

<p><b>1. What is Stabilisation?</b></p> <p>A. The Stabilisation Project is a key part of the Finance Reform Programme and the delivery of a National Single Financial Management System. It will replace the existing legacy Finance Systems in the former West and South regions, placing them under a new single company code on the existing SAP ECC (Enterprise Central Component) 6.0 system environment used in the former Eastern Region</p>
<p><b>2. Why is Stabilisation needed?</b></p> <p>A. The Stabilisation Project is an important first step in providing a Single Integrated Financial Management System (IFMS) for the HSE. Before the Finance Reform Programme delivers this new financial system we need to eliminate the risks associated with the financial accounting and purchasing systems in the former West and South regions. Both systems are no longer fully supported by their suppliers. The Stabilisation project will install a new version of SAP 6.0 across the Mid-West Region to address this risk.</p>
<p><b>3. What existing Finance and Purchasing systems will be replaced?</b></p> <p>A. Under Stabilisation Phase 1 (covering the former Mid-West region), the existing systems to be replaced are FMS Masterpiece 4 and Arran.</p>
<p><b>4. How will processes change during Stabilisation?</b></p> <p>A. Once SAP 6.0 is implemented in the former Mid-West Region, all finance processes in this area will go through the new SAP system. This will result in the majority of finance processes in the former Mid-West region changing in some way. The Stabilisation Project will work with representatives from across the region to ensure the impact of any changes are understood and any change is supported by the right level of Communications and Training support.</p>
<p><b>5. How does Stabilisation relate to the Integrated Financial Management System (IFMS) and Finance Reform?</b></p> <p>A. Stabilisation is a critical first step to the effective implementation of IFMS across the HSE. The IFMS is a single Finance and Procurement system for the HSE. Stabilisation is operating in parallel to the procurement of an IFMS software solution for the HSE and is currently focusing on the former Mid-West region to replace FMS Masterpiece 4 and Arran.</p>
<p><b>6. What benefits will Stabilisation bring to the HSE and its Staff?</b></p> <p>A. The project will reduce the risk to critical business processes posed by the current systems. Stabilisation aims to offer significant benefits in terms of process improvement, standardisation and controls, as well as improved and more flexible financial reporting.</p>
<p><b>7. What benefits will Stabilisation bring to the Public?</b></p> <p>A. The Stabilisation Project is a critical part of the Finance Reform Programme (FRP). When completed the FRP will provide the HSE with a clearer picture of how public funds are accounted for across our Health System; and bring greater levels of accountability and transparency to where money is spent. The Stabilisation project will support this by providing the Mid-West region with a single stable platform and will be a significant first step in achieving this aim.</p>
<p><b>8. What regions/areas will be affected by Stabilisation?</b></p> <p>A. The former West and South regions. Phase 1 of Stabilisation is going to be implemented in the former Mid-West region. No decision has been taken yet on where the next phase of</p>

<p>Stabilisation is going to proceed to and proposals on this will be brought to the appropriate governing authorities in Q3, 2016.</p>
<p><b>9. What assurances can you provide that we will not encounter issues during Stabilisation?</b></p> <p>A. We will ensure that any risks or issues associated with the implementation of SAP are managed appropriately and that decisions are made with the appropriate levels of approval and involving the right stakeholders from across all impacted groups.</p> <p>To mitigate the challenges we face, the project is being managed by an experienced team led by senior local SAP project management. We have also created a Project Team that combines local HSE knowledge (with experience of the HSE SAP ECC 6.0 system), with external expertise in SAP and Training support (IBM, SMX). This mix of expertise will help the Stabilisation Project pre-empt potential problems and ensure the appropriate mitigations are in place to address potential problems.</p>
<p><b>10. <a href="#">How can I keep up-to-date on</a> Stabilisation information and developments?</b></p> <p>A. Regular Communications will be issued by the Project Team to impacted stakeholder groups. We will provide regular updates via local resources:</p> <ul style="list-style-type: none"> <li>• HG Lead - Eileen Crotty: <a href="mailto:eileen.crotty@hse.ie">eileen.crotty@hse.ie</a></li> <li>• CHO Lead - Ursula Kelleher: <a href="mailto:ursula.kelleher@hse.ie">ursula.kelleher@hse.ie</a></li> </ul> <p>Look out for posters and user-guides in your area. We will also regularly update the Finance internet site with progress. If you have any questions about Stabilisation please drop us a note at: <a href="mailto:financereform@hse.ie">financereform@hse.ie</a> . Webpage to follow.</p>
<p><b>11. Who are the key Stakeholders managing Stabilisation?</b></p> <p>A. We have established a Stabilisation Project Team which comprises of a HSE Project Team with support from our external partners (IBM – Systems) and SMX Consulting (SAP Project Management Support). This team is part of a wider Finance Reform Programme under the responsibility of ACFO Operations Excellence (Paddy McDonald) and supported by the Programme Management Office (PMO) for Finance Reform..</p> <p>All key decisions will go through a Steering Group for Mid-West SAP Implementation which will be part of the agreed governance for the FRP Programme.</p>
<p><b>12. Who will be affected by Stabilisation? (internal and external)</b></p> <p>A. The stabilisation project will impact everyone within the Mid-West region in some way. However, the impact will be different depending on your role and how you interact with Finance in the Mid-West region. The following bullets describe the high-level impact:</p> <ol style="list-style-type: none"> <li>For the majority of the 7,000 staff within the HSE in the Mid-West region this impact will be minimal and they should see no significant impact to the service they receive.</li> <li>If you are one of the 150 people who approve goods or services you will be impacted. Purchase Orders will (once the SAP solution is switched on) now manage this process online and communicate via a new Procurement Hub for Hospital Group (HG) and Community Healthcare Organisation (CHO).</li> <li>Two new Purchasing Hubs will be created in the region (HG and CHO), to support all non-stock procurement activities across the Mid-West region. Staff will be recruited for these new teams and will be provided with training support before they use the new SAP system.</li> </ol>

<p>iv. The 3,000 vendors who provide goods and services to the HSE will now communicate via SAP. The POs they receive and their payment will all be through SAP once implemented.</p> <p>v. Local Finance People will carry-out all key financial activities via SAP as all Legacy procurement and finance systems are being replaced.</p> <p>vi. Locally, Staff will still be required to support the requisition process within a Hospital or CHO. These people will continue to be key in working with Staff and Authorisers in processing Requisitions to the Procurement Hub.</p>
<p><b>13. When can Voluntary Hospitals expect to be included under Stabilisation? Or do they have to wait for IFMS?</b></p> <p>A. St. John's Hospital, Limerick is outside the scope of the Stabilisation project and will form part of the IFMS project.</p>
<p><b>14. Who is responsible for Stabilisation within the HSE?</b></p> <p>A. The Stabilisation Project team (made up of HSE, IBM and SMX Project resources) are responsible for the delivery of the SAP System. They will work with local teams within Corporate, HG and CHO functions to deliver SAP in the Mid-West Region.</p> <p>The FRP Steering Group is responsible for the overall delivery and management of the Stabilisation project within the Finance Reform Programme. They make recommendations to the Finance Reform Programme Board who ultimately make the decision.</p> <p>The Stabilisation Project has a Steering Committee made up of HSE Senior representation from the National Finance Division (NFD), CHO Finance, HG Finance, Information and Communications Technology (ICT), Health Business Services (HBS) Finance and HBS Procurement.</p>
<p><b>15. How will current HSE suppliers be affected?</b></p> <p>A. New purchase ordering and payment systems will be introduced. SAP will be the mechanism to support this. We will work with current HSE suppliers to make sure they understand how they will be impacted and what changes they need to make.</p>
<p><b>16. Have Trade Unions been involved in this process?</b></p> <p>A. Yes, Trade Unions have been informed and engaged with.</p>
<p><b>17. Who pays for Stabilisation?</b></p> <p>A. The Stabilisation Project is a key component within the FRP and the costs associated with it are covered within the FRP budget. Progress is reported via FRP project governance arrangements.</p>
<p><b>18. How are Purchase-to-Pay processes changing within Stabilisation?</b></p> <p>A. Manual Purchase orders will no longer be used; a fully integrated Purchase-to-Pay system will be introduced. All Purchase Orders will now be electronic and system produced.</p>
<p><b>19. Is there an external Systems Integrator / Implementation Partner working with the HSE on Stabilisation?</b></p> <p>A. Yes, IBM is working on Stabilisation Phase 1 as implementation Partner. SMX Consulting is supporting the project management of Stabilisation.</p>
<p><b>20. Who is going to manage "Procurement Master Data"?</b></p>

<p>A. Procurement Master Data will be managed by the Procurement Data Management Unit HBS Procurement. They will be responsible for material code set-ups and new contract information.</p>
<p><b>21. Who is going to manage “Finance Master Data”?</b></p> <p>A. Finance Master Data will be managed by HBS Finance based in Parkgate Street, Dublin. They will be responsible for new cost centre and general ledger code set-ups.</p>
<p><b>22. Who is going to manage “Systems Support”?</b></p> <p>A. Systems Support will be managed by HBS Systems Support unit based in Parkgate Street, Dublin. They will be responsible for user set-ups, maintenance of system hierarchies, month- and year-end close, and system changes.</p>
<p><b>23. I currently purchase goods through the National Distribution Centre. How does Stabilisation affect me?</b></p> <p>A. The process will not change; all requisitions for Stock will still go to the NDC in Tullamore, as Stock is not in scope for the Stabilisation project.</p>
<p><b>24. I currently purchase routine Non–Stock items by sending a requisition to the Procurement hub based in Ballycummin Raheen. How does Stabilisation affect me?</b></p> <p>A. This process will not change. You will send the manual requisition to the Ballycummin hub, where it will be converted to an electronic order.</p>
<p><b>25. Will the purchase of all goods and services require the production of an Electronic Purchase Order?</b></p> <p>A. No. Utility bills and other services, yet to be defined, will not require a Purchase Order. They will be paid by direct Invoice upload to the system.</p>
<p><b>26. Will the suppliers in the Mid-West continue to be paid from the Accounts Payable function based in Catherine Street Limerick?</b></p> <p>A. Yes.</p>