

Message from
Stephen Mulvany



CEO and Chair of
the Finance Reform
Programme
Steering Committee

Firstly, I wish to take this opportunity to thank staff who attended the Design Review Workshops, IG1 Fit Validation Workshops, Deep Dive Workshops and the IFMS Demonstrations, as well as, those who took the time to complete the Current State Assessment Questionnaire. Your completion of the Baseline Staff Awareness Survey and input to the IFMS Project are very valuable and greatly appreciated.

The Build and Test Stage of the Project is progressing on schedule and will run to May 2023. The governance structure for Implementation Group 1 (IG1) is now in place. Implementation activity has commenced in preparation for IG1 Go-Live date on 3 July 2023. The central IFMS Project Team are working with the local working groups to develop their plans for implementation, testing, training, data, change and communications. Planning Workshops are in progress for each IG1 area to support the completion of this work. Our Management of Change team will continue to support stakeholders along their journey through a number of activities, as we prepare for implementation. Information on these activities will be communicated to impacted stakeholders.

The Project Team continue to hold Playback Demonstrations to show parts of the new IFMS solution. These have had good attendance to date and have been well received by our stakeholders. The fourth Playback Demonstration will take place in March 2023.

A communication will issue to all Senior Leaders this month providing them with a detailed project update. A communication will also issue to all vendors and suppliers informing them about IFMS and what it means for them.

In this issue you can find out more about The One CHI project which went live on 3 January 2023 as planned and Finance Shared Services.

Find out more about the [IFMS Project](#).

Please get in touch with our Management of Change team with any queries by contacting change.ifms@hse.ie

Thank you
Stephen Mulvany

Contact the Management of Change team on change.ifms@hse.ie
Find out more about IFMS on IFMS Project - HSE.ie



Stabilisation Project for CHI at Temple Street

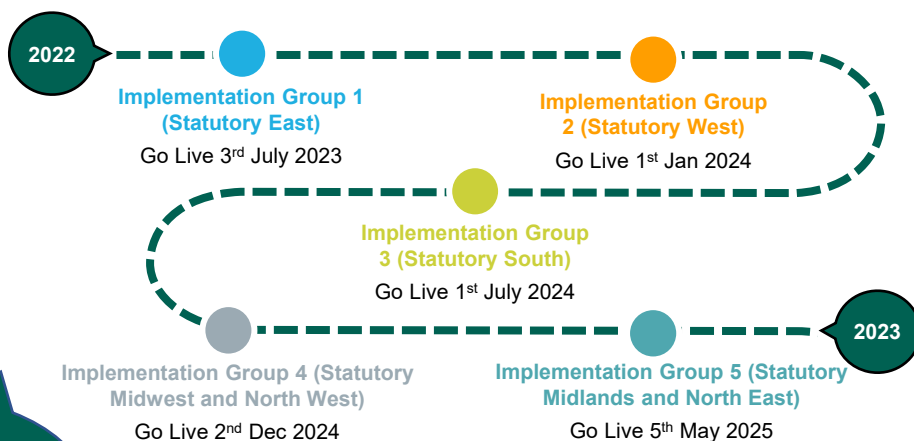
Congratulations to CHI at Temple Street who went live on SAP on 3 January 2023. The Stabilisation Project involved implementing a single integrated finance management and procurement system. The move from their previous system on 3 January 2023 saw the Children's Health Ireland (CHI) group on the same instance of SAP for the first time across all the CHI sites.

SAP will enhance financial reporting and forecasting across CHI and will enable improved financial management, governance, compliance and transparency, and a better overall financial control environment.

The implementation of a single integrated finance management and procurement system across the CHI will provide, for the first time, a single SAP platform, further supporting the provision of quality standardised financial and procurement information across the CHI group. In providing greater transparency and availability of financial data, a more evidence-based resource allocation model will be delivered, allowing CHI to further demonstrate continued Value for Money (VFM) to support investment in service in the future.

It will also support the Shared Services Model, provide a foundational platform for centralisation of functions and will bring service improvement opportunities through the elimination of non-value adding activities.

Implementation Timeline - IFMS Project





Spotlight on Shared Services

My name is Damian Casey and I am the Assistant Chief Financial Officer (ACFO) of Finance Shared Services (FSS). I started working for the HSE in the former Eastern Region Health Authority in 2004, before joining FSS in 2005. I have overall responsibility for the delivery of FSS operations across the HSE, and I work closely with a supportive and collaborative management team.



Finance Shared Services is responsible for the delivery of finance transaction processing for the HSE including payment of all HSE staff and our suppliers. Today we have over 300 dedicated staff across the country, working closely with existing customers across the local community, hospital and corporate services.

The rollout of the IFMS project will transform our business by delivering a single national finance management and procurement solution, supported by standardised national processes across the HSE.

What are the benefits of IFMS for Finance Shared Services?

- ❑ Supports our Finance Shared Services Operating Model and enables the elimination of non-value adding activities and duplication of effort
- ❑ Provides standardised processes for each activity enabling optimal management of transactional costs
- ❑ Improves efficiency in our ways of working
- ❑ Improves visibility and strengthens our control and compliance work
- ❑ Delivers centralised receipt and digitisation of all invoicing
- ❑ Introduction of a centralised Master Data Unit will provide a single source of truth for finance and procurement master data nationally
- ❑ Provides improved reporting and data analytics to support the 5 day close process
- ❑ Supports our approach to customer relationship management and customer service ethos

Where will Finance Shared Services be physically located?

The design for Finance Shared Services proposes that the primary locations will be Dublin and Kilkenny. Dublin will be the primary location for Record to Report and Payment Services. Kilkenny will be the primary location for Order-to-Cash and the Master Data Unit and will also include some Payment Services operations. In line with IFMS implementation, the FSS team will continue to grow in numbers and expand on service delivery across the customer base.

What Services will be provided under the new Finance Shared Services Target Operating Model?

In line with the Financial Management Framework the range of services to be provided by **Finance Shared Services** falls within 4 broad service categories - Payment Services, Order to Cash, Record to Report and Master Data Unit, which will be supported by business relationship management and a national helpdesk solutions.

Payment Services - Supplier Invoice management will be centralised, transitioning from the current devolved receipt and checking of invoices locally. This will eliminate the paper based and manual processes as much as possible. This is also a key enabler to the centralisation of national supplier payments and creditor reconciliations.

Order to Cash - This will be a new function facilitating a centralised point for customer invoicing, collections and accounting of all income supported by an on-line national payment portal.

Record to Report - encompassing centralisation of all balance sheet and bank reconciliations. This function will also be responsible for national capital and asset accounting, including the maintenance of the asset register.

Master Data Unit - A national master data unit will be responsible for data maintenance for financial data objects - Finance, Material, Customer, Vendor. Master data will be requested and approved locally through SAP Master Data Governance (MDG) and validated centrally.



Finance Shared Services Target Operating Model

Shared Services

Non Shared Services

