

Using BPM to Enable HR Transformation

Case Study

University Hospitals

Birmingham NHS

Foundation Trust

Agenda

- Introduction
- BPM and Organizational Change
- Case Study: HR Transformation in the NHS

Organizational Change and BPM

Organizations are defined by the quality of their people and their processes and constrained by the limitations of their systems

Transformation and Technology



LOB applications



Finance Systems



Systems Acquired
through M&A



HR Systems



ERP Systems



Legacy Systems

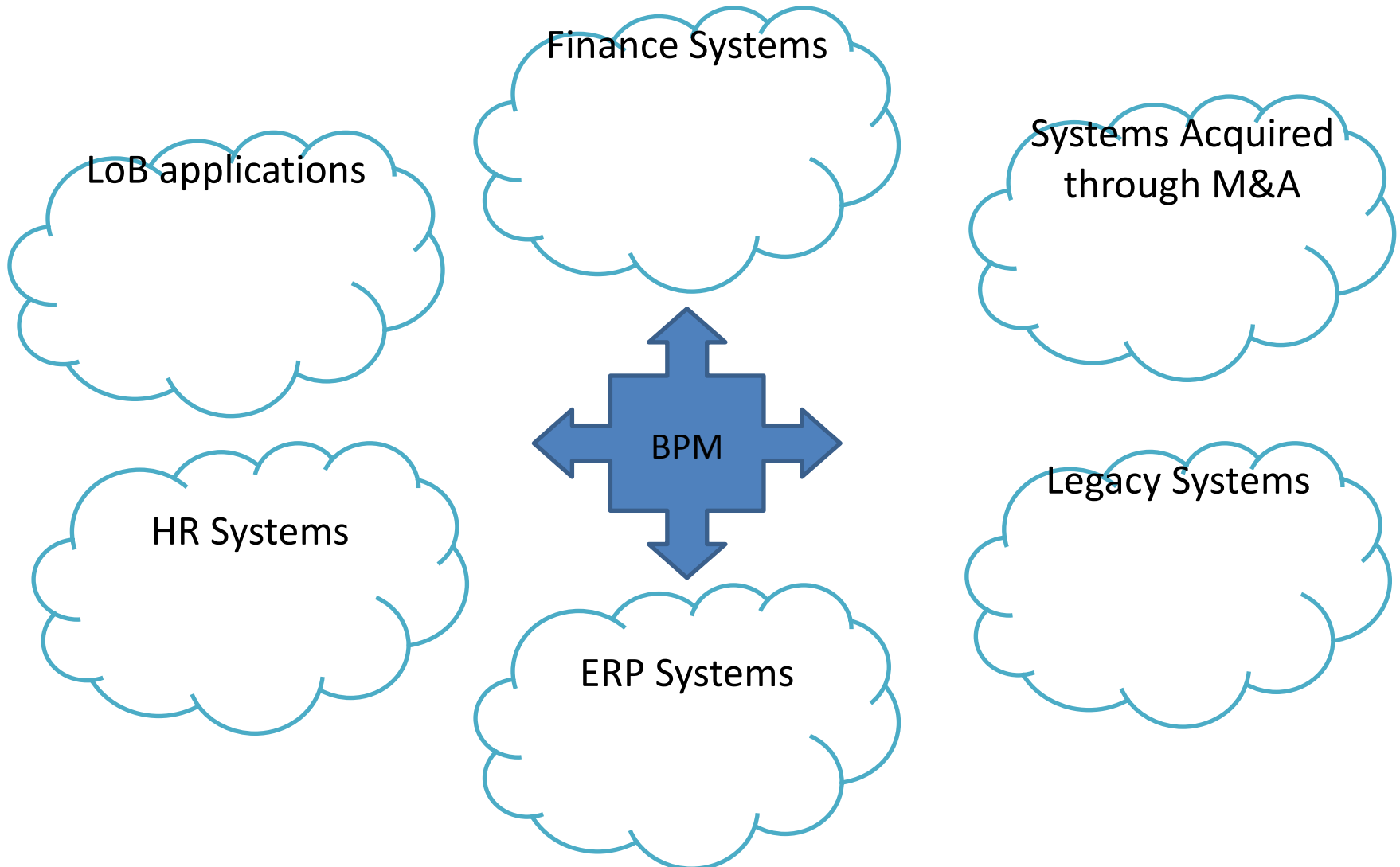
Transformation and Culture

Technology aside, business transformation is a challenging goal that few businesses achieve.

| Progress Towards World Class Status | % of Respondents |
|-------------------------------------|------------------|
| No Progress | 12.8% |
| Some Progress | 61.1% |
| Significant Progress | 24.2% |
| Fully Achieved | 1.9% |

Source: IW/MPI Census of Manufacturers, 2007

How Can BPM Help?



A BPM Journey

**Stephen Chilton,
Director of IT Services**

**University Hospitals Birmingham
NHS Foundation Trust**

Organisational Introduction

- University Hospitals Birmingham NHS Foundation Trust (UHB) is a leading university teaching hospital.
- Staff of 6,900 people work across more than 40 disciplines.
- On 16 June 2010 UHB's new £545 million Queen Elizabeth Hospital Birmingham opened. This will be the largest single site teaching hospital in Europe. It has 1,213 beds, 30 theatres and the largest critical care unit in Europe with 100 beds.



Organisational Introduction

- The Trust has the largest kidney programme in the UK, is a major specialist centre for burns and plastic surgery, and neurosciences, and has a specialist cancer centre.
- UHB is the major provider of NHS Research and Development in the West Midlands. Birmingham was the first designated Cancer Research UK Centre in the UK.
- UHB has the largest solid organ transplantation programme in Europe.
- Provides medical services to military personnel evacuated from overseas. UHB has the full range of medical specialties needed to treat the complex nature of conflict injuries, all under one roof.
- In 2009/10 UHB saw nearly half a million outpatients, 67,000 inpatients, 32,000 day cases, and 83,000 A&E attendances – a total of 681,496

Organisational Objectives

- Clinical Quality – to deliver the highest levels of quality evidenced by technology, information & benchmarking
- Patient Experience – to listen to what patients want and respond quickly and proactively
- Education & Training – to create a fit-for-purpose workforce for today and tomorrow
- Research and Innovation – to ensure UHB is a leader of research and innovation

START (Selecting Talent & Recruitment Tracker)

- Recruitment management system that Improves the ability to recruit the best candidates by operating a proactive & professional service.
- Supports the vision to provide a central portal through which all HR administration services can be accessed. The ultimate aim is a centralised & integrated HR system
 - Streamlines process.
 - Improves efficiency.
 - Removes bureaucracy.
 - Supports our HR strategy.
 - Provides management reporting.
 - Integrates to key applications.
- Trust has commercial partner (Axispoint Solutions Ltd) actively promoting solution in NHS.

The screenshot displays the NHS Recruitment Tracker interface. At the top, it shows 'University Hospitals Birmingham NHS Foundation Trust' with a user name 'Welcome JBW51' and options for 'help', 'Preferences', and 'Log Off'. Below this is a 'Recruitment Inbox' with a 'Maintenance' tab. The main section is titled 'Vacancies' and contains a table with the following data:

| Recruitment ID | NHSJobs | Div | Post | Band No | Recruiting Manager | WAF Approved | Applicants | Advert Close | Interviews Start | Outstanding Messages | % Complete | Actions |
|----------------|------------|-----------|--------------------------|---------|--------------------|--------------|------------|--------------|------------------|----------------------|--------------------------|---------|
| 32 | 304-000032 | | SPECIALIST RADIOGRAPHER | 6 | 0 | Jim Williams | 0/3 | 22-03-2011 | 05-04-2011 | 0 | <input type="checkbox"/> | |
| 33 | 304-000033 | Corporate | Administrative Validator | 4 | 0 | tw_admin | 3/3 | 22-03-2011 | 05-04-2011 | 0 | <input type="checkbox"/> | |
| 35 | 304-000035 | 1 | Technical Developer | 6 | 0 | Jim Williams | 3/3 | 22-03-2011 | 05-04-2011 | 6 | <input type="checkbox"/> | |
| 36 | 304-000036 | | SPECIALIST RADIOGRAPHER | 6 | 0 | Jim Williams | 3/3 | 23-03-2011 | 05-04-2011 | 0 | <input type="checkbox"/> | |

Below the table, there are pagination controls: 'Pages: 1 2 3 4 5 6 7' and 'Items per page: 4'. Below this is a summary table with the following data:

| Recruitment ID | Post Title | Subject | Due Date | Actions |
|----------------|---------------------------------|-------------------------------------|------------------|---------|
| 66 | Test Post - AP | Saliya Weeraman - Conditional Offer | 11-04-2011 16:17 | |
| 79 | Band 1 | Shortlist Applicants | 12-04-2011 16:28 | |
| 40 | HOUSEKEEPING ASSISTANT/DOMESTIC | Record Interview Results | 12-04-2011 20:45 | |
| 49 | Administrative Validator | Record Interview Results | 12-04-2011 23:28 | |

At the bottom of the summary table, there are pagination controls: 'Pages: 1 2 3' and 'Items per page: 4'. To the right of the summary table is a 'Quick Links' section with icons for 'Candidates', 'My KPIs', 'Reports', 'Get Recruitment Requisition', and 'Create New Vacancy'.

The Journey towards START

- HR Suffering from
 - Multiple systems
 - Bureaucratic
 - Poor quality
 - Dissatisfaction
 - Lengthy
 - Lack of ownership
- Buy or Build?
 - Accelerated recruitment
 - Learning Management
 - Appraisals
 - Training

The Journey towards START

- The Business Case wrote itself.
 - Average time to fill a vacancy currently stood at 20 weeks
 - The hospital has 10% employee attrition or around 700 open positions per year
 - Key positions require agency coverage while vacant .
 - Temporary staff are more expensive than permanent staff.
 - Even a 20% reduction in the time it takes to fill vacancy will deliver significant savings – our aim is 50%!

Beyond HR Transformation

- Websphere Lombardi Edition (WLE), a strategic foundation!
- Many opportunities to add value and unlock efficiency gains.
- Supporting LEAN Six Sigma
- Add value to organisation
- Increase value of workforce
- Improve stake holder satisfaction
- Refined experience and enhance quality
- Start small (plenty of low hanging fruit)
- Support internal proof of concepts
- Educating the organisation

Questions?