

IFMS Project

NEWS

Newsletter - Issue 3 June 2023



Contact the Management of Change team on change.ifms@hse.ie

Find out more about IFMS <https://www.hse.ie/eng/about/who/finance/financereformprogramme/technologyfinancereform/>

IFMS Go Live

With Core Build, Unit Testing and System Integration Testing completed, final preparations are underway for IFMS go-live in the first of five implementation groups on 3 July 2023.

Planning for a successful go-live

Since the beginning of the Implementation Stage on 3 April, IFMS end users have been preparing for transition to the new system and processes for Implementation Group 1 (IG1). This preparation involved a number of aspects, including:

- » The establishment of a **local change network**, led by full-time local staff who know the service and its stakeholders, and their particular needs.
- » Working with the local change network, a **detailed implementation plan** for each individual CHO, Hospital Group and Service, has been developed. The plan takes account of local operations and users, and the ways in which they will use IFMS. The detailed implementation plan covers **change management, communications, business readiness assessment, testing, end user training, and data migration activities**.
- » A **local working group** for each CHO / Hospital Group/ Service, chaired by a senior sponsor (e.g. CHO Chief Officer) and comprised mainly of finance and procurement leadership, was established and tasked with the delivery of the local implementation plan. The local working groups are supported by the IFMS project team.
- » Progress against each local working groups' plan was overseen by the **IG1 Steering Group**, the chair of which reports to the Finance Reform Programme Steering Committee.
- » The next step involved development of detailed **cutover plans** for each site. The IFMS project team supported local working groups with these

cutover plans during the month of June, in preparation of the 3 July go-live date.

Staff and Stakeholder Engagement

Roadshows and Information Sessions took place during April and May in IG1 locations, which gave staff an opportunity to see demonstrations of the IFMS system and related processes.

A communication issued to IFMS end users outlining the plan for their training, scheduled from mid-May to early July. The identification of those IFMS end users (to enable system access setup and training) was progressed by the local Working Group members with support from the IFMS project team. Staff were also invited to attend pre-training education sessions held during the months of May and June. IFMS superusers were identified in each area and participated in training and user acceptance testing (UAT) activities.

A dedicated IFMS Information and Consultation Forum was established to facilitate engagement with trade unions and staff representative organisations. Meetings have taken place most recently in March, May and June 2023 to provide information and status updates on the IFMS project, as well as IFMS-related stakeholder engagement activity and communications with staff. It was agreed that regular engagement with trade unions and staff representative organisations was required at a national level throughout this IFMS implementation period.

A number of communications have issued to Suppliers from the HSE National Director of Procurement, with clear instructions on what they need to do to be ready for IFMS go-live.



Content

IFMS Go Live	01
IFMS Stakeholder Awareness Survey	02
In Focus - IFMS Management of Change (MoC)	03
Enhanced Hypercare Support	03
IFMS Shared Services Helpdesks	04

Key messages to IG1 suppliers:

1. All invoices must be sent to Finance Shared Services for central processing.
2. All invoices must include an official IFMS purchase order number.

A Stakeholder Awareness Survey was conducted in January. This provided a baseline from which to capture and understand stakeholder experience as the project progresses. The responses indicated that staff were keen to have an opportunity to give their feedback on the project. A follow-up Stakeholder Awareness Survey has recently been completed, the results of which will inform the approach to communications with stakeholders in future implementation groups.

In this issue you can find out more about the Management of Change and the results of the first Stakeholder Awareness Baseline Survey.

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

IFMS Stakeholder Awareness Survey

In January of this year, the IFMS Project issued the first IFMS Stakeholder Awareness Survey to (a representative sample) of approximately 5,000 stakeholders across IG1. The anonymous online survey was shared throughout each local implementation area via the IFMS Local Change Network.

The purpose of the survey was to gauge high level awareness of the IFMS Project, the sentiment on the ground, as well as to provide stakeholders with a platform to share any feedback on recent IFMS Project engagements. The majority of questions were based on a sliding Likert Scale* (1-10) from negative to positive, with other questions supporting a free text response to allow stakeholders to provide any additional feedback to the project team.

*A Likert scale is a tool used to get a rating of people's understanding/ measurement of their opinions and attitudes on a subject, in this case the IFMS project. Questions are asked using a rating scale 1 – 10. In this survey the findings gave an overall sentiment of 5.01 which is half way along this rating scale, therefore classified as neutral.

The survey results provide a snapshot at a point in time (January 2023). Thank you to everyone who completed the survey, the results of which have informed and helped shape our ongoing engagements and communications with stakeholders. The survey was repeated in June, in advance of IG1 go-live on 3 July 2023.

Overall, the average Likert Rating in January 2023 was **5.01**. Almost exactly half way suggesting a neutral Attitude to awareness and sentiment.





Number of survey recipients **4,903**

Number of survey responses **463**

Overall Response Rate **9.2%**



Stakeholder Awareness Survey You said, we did

<p>More Information on Training</p> 	<p>A communication issued to IFMS users at end of March with overview of training approach. A number of further communications have issued to end users providing further detail on training. A feature on IFMS Training will be included in the next IFMS Newsletter.</p>
<p>Provide details on Change Impacts at local level</p> 	<p>Four Q&A sessions for each workstream delivered during March/early April and were attended by approx. 385 staff. Finance staff intranet has been updated with information on Change Impacts.</p>
<p>Welcome more communications and stakeholder engagement</p> 	<ul style="list-style-type: none"> • Issue 1 and 2 IFMS Newsletter published • Article on IFMS featured in Spring edition of Health Matters • Website content updated, Roadshows/information sessions for local areas before user training commenced in early May • Ongoing engagement with Senior Management Teams (IG1), Trade Unions and Representative Bodies • Presentations delivered to staff at Spring Corporate Finance Development Day, to Finance Specialists, and Dublin Midlands and Dublin North East Accountant Networks. Dates scheduled for DML Accountants' Network and West Accountants' Network respectively. • Communication issued to Senior Leaders across the Health Sector and suppliers in Implementation Group 1 (East) • A number of education sessions were held in May and June which were attended by c. 2,500 IG1 users
<p>Opportunity to attend system demonstrations</p> 	<p>Approx. 450 staff attended the fourth and final Playback Demonstrations held in March, covering the following topics;</p> <ul style="list-style-type: none"> • Financial Closing Cockpit / five day close and report, Procurement Channel Strategy implementation approach • Funds Management • Ariba Self Service Buying • Invoice scanning and Vendor Invoice Management (VIM)

In Focus - IFMS Management of Change (MoC)

IFMS, the Single National Integrated Financial Management and Procurement System for the Health Sector, will replace multiple legacy finance and procurement systems across the HSE, Tusla, Section 38 organisations, and larger Section 39 organisations.

To underpin this, a Central Change Team is in place to support stakeholders throughout the change journey and drive the fulfilment of the IFMS Change Management Strategy, approved by the Finance Reform Programme Steering Committee in October 2022. This Strategy sets out the approach and basis of activities for the IFMS Central Change Team, which in turn allows them to provide leadership, direction, support, and guidance to a local IFMS Change Network.

The IFMS Central Change Team have a remit to support the Local Change Network in their delivery of change activities, stakeholder engagements and other change initiatives as part of the IFMS project. They also

provide training and knowledge transfer to the Local Change Network. This includes the development of a Change Toolkit to ensure there is a standardised and consistent approach to the delivery of change activities.

The Central Management of Change team consists of:

- » Change Impacts
- » Training
- » Business Readiness
- » Stakeholder Engagement and Communications
- » Benefits Realisation



Hypercare Support

Hypercare Support for IG1 areas will commence post Go-Live on 3 July 2023. The term Hypercare is used to describe the concentrated level of support to end users of the new IFMS system provided over a defined period post Go-Live. Hypercare will provide a high level of functional, technical and project support so that issues raised by end user are addressed, such as:

- » Resolving end user access issues, and ensuring that all end users have appropriate access to the system.
- » Providing the mechanism to support end users when they are unfamiliar with the new system or newly defined processes and how they are to be used.
- » Confirming that all system functionality and related interfaces are operating as designed in the live system.

Critical Success Factors



Proactively seek and identify issues to catch them early



Drive positive engagement with the broader business as Hypercare activities are highly visible



Minimize disruption to operations by resolving teething issues quickly



Bridge project team and long-term support to complete knowledge transition and stabilise support

IFMS Shared Services Helpdesks



Overview

- » As part of the implementation of IFMS, Shared Services will introduce a helpdesk solution to track and case manage queries for the relevant shared services functions; Finance Shared Services, Procurement Shared Services, SAP Centre of Excellence.
- » Shared services customers (i.e. end users, staff, public and suppliers) will access the IFMS Shared Services Helpdesks through the helpdesk solution.
- » Access will be via phone, email, and the HSE Shared Services Self Service Portal.
- » The email, telephone and portal access channels will offer automated ticketing and routing to the point of resolution ensuring that the queries are answered closest to the point of knowledge.

Implementation Principles

- » **The helpdesks (both phone and email) will be operational from 3rd July 2023.**
- » **For the initial Hypercare period operating hours will be Mon-Fri 08:00 – 18:00****
- » The HSE Shared Services Helpdesks will have 3 phone lines.
 1. **HSE Internal Users:** 01 511 9698 (** MDU lines 09:00 – 17:00)
 2. **Suppliers :** 01 511 9700
 3. **Public users:** 1800 852 445 (**public line 09:00 – 17:00)

Overview of Contact Details for IFMS Helpdesk Users

End Users / Internal Customers		
Team	Email	Telephone (All Teams)
SAP CoE	Sapcoe.FinanceProcurement@hse.ie	01 511 9698 operating hours: 08:00 – 18:00* (*MDU operating hours 09:00 – 17:00)
Finance Shared Services (FSS)	Income services: payabill@hse.ie Payment services: vendorAPqueries@hse.ie	
	MDU: MDUVendor@hse.ie MDUMaterials@hse.ie MDUCustomer@hse.ie MDUFinance@hse.ie	
Procurement Shared Services (PPS)	Procurement.Helpdesk@hse.ie	
Other Supports		
Accessing the IFMS Training and Support Hub (Moodle)		training.ifms@hse.ie
Technical / ICT Support / Request (eHealth - network issues, laptop not working, printer not working, etc.)		Log via Ivanti Self Service

Suppliers		
Query Type	Email	Telephone (Both Teams)
Tenders & Contacts	Procurement.Helpdesk@hse.ie	01 511 9700
Accounts Payable	vendorAPqueries@hse.ie	operating hours: 08:00-18:00

Public	
Email	Telephone
payabill@hse.ie	1800 852 445 operating hours: 09:00 – 17:00

* Access to HSE Shared Services Self Service Portal will be available post IFMS IG1 Go-live.