

# Helping you reach your potential

ikonami is one of the UK's leading providers of Human Capital Management (HCM) solutions

ikonami assists organisations across a range of industries in improving operational and strategic efficiency. From dynamic talent management through to education and workforce planning – we're about helping you maximise potential in people, processes and technology.

Our philosophy translates to organisations both large and small – success lies in intelligent use of resources. As specialists in the Healthcare sector, we have helped large organisations such as BMI Healthcare, Quintiles Transnational and the UK Department of Health achieve improved commercial strategies in UK hospitals and clinics.

ikonami have been providing industry workforce management solutions since 1999. Contact us today to find out how ikonami can assist your organisation in reaching its full potential. Welcome to the future of workforce management – **welcome to ikonami.**



## AT-Learning™

AT-Learning is a web-based, enterprise level learning management system (LMS) developed in partnership with our growing user community. AT-Learning® provides a dynamic learning management environment that can be used across virtually any industry sector.

Our NHS clients have used our LMS software to improve their NHS Litigation Authority Clinical Negligence Scheme for Trusts (CNST) ratings, manage Connecting for Health Patient Administration Systems (NCRS) training, as well as other facets of Agenda for Change.

In our unique position as both a software and consulting firm we're able to customise our learning tools in a way that pure product vendors simply cannot match.

As with all our products and services, AT-Learning is designed with practicality in mind. Implementation begins with a full evaluation of organisational systems prior to any necessary software customisation - meaning our clients receive a product that truly fits their needs (rather than the other way around).

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## Case Study: Calderdale & Huddersfield NHS Foundation Trust



### Calderdale & Huddersfield NHS Foundation Trust shows how technology can bring a human touch to training

Calderdale & Huddersfield Foundation NHS Trust operates from two sites, employing 5,500 people from doctors and nurses to cleaners and administrators. The Trust offers a wide variety of training, from risk management to team building, clinical skills and infection control.

Two years ago, the Trust's Organisational Development (OD) and Training departments merged. As the new team reviewed its processes and activities, several key issues emerged. First, Government initiatives had increased the need for mandatory training across the NHS, so the team needed to increase the amount of training it offered. It was unable to fulfil this need because so much of the team's time was spent on administration. The administrative processes for each course were massively inefficient, combining activities in an ad hoc way – for example, course bookings were logged on Microsoft Excel spreadsheets, but communication, record-keeping and assessment were all paper-based.

Second, Trusts across the NHS are obliged to provide the Healthcare Commission with training data so their performance may be measured against government targets. The team recorded its activities across paper files and spreadsheets and had no formal processes for capturing data from the Trust's operational divisions. This meant that training carried out within the divisions, such as a physiotherapist receiving training on a new piece of equipment, went unregistered. The consequences were plain – the team was simply unable to provide comprehensive, accurate data on the Trust's training activities for internal or external consumption. This in turn impacted negatively on the Trust's performance assessments.

The Head of Training, Bev France and OD and Training Co-ordinator, Kirsty Hull, Calderdale & Huddersfield NHS Foundation Trust, realised they had to change the team's systems and processes to enable them to increase the amount of training courses provided and to improve the efficiency of the Trust's reporting systems.

#### Implementing a new system – Kirsty Hull's Top Three Tips

- Make sure key stakeholders buy in to the concept and feel involved in the process. Working collaboratively will help facilitate the culture change that is required, lower resistance to change and make the implementation process smoother.
- Build a network of internal champions; identify the people who have the right skills and bring them on board. Show them the bigger picture – they can help the organisation work more effectively and this additional responsibility can positively impact their job satisfaction and career progression.
- Keep the lines of communication open with your supplier – if you need specific functionality ask if it can be integrated into the next version of the software or whether the existing system can be used in a way that effectively delivers that functionality. Use that business relationship to make sure you get the most user-friendly system that delivers even greater efficiencies.



## Smart Sourcing

To find the best LMS for their needs, Bev France and Kirsty Hull sought the advice of peers within other NHS Trusts and looked at different systems in action to refine the requirements specification. With a limited budget, the Team could not afford an LMS on their own, but it became apparent that other divisions would agree to share the cost, making the idea viable. The Trust also provides training to the local Calderdale and Kirklees Primary Care Trusts (PCTs), so it made sense for them to come on board and adopt an integrated system.

After a rigorous options appraisal process, the team identified ikonami's AT-Learning™, a web-based learning management system and the only LMS completely integrated into the National Health Service's newly-launched Electronic Knowledge and Skills Framework (e-KSF), as the best solution; purchasing as a local group, the Trust and two PCTs also benefited from a discounted price.

Kubair Shirazee, Chief Executive at ikonami explains: *"The Trust and the PCT's needed robust reporting tools, the ability to log and track personal development plans, automated features to reduce administration and a system that could be shared across different sites and technical infrastructures. Naturally, they also felt a link into e-KSF was desirable. Because we have worked with many other NHS Trusts, AT-Learning™ offered all this and more - we were able to work with the team to customise their particular implementation so it worked seamlessly across each of the different sites."*

## A Successful Launch

With careful planning from vendor ikonami, the Trust and PCTs went online around the same time. First was Kirklees PCT, enabling ikonami to refine links between the other sites, then the Trust, followed closely by Calderdale PCT.

Kirsty Hull recalls: *"The first stage implementation process took just eight weeks. Ikonami sent us spreadsheets with the correct data fields - we just had to populate them with data on our staff and training courses. ikonami's AT-Learning™ is very intuitive and the training, provided in stages up to "Super-User" level, was excellent. We launched after a four week trial, producing management reports, which were hugely important in determining perceptions of success. We opted for a limited number of system users initially and are gradually increasing the self service element of our systems."*

## Overcoming Barriers to Adoption

The biggest challenge was getting the various divisions to actively use the system. Strategies included proactively running management reports before review periods so divisions could appreciate the much richer picture within their organisation.

The new system provided training needs analysis, so training provision is better planned and executed, and assists in developing plans of action to meet government targets. *"Within six months, they had completely bought in to AT-Learning,"* said Kirsty Hull.

### What is a Learning Management System?

At a basic level, a Learning Management System is software that automates the administration of training by:

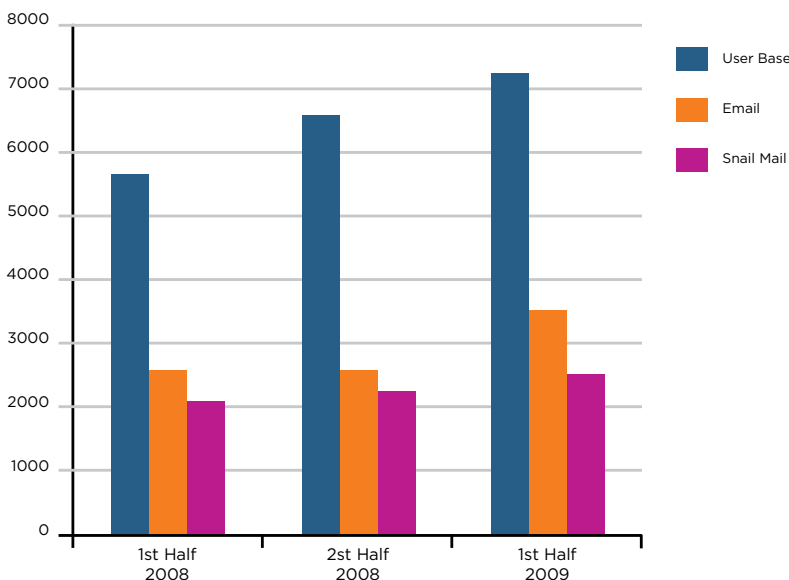
- providing an easily updated, online register of training users and enabling details of training courses to be tracked in an online catalogue
- recording data from learners - on which courses have been completed and, where appropriate, the level of understanding or achievement gained by the learner (e.g. logging that the learner reached a certain level of competence through the training)
- offering an easily accessible repository for individual learning plans (i.e. the training schedule mapped out for an employee based upon their job function and learning needs)
- automating the production of management reports on data held on the LMS.
- Depending upon the software used, the LMS may be integrated with other management and administrative systems e.g. HR, payroll.



## Delivering Clear Efficiencies

Several key indicators demonstrate the success of the implementation:

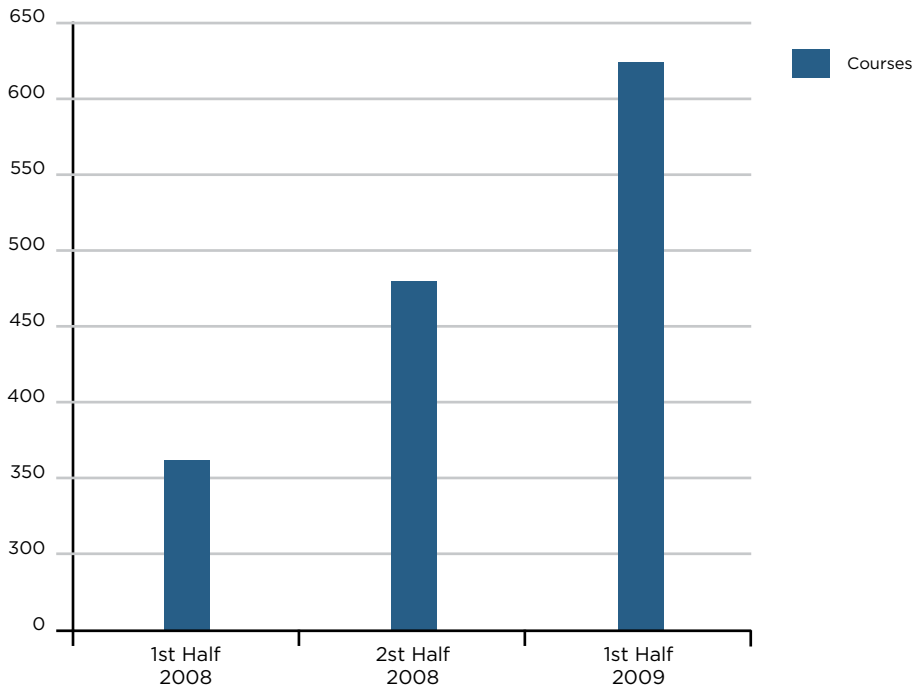
- Administrative burden has been massively reduced. For example, a mail merge used to take 40 minutes; it now takes 6 minutes – an 85% increase in efficiency
- The team has been able to increase the volume of training. Initially, 40-45 courses were logged; now the team runs that number each month and over 250 are listed on the system – a six-fold increase in activity
- From a cost perspective, one full time employee is over three times more expensive than AT-Learning™ and without the new system the team would need at least three more full time staff. Using those statistics, every year the Trust sees a return on its investment within a couple of months.
- The new system has reduced the need to store paper files, leading to cost and environmental benefits: the team used to order 50 reams of paper a week; that has been reduced to 20 reams every fortnight – a saving of 80%.



## Being part of a learning community

ikonami hosts user groups on a quarterly basis to enable AT-Learning® customers to network, share best practice and prioritise the functionality they would like to see in the next release of the software.

Kirsty Hull continued: *“One of the best things about using AT-Learning® is that we have the opportunity to meet and work with other customers. At the last meeting we collectively decided that having a summary status dashboard on the first screen of AT-Learning and the ability to run negative reports (identifying who hasn’t attended specific training courses) were key needs. ikonami has such a responsive attitude; we know they are working to include this functionality in the next release of the software. And the group support is invaluable; people are willing to share their experiences and learning to help others, for example by discussing how they adopted e-learning.”*



## Delivering Clear Efficiencies

Kirsty Hull concludes: *“Training has gone up the agenda because divisions have more say and more trust in the data and reports we provide. The integration with e-KSF means divisions know learning plans fit their team’s needs, even for new employees. Individuals can see how training helps them progress in their careers and are more likely to attend courses, which drives efficiency in activity and costs. With this experience, we now intend to introduce e-learning and be more proactive in leveraging the link with e-KSF.”*

CHFT’s next stage will be to consider roll out of all the self service functionality of our system.

To learn more about AT-Learning please visit [www.AT-Learning.com](http://www.AT-Learning.com)



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