

Integrated Workforce Management Program – Stage 3

Decision: Business Case for Change Concept Paper

Introduction

I would like to thank everyone who took the time to provide feedback on the Integrated Workforce Management Program (IWFM) Business Case for Change Concept Paper which closed for consultation on Thursday 12 August 2021.

I have personally reviewed all the feedback submissions with the Acting General Manager, Corporate Enterprise Solutions and the Acting Chief Nursing and Midwifery Officer, Office of the Chief Nursing and Midwifery Officer.

I am assured knowing the majority of the feedback that was relevant to the Concept Paper was well-considered and supported a commitment to the successful implementation of the IWFM Program – Stage 3: Electronic Rostering.

A number of common feedback themes emerged, and these have been addressed in the decision document on QHEPS. During the consultation period other feedback was received relating to the participation of other occupational groups in electronic rostering, *myHR* functionality and ICT solutions outside of the IWFM Program scope. While this is important feedback it was not relevant to the Concept Paper, however where it is relevant to the IWFM program delivery approach it will be given due consideration.

Following a thorough consideration of the responses provided on the Concept Paper, I am pleased to advise that the IWFM Project Tranche 0 Business Case for Change will now be prepared and released for consultation with the relevant work areas namely Corporate Enterprise Solutions, Sunshine Coast HHS, Gold Coast HHS and part of Metro South HHS.

Thank you for your ongoing participation and support as we continue to work through the change processes collaboratively to enable positive benefits for Queensland Health.

Kind regards

Barbara Phillips

Senior Responsible Owner, Integrated Workforce Management Program

Deputy Director-General Corporate Services Division and COVID-19 Supply Chain Surety Division,
Department of Health

Summary of feedback and decision

There were 35 feedback submissions received including positive feedback from HHS employees about the IWFM Stage 3 implementation and that it is long overdue.

Feedback summary	Decision
myHR solution Some feedback relating to improvements to useability of the myHR solution, mobility of the myHR solution, access to the myHR solution via the internet and payroll processes in the myHR solution.	This feedback whilst important is outside of the scope of the Concept Paper, however it will be provided to the Corporate Technology Services team responsible for supporting and enhancing the solution.
myHR solution training and capability uplift and learning programs Some feedback on how will staff receive training on the use of the system, especially the NUMs and MUMs.	This feedback whilst important is outside of the scope of the Concept Paper. Training in the IWFM solution will be included in respective tranche business case for change implementation proposals and plans.
Pay accuracy and accountability Some feedback that is supportive of the change and the accountability being back with the managers to ensure correct processing of rosters and changes as they occur. Some wording regarding improved efficiency in the Concept Paper could be misinterpreted as a reflection on current performance rather than the operating model.	The IWFM Program Stage 3 will enable the opportunity for improved efficiency across the entire roster to pay process. This feedback supports the Concept Paper.
Communication and engagement Some feedback on the use of terminology and assumption that it is known. Targeted communication / information and relevance to my role. Ensure there is two-way communication and NUMs and MUMs are consulted.	This feedback will be considered for the Project Tranche Business Cases for Change to ensure that there are two-way consultation activities included and terminology is explained. The feedback will also be considered in the Change and Communication Strategies and plans for the IWFM local implementations.
Roster Support Officer roles and responsibilities Some feedback on including more detailed information about the scope and responsibilities of the Roster Support Officers. Also seeking clarification if these Roster Support Officers will be replacing the NUM support role?	This feedback will be incorporated in the respective Project Tranche Business Cases for Change with the inclusion of the Roster Support Officer role description to ensure that the role scope and responsibilities of the Roster Support Officers is clearly articulated.
Roster Support Officer locations and ratio to NUMs / MUMs Some feedback on where the Roster Support Officers will be located and the number of Roster Support Officers.	This information will be included in the relevant Project Tranche Business Cases for Change.
Rollout schedule Some feedback on understanding which HHSs are included in each project tranche.	The IWFM rollout schedule has been published on the IWFM QHEPS page noting that it is a living document and will continue to be updated as IWFM Program approvals progress.
Business System Administrator (BSAs) Some feedback on how will the BSAs be managed / implemented?	There is no myHR changes proposed to impact on the existing myHR Business System Administrators. Learnings from IWFM Stage 1 pilots 1 and 2 will be applied in developing the new support model. Whilst important feedback it is outside scope the Concept Paper.

Feedback summary	Decision
<p>Removal of duplication Some feedback on how IWFM will definitely assist with correcting the on-cost and having direct entry will save time on utilisation of resources.</p> <p>Support for using the IWFM Rostering solution again as it is far superior than the duplication that occurs currently.</p> <p>Support for the idea of real time entry and that the Program should have been commenced 11 years ago and it makes sense to move to the next step.</p>	This feedback is supportive of the change.
<p>Single enterprise wide solution Some feedback on having one system across Queensland Health that can only value to rostering practices. At present there are several different processes and IT platforms with none talking to each other and double handing of information and excess paperwork.</p>	This feedback is supportive of the change.
<p>Recruitment processes Some general feedback that Queensland Health job advertisements and recruitment processes need to be fair and consider internal to Queensland Health experience as well as external experience.</p>	Whilst this is important feedback it relates to general Queensland Health recruitment practices and is outside the scope of the Concept Paper.
<p>Lessons learnt Some feedback on how feedback / lessons learnt from each tranche will be considered prior to the next tranche commencing.</p>	This feedback can be incorporated in the Project Tranche Business Cases for Change and is also part of the lessons learnt approach of the Program.
<p>Occupational groups Some feedback on expanding the scope of Stage 3 to include other occupational groups.</p>	<p>Whilst this is important feedback the occupational groups included in the IWFM Program Stage 3 scope has been approved and it is outside the scope of the Concept Paper.</p> <p>Further consideration of other occupational groups will be a consideration of future stages.</p>
<p>System integration Some feedback on how IWFM will engage with the existing Department of Health systems involved in creating approved workforce and financial plans from which the operational staff rosters are established.</p>	Whilst this is important feedback it relates to the integration with existing Department of Health systems and it is outside the scope of the Concept Paper. The feedback will also be considered in the Solution Integration Design of the Program.
<p>Solutions outside IWFM Program scope Some feedback on solutions other than myHR and electronic rostering.</p>	Whilst this is important feedback it relates to different solutions outside of the scope of IWFM Program and it is outside the scope of the Concept Paper.

Decision

Considering the feedback that has been received, my decision is to proceed with the intent of the Concept Paper and now progress with the IWFM Project Tranche 0 Business Case for Change which will include Corporate Enterprise Solutions, Sunshine Coast HHS, Gold Coast HHS and part of Metro South HHS.

Supporting employees through change

It is appreciated that this may be a difficult time for affected employees. The following confidential service can be accessed through self-referral to the external service provider. Services are available 24 hour a day, seven days per week with support available to employees.

Queensland Health accesses the services of a number of external Employee Assistance Service providers as listed on QHEPS.

- Department of Health employees - Employee Assistance Service is Benestar.
 - Benestar Telephone - 1300 360 364
- Sunshine Coast HHS – Employee Assistance Service is
- Gold Coast HHS – Employee Assistance Service is Converge International
 - Converge International Telephone - 1300 687 327
- Metro South HHS – Employee Assistance Service is Lifeworks by Morneau Shepell and Benestar
 - Lifeworks y Morneau Shepell Telephone - 1800 604 640
 - Benestar Telephone - 1300 360 364
- Your line manager.

Next steps

The proposed Project Tranche 0 Business Case for Change will be developed and is planned for release in the week of 30 August 2021 for a two-week consultation period with impacted employees and stakeholders in Corporate Enterprise Solutions, Sunshine Coast HHS, Gold Coast HHS and Metro South HHS.