised national processes and through the use of a best-practice shared service model.

The capabilities built into SAP S/4HANA along with increased automation will support the reduced month end timeframe from 15 days currently to 5 days.

All entities will be required to adhere to the 5-day close and report process. The system will also be designed to facilitate year-end close and audit adjustments. The Annual Financial Statements (AFS) allows for period 13 adjustments for year-end accounting.

## 22. Is the 5-Day Close and Report feasible on the IFMS Platform?

More timely reporting is a key objective of IFMS and the 5-Day Close & Report is a fundamental principle of the [Financial Management Framework](#)

The challenge of moving from existing reporting timeframes (up to 15 days in some instances for Income and Expenditure reporting only), is acknowledged.

## 23. How will the Chart of Accounts (CoA) and Finance Enterprise Structure (ES) be defined for Section 38 and Section 39 organisations?

**Chart of Accounts**

IFMS will have a single Chart of Accounts that applies across all legal entities on the system: HSE, Section 38 organisations, Section 39 organisations, TUSLA etc. However, there may be some General Ledger (G/L) accounts that are specific to certain entities and not used by others.

**Company Code**

Each separate legal entity will be represented by its own SAP company code. All of statutory HSE will have one company code and each Section 38 organisation and Section 39 organisation will have its own company code.

**Cost Centres**

Each legal entity will have its own set of cost centres that reflects its internal organisation and the services provided. IFMS will apply a consistent categorisation of cost centres across all entities to support standardised national reporting of services. Cost centres will be categorised using a set of attributes that each entity will apply to its own set of cost centres.

## 24. Under FRS102 Limited Companies have legal obligations to record capital transactions that are different to the manner in which HSE records capital activities. Will the system facilitate accounting under FRS102?

Yes. IFMS will have the ability to cater for different Accounting Standards and will also facilitate entities who report under both FRS102 and Department of Health Accounting Standards through the use of parallel ledgers.

### 25. Some Hospitals want SAP but also want to do their own postings. Will this be possible?

There is a wide range of posting areas in SAP. Sub-ledgers for Inventory, Capital, Fixed Assets, plus postings originating from Order to Cash (O2C) and Procure to Pay (P2P) coupled with general ledger activity. From a Journal Entry perspective, IFMS are adopting a "self-service" model. This means local entities will be preparing and posting their own GL Journal entries directly into S/4HANA.

### 26. How will the new system produce the AFS? Will amounts of the grants provided to outside agencies be included in the AFS?

Once all HSE entities are on IFMS, the HSE Statutory Consolidated AFS will be produced from IFMS and will largely be an automated process. Grants to outside agencies are currently reported in the consolidated HSE AFS under Note 8 and Appendix 1. This will not change under IFMS. Each Voluntary Organisation will also have the capability to produce their own AFS in accordance with their own Accounting Standards when they are on-boarded to IFMS.

### 27. What is the self-service model for Journal posting?

The intent for IFMS is to maximise the use of self-service. Hence the parking and approval of Journals will be a local process. This involves substantially eliminating the use of manual/excel templates. The specific Journal Preparer and approver roles will be decided locally based upon local resources and allocated to users accordingly. In summary, where Journals are prepared locally and sent to FSS to post, the local area will now be responsible for posting these.

### 28. What Supporting Documentation is required when posting Journals?

Supporting documentation means that a person with accounting experience but without extensive knowledge of the transaction can review and understand the nature of the transaction. In practice, what constitutes 'sufficient back-up' can vary depending on the nature of the Journal and value.  For example, a high value accrual posting would require a higher standard of support than a low risk, low value entry.  For certain low value transactions, a one-line explanation with a simple calculation (X*Y=Z) may suffice. Please refer to the Journal Entry Policy here for further detail.

### 29. Does the Journal need to be created on a Journal template with supporting documentation attached?

The Journal can be posted directly to SAP or posted via a specific SAP S/4 Journal template. Backup documentation can be attached to the Journal at the time of parking and hence available for the approver to review before approving the Journal or else the

supporting documentation can be attached after the Journal is posted. The preference would be for the first option as it would assist in the efficiency of the approval process.

## 30. What is the SLA time frame for Journal approval?

Journals will be approved locally. The submitter will need to follow up with their local approver.

## 31. Can a sub ledger be closed locally?

No. Sub ledgers will be closed centrally at Company Code level.

## ORDER TO CASH (O2C)

### Overview

O2C is the set of business processes that cover the entirety of the order processing system, from receiving the order, to the point where payment is received and an entry is logged in the accounting books.

It encompasses the processes of Income Generation, Charging, Collection, Write-off's, Income Accounting, and other ancillary processes.

Patient and non-patient billing will move from PAS Systems and other existing tools to one platform in IFMS to facilitate central billing. Shared Services will be accountable for central debtor management.

Claimsure is an independent tool that is not integrated to any PAS Systems. It is widely used across the acute settings to process private medical insurance claims and can continue to operate alongside IFMS.
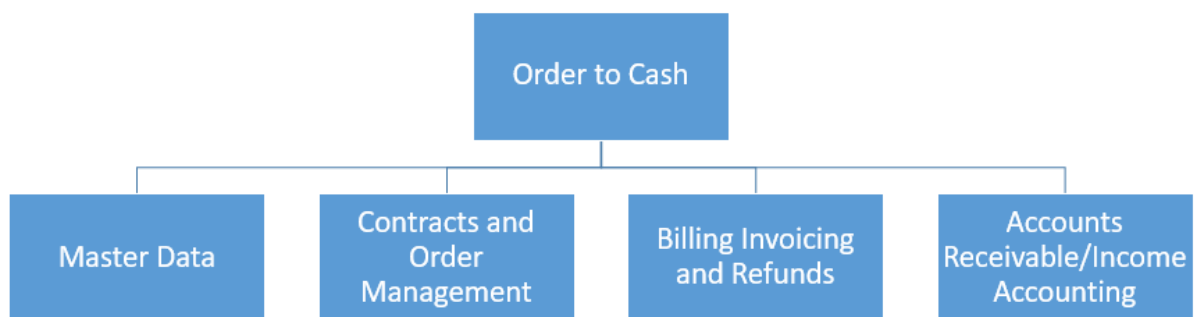


### 32. What will the patient billing system be?

The Patient billing system will be SAP S/4HANA, with a standard billing process to be adopted across the health sector.

### 33. How will disputes be handled and case histories be maintained?

The Dispute Management Module of SAP S/4HANA will be used to manage disputes. Dispute case history is managed on the system. Finance Shared Services (FSS) is primarily responsible for collections, dunning and dispute management. This will be done in collaboration with local services who may be in a position to provide additional background and respond to particular queries in respect of disputes.

### 34. Will HSE regional and national financial accounting teams come under the new Finance Shared Services Structure?

The HSE's Regional and National Financial Accounting Teams are part of the HSE National Finance Division and are not part of Finance Shared Services.

### 35. How will the current Claimsure system and process be impacted by IFMS?

The current Claimsure system and process has been reviewed and an assessment completed. Invoices from IFMS will be sent to Claimsure electronically in the form of EDI (Electronic Data Interchange) with a unique MRN number through an interface. The clinical information will continue to interface from the Patient Administration System PAS).

Claimsure will continue to be used for processing claims. A separate interface is developed to update invoice status in Claimsure as payments are applied in IFMS.

### 36. Can we see the system?

The IFMS project team shared demonstrations of the system as part of the project's Build and Test Stage. Designated end users will also participate in User Acceptance Testing (UAT) and therefore will be trained and have an opportunity to test the system prior to implementation.

### 37. Can the terminology in SAP be simplified?

Like any new technology, the terminology can be somewhat confusing. However, training will be provided, along with training manuals that will offer easy to understand explanations on the system and processes. When using the system daily, new terminology will become familiar very quickly. There will also be a dedicated team providing post go-live support.

### 38. Will the System support the Electronic Invoicing Directive 2014/55/EU?

Yes. The System will support the Electronic Invoicing Directive 2014/55/EU in relation to the management and processing of all invoices.

### 39. Private Health Insurance (PHI) is 80% of all hospital-generated income – what is the benefit of centralised collection?

The centralised collection process will encompass all income, including Community Healthcare Organisations, Community Nursing Homes among others, as well as the Acute Hospitals' income collection.

The collection process will be operated by a national debtor management function in conjunction with local teams, which will have responsibility for the issue of relevant invoices and pursuit of old debt collection. This function will operate the national debtor management system component within IFMS. Centralised function promotes streamlined processes and improves efficiency. There can be further involvement with third party Debt Management Services, or Legal Services, for old debts as deemed necessary.
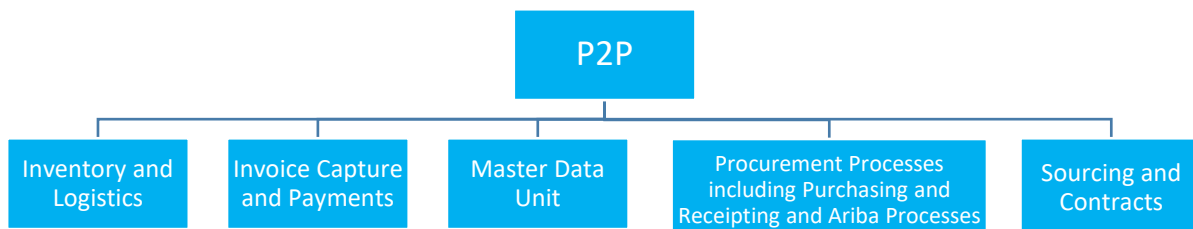
## PROCURE-TO-PAY (P2P)

### Overview

P2P is the process of integrating purchasing and accounts payable systems to create greater efficiencies. It exists within the larger procurement management process and involves four key stages: Sourcing and Contracting Goods and Services; Supporting Compliance and Order; Receiving and Reconciliation; Invoicing and Payment.

Within the HSE, there is a central procurement function (Procurement) whose current responsibilities include central/national procurement contracts and the operation of the National Distribution Centre (NDC).

The NDC is a central logistics function for 'stock items' i.e., stock items are centrally procured and stored (inventory managed) and distributed/charged to end use locations across the country based on replenishment requests.

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### 40. What is the IFMS PTP solution?

IFMS PTP consists of 2 applications, SAP S/4 and SAP Ariba. SAP S/4 is the core IFMS application, which processes purchase orders, invoices and payments. SAP Ariba is a self-service purchasing application that is fully integrated with SAP S/4.

### 41. What are the ways to procure goods or services in IFMS?

IFMS will introduce a number of different procurement channels (way to procure goods or services). Some of these channels are in Ariba and others are in S/4 Hana. The channels include: Kanban-managed items, Ariba Self Service, Blanket PO, S/4 Service Entry Sheet, Recurring Payments and Consignment. The channel used will depend on what goods/services are being requested and the type of order/contract with the supplier.

### 42. What is the self-service model?

The self-service model will allow for purchasing of non-stock items through Ariba. A PR is created in Ariba for the non-stock item. Once it is fully approved, a PO is automatically created and sent to the supplier.

### 43. What is a purchasing group?

A group of people with responsibility for purchasing goods and services for a particular Cost Centre or group of Cost Centres.

Spend approval is controlled within a purchasing group, as defined within the NFR-specified approval levels/limits of authority per grade.

### 44. Will IFMS prevent purchasing, if budget is exceeded?

IFMS has been designed to issue a warning message to the user if a budget is exceeded at the time of Purchase Order creation. The user makes the decision based on need, as to whether to proceed with the purchase order in the absence of budget. The system will not prevent the purchase from being completed in such circumstances where there is no or insufficient budget available.

### 45. Can the requisitioner and approver be the same person?

No, you cannot create and approve your own PO; this is a system wide constraint. Approvers will be required to approve POs in Ariba /S/4 Hana, as the approval process will be part of the workflow in Ariba/ S/4 Hana based on the current NFR guidelines. There will be an ability to approve despite a warning message regarding insufficient budget, except for capital spend. The user makes the decision based on need, as to whether to proceed with the purchase order in the absence of budget.

### 46. How will suppliers interact with HSE?

Suppliers will be able to select from a *number of ways to interact with HSE* as they do today e.g. through Ariba, PEPPOL, via email, although supplier registration on Ariba will be encouraged as this will enable seamless transfer of POs into Invoices and ensure 3-way match is achieved. Suppliers will *send their Invoices directly to Finance Shared Services* who will process the Invoice on behalf of Local Organisations.

### 47. What is a 3-way match?

A 3-way match is required between PO, GRN (Goods Receipt Note) and Invoice.

### 48. How will this 3-way match work as this won't be possible for all invoices?

If an invoice is coming in against the PO, there will be a 3-way match. If it is a non-PO invoice, there won't be a 3-way match. For these an approval by the buyer is needed.

3 Way Match - What happens if the PO doesn't match the invoice or GRN?

All PO Invoices will require a 3-way match between PO, GRN and Invoice. Local services will use the goods receipt process to record the actual delivery. If there is a mis-match it will be managed in VIM and routed to the defined Role to take the appropriate action to resolve it i.e. amend the GRN or PO, or reject the invoice.

## 49. How are invoices to be sent to Shared Services?

Vendors will send invoices into Shared Services, who will manage the process from there using VIM and ensure the payment is made. Only posted invoices require scanning and this will be done by Shared Services.

## 50. What is VIM?

Vendor Invoice Management (VIM) will optimise, centralise and standardise the process of receiving, managing, routing and monitoring Invoices. All Invoices (via Ariba, electronic, post etc.) will be routed through the VIM system and managed by Finance Shared Services.

## 51. Can vendors view their own invoices?

Vendors who are registered on the Ariba Supplier Network will be able to view their own invoices. All other vendors can email their queries to Finance Shared Services. The email address will be communicated to vendors ahead of Go-Live.

## 52. How will Agency Staff, Section 39 grants, HCP invoices, Taxi, Security, Cleaning, and other utility invoices be processed?

The application of procurement channel by spend category is an IFMS deliverable in collaboration with stakeholders. This is an ongoing process. Once complete it will be published on the IFMS homepage.

## Financial Planning and Analysis/Treasury and Risk Management (FP&A/T&RM)

## Overview

The HSE has gross expenditure in excess of €23.3 billion (2022) per annum with planning and reporting taking place at several levels within the organisation and to many external stakeholders.

FP&A is the budgeting, forecasting and analytical processes that support an organisation's financial position and business strategy. The FP&A role is fundamental to business success as it allows management to effectively manage cashflow, make the best use of capital and plan financially to ensure the organisations strategic goals can be met.

T&RM is the planning, organising and controlling holding, funds and working capital of the enterprise. In addition, they maintain liquidity and mitigate operational and financial risk.

The HSE has processes and procedures in place at all levels across the organisation to ensure that budgets and plans are monitored, reported on and where required remedial action is taken.

A monthly management data report is produced which, amongst other things, includes a detailed view of financial performance against budget.

The HSE has a dedicated treasury unit located within the National Finance Division. It is responsible for planning, monitoring and controlling the HSE's cash balances.
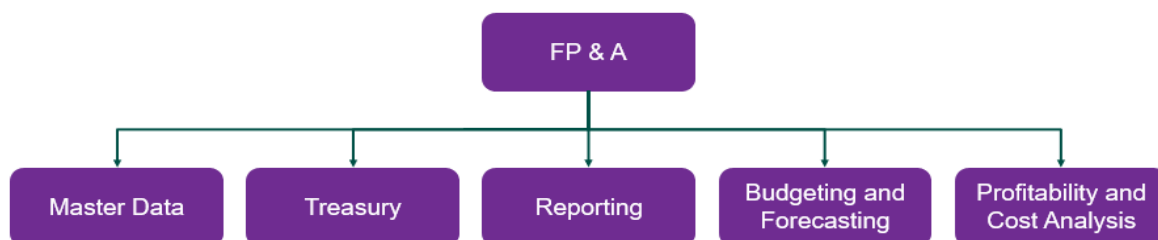
### 53. Will new cost centres be created on IFMS?

Yes. Authorised finance users will initiate a request for the setup of a new cost centre through MDG (SAP Master Data Governance tool). This will trigger a workflow process with predefined approval routings that will allow the request to be approved and actioned without the requirement for emails etc.

### 54. Will organisations continue to have access to petty cash including PPP?

The National Financial Regulations (NFR 1, Purchase to Pay) specifies the use of Purchase Orders, with approval, as the default control for spend. The NFR also permits non-order payments in certain circumstances where it is clear that the use of a purchase order will add little if any value in terms of the financial controls, or the efficient operation of the process. Therefore the policy will be to minimise the amount of cash maintained in any premises and organisations will be encouraged to use procurement cards or prepaid debit cards options in this regard.

### 55. What will happen to the CMS Database?

Central Management Server (CMS) is used in the statutory areas of the HSE as a budget management system for managing and tracking the capital budget allocation. CMS will be replaced by a capital budgeting module in NEIS (An Estates-led Integrated Workplace Management Solution) that will interface with Business Planning and Consolidation (BPC), the SAP Planning tool. The budget detail, by project, will be compiled in NEIS but the funding control totals and release of budget funding for capital projects, will be managed through BPC. There will be a requirement to retain the history on the CMS database and a process for this will be developed.

### 56. What will happen to the Rosetta/Synergy (Revenue Budget Management System)?

Rosetta/Synergy is used as a budget management system for managing and tracking the revenue budget allocation. The system is used to manage and control the budget and track the source of funds for the allocation. Rosetta/Synergy will be replaced by the SAP Planning Tool, BPC, right across the health service from first implementation.

For parts of the health service deployed to IFMS, their detailed budgets will be compiled on BPC, the values of which must correspond with budget funding allocated through BPC. For those parts of the organisation not yet deployed to IFMS, there will be a requirement to reconcile their lower level budget detail in their legacy Finance systems, to their budget funding in BPC (in the same way they do with Rosetta/Synergy currently).

There will be a requirement to retain the history on Rosetta/Synergy database and a process for this will be developed.

### 57. What will happen to the current Consolidated Finance Intelligence (CFI) system?

The on-going Business As Usual (BAU) work associated with maintenance and development of the existing CFI is not in-scope for the IFMS project. CFI is used as a reporting tool and will be required to remain in operation until all entities currently submitting extracts/templates are on IFMS. Section 38 organisations which go-live on IFMS will submit an extract post go-live on IFMS.

### 58. How will the preparation and allocation of National Budgets occur? And how will the IFMS budgeting work?

The existing business processes for Budget preparation will remain largely the same, however the IFMS budgeting tools will be greatly enhanced.

The following are some of the features and capabilities available with the IFMS budgeting solution:

- The solution will work through use of systemised planning templates that will generate a financial plan as a starting point, with the ability for finance users to modify those plans and explain their adjustments.
- The system will provide an audit trail of all planning adjustments. Plans are submitted and reviewed/approved through predefined system workflows. Approvers at upper levels, e.g. Corporate, will be able to drill down and see adjustments made by Preparers at all lower levels.
- There will be no need to reconcile budgets as it is a fully integrated system.
- Budget funding allocations will be done on IFMS. Users will have direct access to the system to make budget allocations and transfers (subject to their approvals and access rights) and there will be no longer be a need to submit templates to Corporate to process allocations and transfers.

### 59. How will capital grants work?

All capital grant payments will be made in-line with current rules and regulations including NFR18 – Protecting the State's Interest. The ability to report by source of funds and organisation for capital grants is part of the agreed IFMS design.

### 60. Will there be a Revenue interface with SAP S/4HANA?

A file sharing interface with the Irish Revenue Commissioners for communication of information related to Electronic Tax Clearance etc., will be created.

### 61. How will IFMS manage the payroll deductions process?

IFMS is an integrated Finance and Procurement Management System, not a payroll system. Payroll deductions will continue to be calculated in the payroll systems. There is a requirement to interface payroll data to IFMS, including third party deductions (e.g. VHI, Credit Unions etc.). The payment of these deductions will be handled by IFMS.

### 62. How will payroll be mapped into Business Warehouse (BW)?

There will be interfaces from the various HR/Payroll systems into IFMS BW. GDPR compliance is a key consideration in the design of all IFMS reports.

### 63. Can as Section 38 organisation have more than one Company Code?

A Company Code will be set up for each separate legal entity in receipt of grant funding. Requirements for additional Company Codes will be dealt with on a case by case basis during implementation.

### 64. Will Patients Private Property (PPP) remain a local activity?

PPP will remain a local activity, but in IFMS the transactions will be recorded in SAP.

### 65. What data will be migrated to IFMS?

This is defined in detail in the approved IFMS Data Migration Strategy. Open items as well current and previous year balances will be loaded to enable local comparative reporting.

### 66. How will IFMS support ease of financial planning efforts?

The Business Planning and Consolidation Tool (BPC) is SAP's planning tool. IFMS will use HSE designed standard BPC templates for its various different financial planning processes and consolidation of same.

Planning processes in BPC typically provide the finance user with a 'starting point' for his/her planning exercise e.g. a forecast based on an extrapolation of a baseline of actuals, which can then be modified in different ways (both high level adjustments and lower level detail). Dropdown lists, drill down capability, and the ability to include comments explaining entries/adjustments all come as standard, greatly assisting review at all levels.

Review, revision and approval will be conducted via workflow.

## 67. What are the different planning processes supported by IFMS?

- Enterprise Log Search (ELS)
- New Developments
- Budget reconciliation
- Capital Planning
- Forecasting

IFMS will leverage its new automated consolidation power to deliver faster, more integrated, easier to review outputs from these processes for the entire HSE. Submission, review, revision & approval will be conducted via workflow.

## 68. What is workflow?

Workflow is system logic to ensure the right work is brought in the right sequence at the right time to the right people. This will facilitate and automate business processes that are done manually at present. This includes:

- Finance master data requests
- Fund allocations/transfers
- Forecasting
- Budgeting
- Other (adhoc) reporting
- Record to Report

## 69. What does IFMS mean for SAP Centre of Excellence (SAP CoE)?

The SAP CoE, through the System's Accounting team, provide support for the Eastern Region Finance System and also extended support to Stabilisation and Consolidated Finance Intelligence (CFI). In August 2020 this support model extended to include the Ariba Snap Cloud based procurement system that deployed at that time. SAP CoE will now go on to significantly expand the current support model, to include the entire SAP Finance and Procurement environment for all HSE divisions, Section 38 and the Section 39 organisations in scope, as the IFMS project rolls out on a phased basis. It will reside alongside the already established HR and Payroll SAP CoE.

## 70. What support will SAP CoE provide?

The SAP CoE will be the single leadership function in the HSE for SAP direction and release planning. It will provide strategic focus and future long-term planning, as well as, the ongoing support and maintenance of current SAP solutions. The business and the SAP CoE will align through the collaborative development of requirements, business cases and strategic planning, to support strategic business goals. The delivery model for the SAP CoE will be based on the current SAP HR/Payroll CoE model and will extend, develop and transform based on industry best practises, to optimise the future support of SAP systems.