

NHS WALES SHARED SERVICES PARTNERSHIP INTEGRATED MEDIUM TERM PLAN 2019 - 2022



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

NHS Wales Shared Services Partnership Integrated Medium Term Plan 2019-22

Adding Value
Through Partnership

Our Vision – To be recognised as a world class shared service through the excellence of our people, services and processes.

Our Mission – To enable the delivery of world class public services in Wales through customer-focus, collaboration and innovation.



If you require additional copies of this document, it can be downloaded in English from our website. If you require the document in an alternative format, we can provide a summary of this document in different languages, larger print or Braille.

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MESSAGE FROM THE CHAIR AND THE MANAGING DIRECTOR

We are pleased to introduce the NHS Wales Shared Services Partnership (NWSSP) integrated medium term plan (IMTP) for 2019 to 2022. We are especially pleased to continue to work with our partners to invest in areas that matter to them and at the same time being able to provide a balanced financial plan. NWSSP delivers a wide range of high quality, professional, technical and administrative support services to our customers and partners across NHS Wales.

Our IMTP has been developed in collaboration with our customers and partners and describes who we are, what we do and how we are going to help shape the future of our services over the next three years and beyond. We continue to learn from our past experiences and successes and in our unique position we help share best practice and support NHS Wales.

2018/19 was a good year for NWSSP, with a number of notable achievements and improvements. Our staff and services have been recognised nationally by being nominated and winning a number of prestigious awards. Our divisions continue to develop and deliver their service offering to our customers and partners and support many all Wales initiatives.

The level of professional influence benefits (over £100m in 2018/19) across NHS Wales, continues to be a priority, as well as increasing the scope of our services offered by reinvesting internal savings.



Margaret Foster,
Chair of the Shared Services
Partnership Committee



Neil Frow,
Managing Director
NHS Wales Shared Services Partnership

Supported by our Committee, we continue to put our resources where they will have the greatest benefit to the sector and invest in technology that delivers sustainable cost efficient services, but this is limited by our ability to access capital monies.

A Healthier Wales sets out opportunities for us to expand our services, provide systems leadership and encourages a 'Once for Wales' approach. We know that we need to keep pushing the boundaries and continue to enhance our already efficient and effective practices to customers and partners, and we are confident that our plan reflects the support and leadership that is needed.

To support our objectives and priorities, we have developed a number of key themes that will be the focus of our IMTP this year. These themes will form the basis of our transformation journey and have been derived from the policy landscape, our divisions and our engagement with our customers and partners. We know that we have a proven track record to deliver and that we can be relied upon to provide excellent services that deliver excellent value for money. Our IMTP for 2019 to 2022 is challenging and we are confident that our teams have the dedication and capability to deliver against it.



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EXECUTIVE SUMMARY



Executive Summary

We work with our customers and partners to provide a range of high quality, customer-focussed professional, technical and administrative services to NHS Wales. NWSSP was created to allow Health Boards and Trusts to focus on the delivery of front line services and to provide a greater focus on support functions and the development of high quality professional services. We believe that the partnership can continue to grow and that we can do even more to support NHS organisations.

Overview Information

- ▶ 2,000 members of staff
- ▶ 23 buildings we operate from
- ▶ Budget of over £400m
- ▶ 95% of all NHS Wales Expenditure is processed through NWSSP systems and processes
- ▶ Professional influence benefits of over £100m
- ▶ We reinvest savings for the benefit of NHS Wales

NWSSP is an integral part of the NHS Wales family; as a hosted organisation it operates under the legal framework of Velindre University NHS Trust. The Managing Director is accountable to Health Boards and Trusts through the Shared Services Partnership Committee which is composed of representatives from each of the NHS organisations that use our services and from Welsh Government. We also have a number of sub-committees and advisory groups, which include members drawn from our partners, stakeholders and service users.

Our Services



Audit and Assurance Services



Legal and Risk Services and Welsh Risk Pool



Employment Services



Procurement Services



Primary Care Services



Specialist Estates Services



Lead Employer for GP Specialist Registrar Trainees



Wales Infected Blood Support Scheme



Health Courier Service



Central E Business Team (Oracle)



Surgical Materials Testing Laboratory



Digital Workforce Solutions



Counter Fraud Wales



Salary Sacrifice



The 2019 to 2022 IMTP focusses on how NWSSP can influence change and help support our customers and partners in NHS Wales. It captures the key policies that apply to NHS Wales and applies them throughout the document and includes how we will embed the principles of A Healthier Wales, the Well-being of Future Generations Act and Prudent Healthcare into our business as usual activities. We aim to improve what we do well and look for opportunities to expand our services.

By focussing on the policy landscape and what our customers and partners need, we have established six key themes that we will deliver over the lifecycle of the plan.

These themes are described below and have an action plan and expected outcomes detailed later in the IMTP.

1. Supporting the delivery of sustainable Primary Care

We will help create the environment for A Healthier Wales and to proactively support a modern primary care and social care system.

2. Enhancing service and customer support

We will look to continuously improve the service we provide to our customers and partners that helps deliver better outcomes to their resident population and staff.

3. Once for Wales opportunities for service delivery

We will continue to explore opportunities for NHS Wales to achieve economies of scale, standardisation where appropriate and provide more cost effective processes and high quality services.

4. Sharing best practice and informing decisions

We will continue to understand our customer's and partner's needs and sharing best practice and opportunities for improvement with them.

5. NWSSP going from strength to strength

We will continue to ensure that we are supporting our own staff, customers and partners in the most effective and efficient way. We will continue to deliver a financially balanced plan, which includes delivering savings back to NHS Wales.

6. Supporting major capital projects;

We will continue to support major capital projects by providing professional and technical advice to support NHS Wales.

To ensure that we deliver against these themes, it is key that we have suitable resources in place and that we receive an appropriate allocation of capital funding.

Brexit may mean that we will need to be more reactive with our services and resources in the short term, which will impinge on our ability to deliver some of our planned initiatives and services.



Our Overarching Goals

1

We will promote a **consistency of service** across Wales by engagement with our partners whilst respecting local needs and requirements.

2

We will **extend the scope of our services, embracing sustainability**, within NHS Wales and into the wider public sector to drive value for money, consistency of approach and innovation that will benefit the people of Wales.

3

We will continue to add value by **standardising, innovating and modernising** our service delivery models to achieve the well-being goals and the benefits of prudent healthcare.

4

We will be an **employer of choice** for today and future generations by attracting, training and retaining a highly skilled and resilient workforce who are developed to meet their maximum potential.

5

We will maintain a **balanced financial plan** whilst we deliver continued efficiencies, direct and indirect savings and reinvestment of the Welsh pound back into the economy.

6

We will provide **excellent customer service** ensuring that our services maximise efficiency, effectiveness and value for money, through system leadership and a 'Once for Wales' approach.

7

We will **work in partnership** to deliver world-class service that will help NHS Wales tackle key issues, lead to a healthier Wales and supports sustainable Primary Care.

8

We will support NHS Wales **meet their challenges** by being a catalyst for learning lessons and sharing good practice. Identifying further opportunities to deliver high quality services.



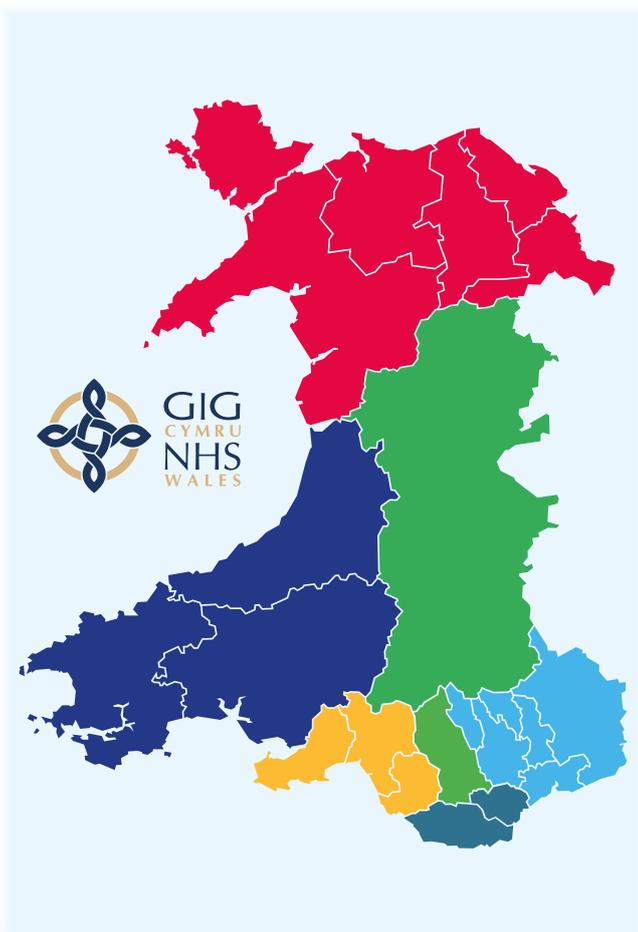
Key priorities for the next three years

We have taken our strategic objectives and updated our key priorities for action over the next three years. These priorities are our route map for 2019-2022 and demonstrate how we are shaping our services for the future whilst building on the work undertaken in previous IMTPs.

1. CUSTOMERS AND PARTNERS



To develop an open and transparent customer-focused culture that supports the delivery of high quality services.



Help to shape the future by supporting our customers' and partners' significant service change whilst leading and facilitating NHS Wales' priorities including:

- ✓ Supporting the sustainable delivery of Primary Care
- ✓ Implementing Once for Wales opportunities in Service Delivery
- ✓ Enhancing system and customer support
- ✓ Sharing best practice – scaling up
- ✓ NWSSP going from strength to strength
- ✓ Supporting major capital and transformational projects

Invest in data analytics to turn our data into intelligence to support NHS Wales' decision making.

Further develop the principles of a shared services Customer Relationship Management (CRM) system to ensure customer needs are effectively collated and understood. Build upon the good relationships we have with our trusted customers and partners to ensure we truly understand what they need and want.

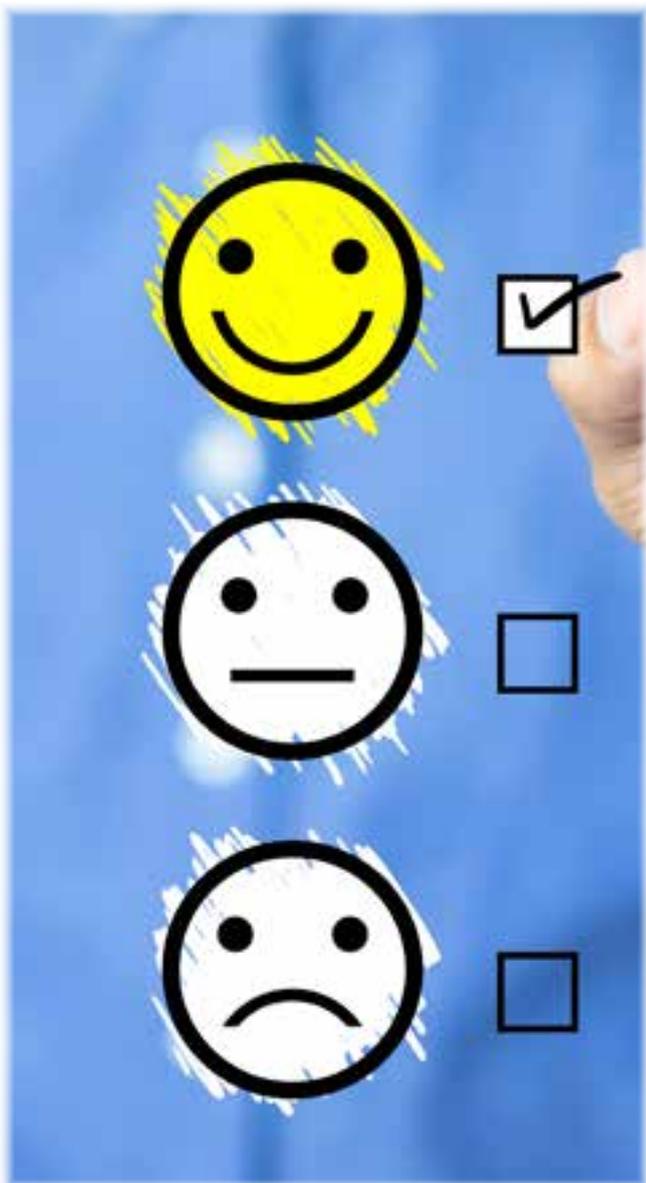
Continue to support customers and partners in the delivery of their plans.



2. EXCELLENCE



To develop an organisation that delivers excellence through a focus on continuous service improvement, automation and the use of technology.



We will embed a service-wide approach to our Continuous Improvement activities to coordinate the standardisation, modernisation and automation through the 'Once for Wales' principles and the use of our All Wales performance data to identify opportunities for further improvement.

Work in partnership with Executive Director peer groups and national groups to drive excellence by supporting national organisations and initiatives including:

- ✓ Purchase to Pay
- ✓ Hire to Retire
- ✓ Student Streamlining
- ✓ Reducing Nursing Agency spend
- ✓ Financial and Procurement systems

Continue our investment in technology driving efficiency and quality improvements, including:

- ✓ Embracing sustainability – reducing our carbon footprint and putting the environment at the forefront of decision-making
- ✓ Digital Workforce solutions
- ✓ Intelligent document scanning
- ✓ Patient Medical Records storage
- ✓ All Wales Risk Software
- ✓ Robotic Process Automation

Embed a consistent performance management framework across the organisation and deploy Business Intelligence Software to all divisions.

3. OUR STAFF



To have an appropriately skilled, productive, engaged and healthy workforce resourced to meet service needs.



Our staff need an agile working environment that allows freedom and flexibility in a setting that removes constraints and increases quality and performance. We will continue to assess and align our estate, ICT provision and HR policies to enable agile working across the organisation to support our divisions in delivering to our customers and partners.

We will ensure we have the right people with the right skills in place at the right time, then invest in our staff to ensure they have the right skills and knowledge in our changing environment. This will help us focus on retention and succession planning and will ensure that we meet our customers' needs. We will help our staff to adapt to the increasing use of new digital technologies as part of our transformational journey.

We will be an employer of choice, ensuring our staff are happy in the workplace by:

- ✓ Extending the leadership, innovation and people skills opportunities; harnessing creativity and ideas.
- ✓ Supporting the Healthy Working Wales Programme.
- ✓ Developing and enhancing the emotional well-being support programme.
- ✓ Continuing to implement corporate and divisional action plans based on the latest national staff survey outcomes.
- ✓ Ensuring staff are supported through engagement working with our Local Partnership Forum.
- ✓ Investing in staff development and training, promoting talent management and identification of succession planning pathways.

Further support NHS Wales Staff as a whole, enhancing the quality of their employment experience.



4. SERVICE DEVELOPMENT



To develop and extend the range of high quality services provided to NHS Wales and the wider public sector.



Identify opportunities for further collaboration across the wider public sector in Wales and engage with present customers to identify new service areas.

Share best practice and innovation through our structures such as the All Wales Risk Pool and the Evidence Based Procurement Board.

Develop our services under six themes:

1. Supporting the delivery of sustainable Primary Care
2. Sharing best practice and informing decisions
3. Developing Service support and customer support
4. Once for Wales opportunities for service delivery
5. NWSSP going from strength to strength
6. Supporting major capital and transformation projects

Act as an enabler for NHS Wales and support the implementation of A Healthier Wales and the Well-being of Future Generations Act.

5. VALUE FOR MONEY

To develop a highly efficient and effective shared services organisation, which delivers real-term savings and service quality benefits to its customers.



Deliver annual professional influence benefits > £100m to Health Boards and Trusts and distribute £0.75m of direct savings to NHS Wales's bodies.

Further secure sustainable capital funding for technology, systems and infrastructure.

Through a greater focus of working with partners and on a Once for Wales basis, identify further synergies in our transactional services to achieve economies of scale, remove duplication and thereby reduce operating costs.

Improve the quality and efficiency of our services to stakeholders through focused investment in:

- ✓ Our corporate approach to continuous improvement.
- ✓ IT technologies e.g. robotic process automation.
- ✓ IT infrastructure e.g. cyber security.
- ✓ Reviewing our customer support systems i.e. helpdesks.
- ✓ Our Value Based Procurement capacity.
- ✓ Other areas we can influence e.g. appliances, acute and homecare medicines.

Our enablers and risks

We put business planning and risk management at the centre of our governance arrangements. There are a number of critical key enablers that need to be in place to ensure we can achieve our priorities and deliver the key themes for action over the next three years. If these enablers are not in place to support us to deliver our ambitions they can become a risk. There are also risks that, if not managed appropriately, could affect delivery of our priorities.



Our enablers

Capital Funding

NWSSP continues to invest in technology to ensure that it remains at the forefront of technology and delivering world class services to our partners and customers. Capital funding is a key enabler for the delivery of improved efficient services and an increase of discretionary and non-discretionary capital funding would help to deliver even more and achieve further benefits, including, releasing savings, cost avoidance and improved quality.

Once for Wales

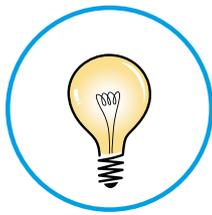
We are able to make a fundamental contribution to wider All Wales priorities in support of prudent healthcare adopting a Once for Wales approach. We endeavour, through collaborative working, to manage service improvements so benefits can be fully realised for NHS Wales. We will use our influence to continue to lead on and develop further Once for Wales opportunities.

Project Management Capacity and Continuous Improvement

We will continue to invest in our corporate programme management office (PMO) and developing a corporate Continuous Improvement strategy to help drive small and large scale change.

Trusted Partnership

We are uniquely placed to be a catalyst for change. We have the ability to drive forward prudent healthcare and embed Once for Wales opportunities by reducing inappropriate variation through evidence based approaches. The data we hold can highlight opportunities and shape required service re-design. We will use our position to develop and broker new partnerships within the NHS and other local authorities in Wales.



Our enablers

World class services

Our services have been nominated for and won a number of prestigious external awards:

- Chartered Institute of Professional Development
- Health Service Journal
- Government Opportunities (GO), Excellence in Public Procurement
- Procurex Wales
- Health Care Supply Association
- Healthcare People Management Association and Healthcare People Management Association Wales
- Institute of Directors Wales
- The Law Society of England and Wales
- Wales Quality Centre Awards
- Constructing Excellence in Wales
- Chartered Institute of Internal Auditors
- Healthcare Financial Management Association
- Unison NHS Health Awards.

Customer focussed and dedicated staff

NWSSP engages with customers and partners at all levels of an organisation. We strive to understand the strategic issues, whilst making our services fit for purpose for end users.

Our staff are fundamental to us delivering the priorities in our plan which is why we aim to attract and retain high calibre employees within NWSSP.

IT, Modernisation and Technology

IT modernisation is critical to driving efficiency through automation and innovation. NWSSP runs pan Wales IT Systems. We will continue to maximise opportunities and strengthen our relationships to drive innovations and be the leaders in the use of new technology.

Agile working

We will enable our teams to work more freely and with flexibility to help increase performance and customer service back to our NHS Wales partners.





Our risks and issues

Brexit

We will need to be more reactive, which will impinge on our ability to deliver some of our planned initiatives and services.

Succession planning

The challenges of an ageing workforce has been recognised as a risk internally. We continue to focus on succession planning to ensure we have future leadership capacity. Our leadership development programmes will be critical in helping develop the next generation of managers and staff at all levels in the organisation.

Maximising the benefits of NWSSP

There are a number of opportunities to offer NHS Wales' bodies' delivery of Once for Wales services and build on the principles contained within A Healthier Wales, to improve efficiencies and value for money. Although we are in a position to take these opportunities forward, we are not able to mandate adoption of them. We are only as successful as our partners enable us to be - if they do not choose to adopt our Once for Wales processes then we cannot maximise the benefits of NWSSP.

Collaboration and working in partnership

Shared Services are in a unique position to drive effective collaboration and co-production within NHS and beyond, but there must be appetite and drive from our partners in order to achieve this. During times of pressure, there can be a tendency to protect individual needs without seeing the Once for Wales benefits. In order to ensure success, a step change in behaviour is needed, that supports further integration and collaboration.

Recruitment and retention of our staff

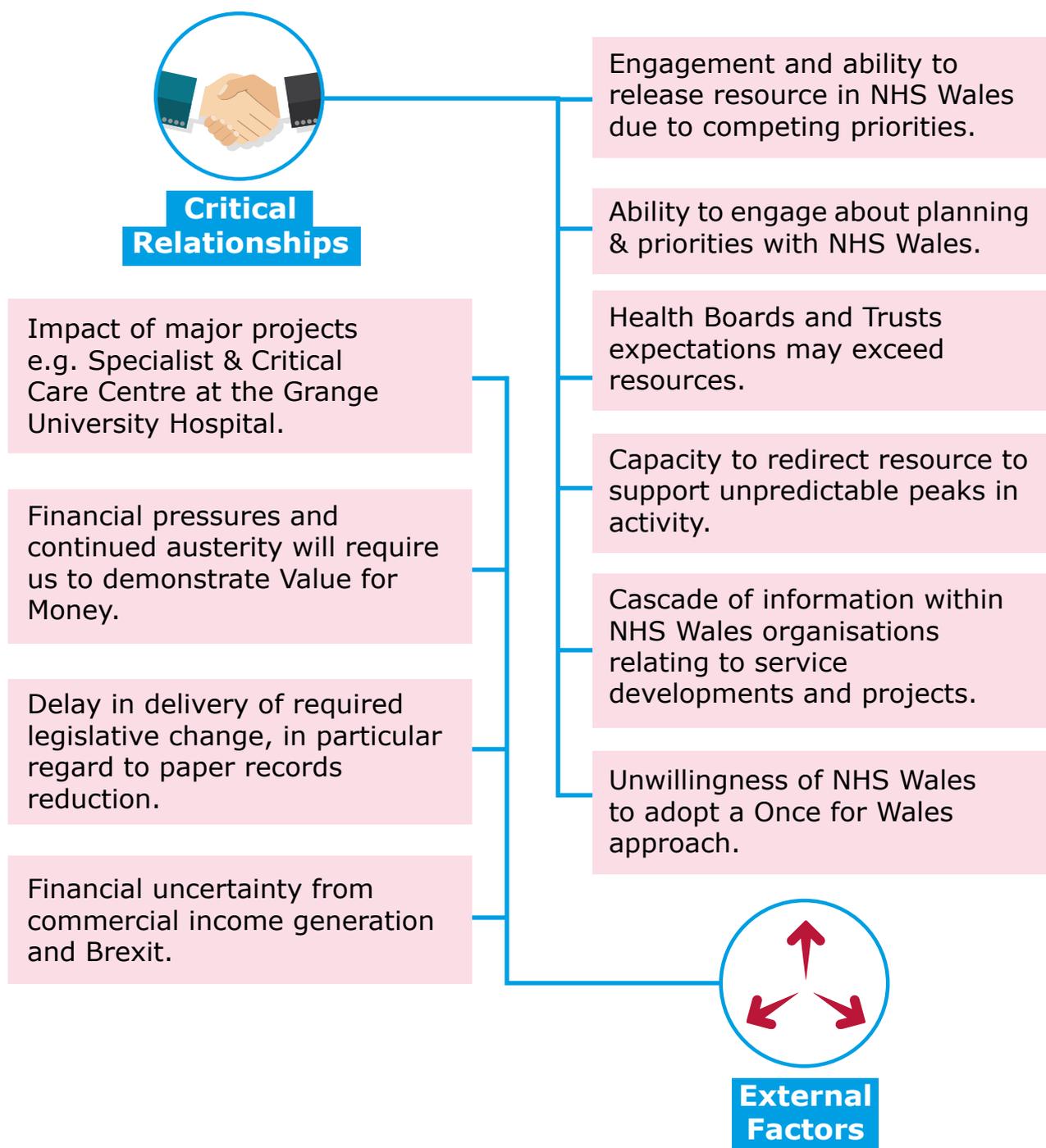
Recruitment and retention is challenging in comparison to the private sector for some specialist professional roles, even with the changes within A4C pay scales. We will continue to develop 'social sourcing' strategies coupled with ongoing development of the existing workforce to ensure that we have the right staff with the right skills at the right time. We will strive to make NWSS a "great place to work."



As an organisation, we routinely manage the risks and issues that could prevent the delivery of the goals and objectives outlined in our IMTP. We hold a central risk register that is discussed at our SMT meetings. The Finance and Corporate Services Division work with Directors and their Senior Management Teams to ensure that the risks recorded within each register are up-to-date and that there is focus on achievement of planned actions to mitigate the risk.

This is reinforced through the quarterly review process of each division where review of the division risk register is a standing agenda item.

Additionally, as part of their delivery plan development, all divisions identify the risks for each delivery objective and overarching risks that would be detrimental to their journey towards achieving world-class status by 2022. These are summarised into four categories below:





Capital Funding, IT & Modernisation

- Business continuity and loss of skilled staff as a result of our workforce age profile.
- Inability to recruit to vacant positions from the market due to the scarcity of professionals in some areas and the restrictions of the A4C system.
- Ability to attract and retain staff with required technical expertise to support systems.
- Inadequate delivery of succession planning.

- Competing demands on strategic partners NHS Wales Informatics Services (NWIS) to deliver required infrastructure support.
- Ability of our ICT network to cope with demand.
- Access to technical expertise to support ICT systems.
- Our current estate will limit our ability to expand with the increasing service demand.
- Shortfall of available capital for the modernisation of estate, equipment and IT systems.

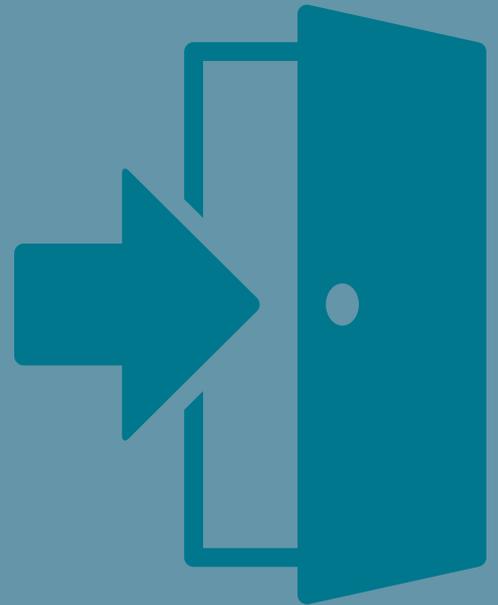


Recruitment, Retention and Retirements



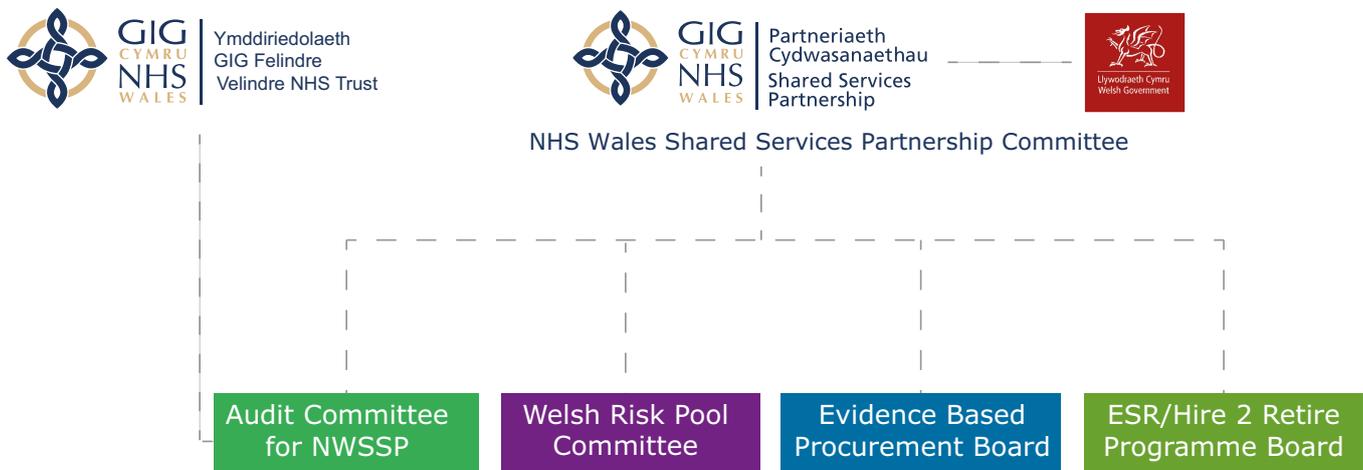
INTRODUCTION

Who are we and what do we do?



Introduction

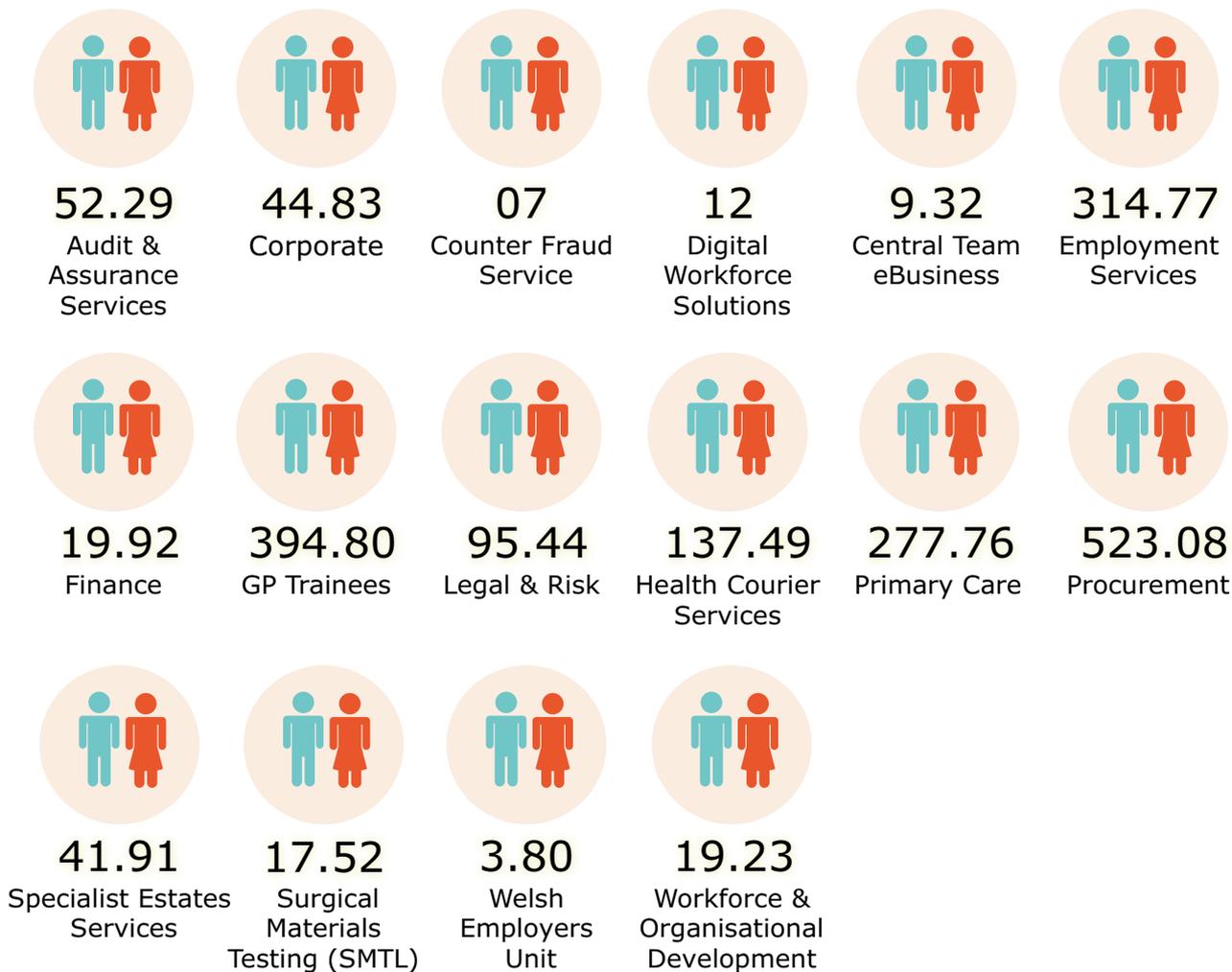
Our Structure



Underpinned through the overarching Velindre NHS Trust legal and assurance framework

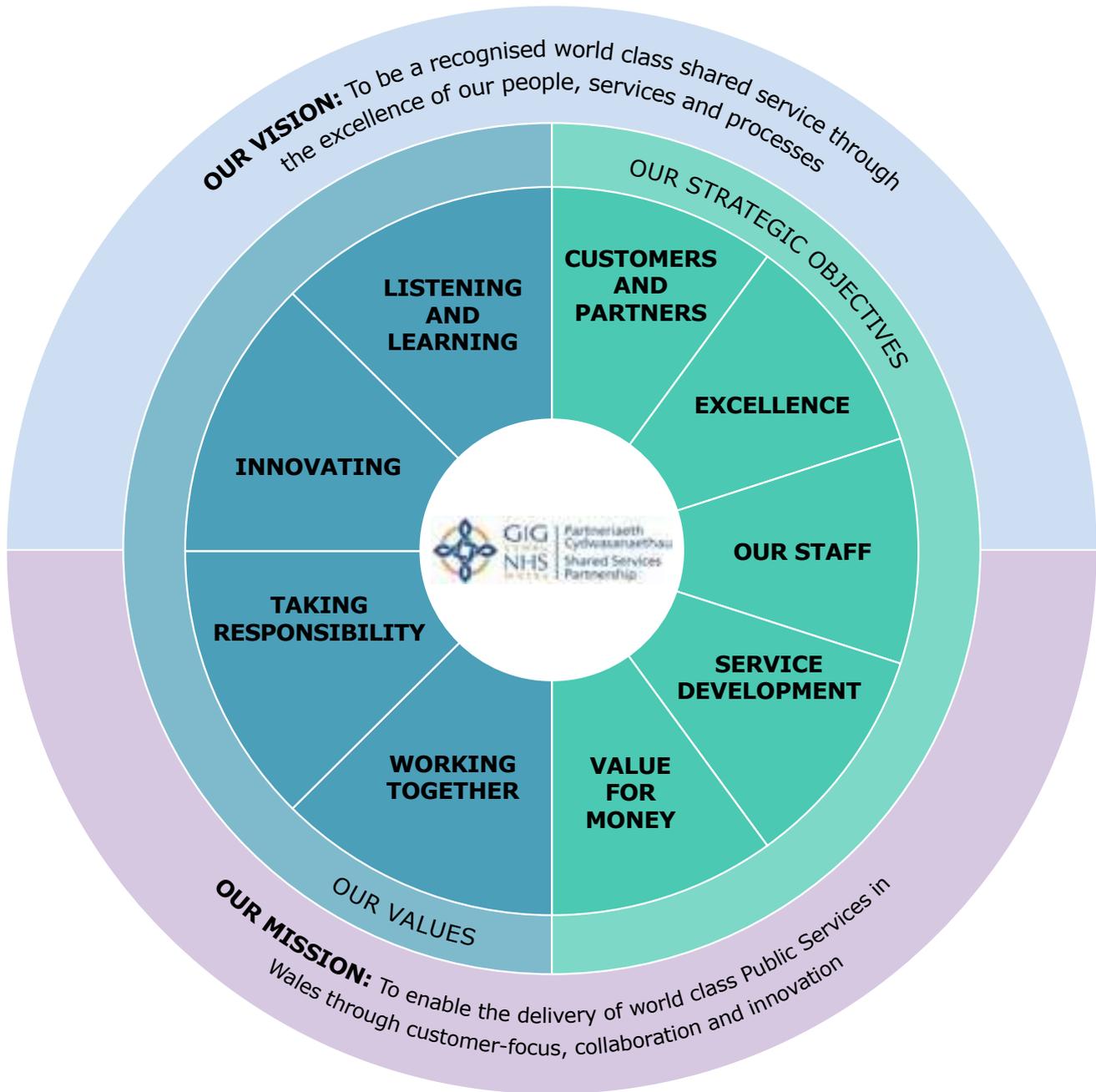
Introduction

Workforce by Full Time Equivalent (FTE)



Our Strategic Direction

Our NWSSP strategy map continues to be updated, to reflect the changing climate that we operate in and the flexible approach that we maintain. At our annual planning and horizon-scanning day with senior management and key enablers from across the organisation, we reviewed the strategy map to ensure it reflects NWSSP’s direction. We have used this as a focal point for this year’s IMTP development through our annual planning cycle.



Our Engagement and Partnership Working

Partnership working is essential to our journey in ensuring our successful development and delivery of world class services. We interact with our partners in a variety of ways. As an organisation, we wish to develop trusted partnerships across NHS Wales so that we can support the efficiency changes required through the data we hold, ensuring we champion a data driven system.

Effective customer engagement processes are essential to establishing and responding to their needs and challenges. Due to the wide variety of our customers, we use a number of methods of engagement to ensure that we engage with all levels of our customer's and partner's organisations.

The Shared Services Partnership Committee is a decision-making committee setting the Shared Services policy for NHS Wales. It performs a critical role in monitoring the performance and supporting the strategic development of NWSSP and its services. Our Chair and Managing Director also meet with each of the NHS Wales Chief Executives to gain a clearer understanding of their organisation's needs. Over the last year, we have visited each Health Board and Trust's executive board meetings, presented an assurance report and discussed NWSSP performance.

In addition, Service Directors and other senior staff have a variety of mechanisms for local engagement with customers through routine customer liaison meetings to discuss performance and service delivery.

Individual performance reports are shared with health bodies on a quarterly basis, detailing performance data in respect of a number of services we provide. A standard set of reports has been developed for each organisation, providing data on all our services following feedback from stakeholders on the initial reports. These performance reports are a key part of our performance discussions with the Shared Services Partnership Committee, and a crucial part of our internal operational review of each service. These reviews are being strengthened by building in a systematic review of the key priorities in each Service Delivery Plan.

We value our staff and work closely with our trade union colleagues. Through our Local Partnership Forum, we jointly address the management of change to safeguard the quality of service and employment opportunities.



Transformation

Since our inception, we have moved on from consolidating, transforming and modernising all of our service divisions to providing leading world-class services on a Once for Wales basis.

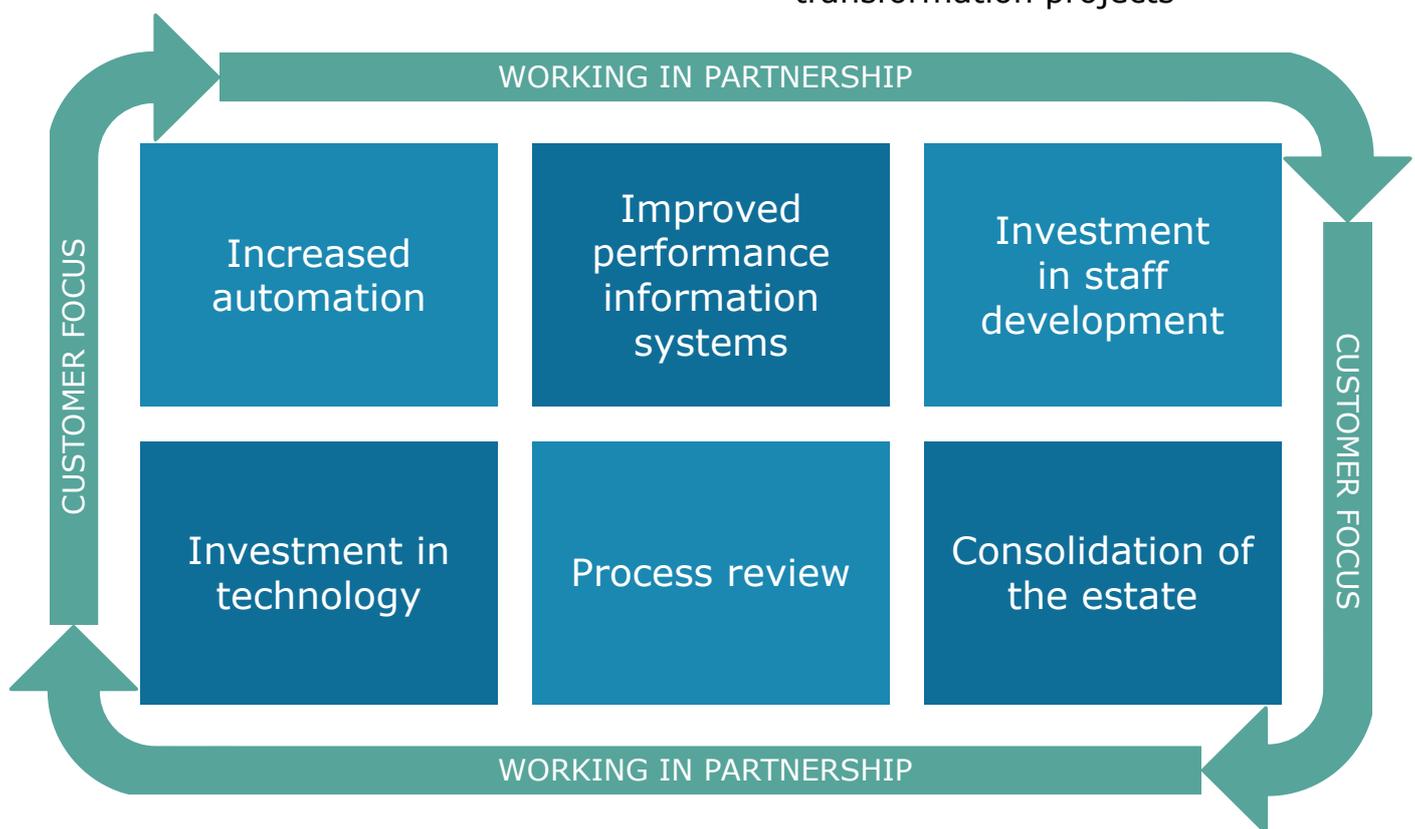
As a leader in shared services in the UK, not only do we learn from others but share our learning and knowledge widely. We are now even more focussed on continuing to improve our services, and embedding a continuous improvement strategy across shared services to ensure that providing excellent services is at the heart of everything we do.

We know that as we transform, we need to bring our teams and staff on the same journey. Investing in our staff to ensure they have the right skills and knowledge is just as important as investing in technology and process automation.

As we continue on this journey, we know that we need to focus not only on transforming our own services, but helping enable our partners and customers to transform also. We will focus on the priorities of our partners, showing systems leadership to help to develop and broker new partnerships within the NHS and local authorities in Wales.

Our transformation activities are based on our key themes to support NHS Wales. (More details on our key themes can be found on [page 34](#))

- Supporting the delivery of sustainable Primary Care
- Once for Wales Opportunities for Service Delivery
- Enhancing system support and customer support
- Sharing best practice and informing decisions
- NWSSP going from strength to strength
- Supporting major capital and transformation projects



Financial Performance

Since NWSSP was established, we have achieved all our financial targets and operated within our allocated budget. We have made direct savings of more than **£19m**. These savings have been used to reinvest in our Once for Wales services, which has allowed us to absorb cost pressures for delivering more services and distribute **£15m** to health organisations and Welsh Government.

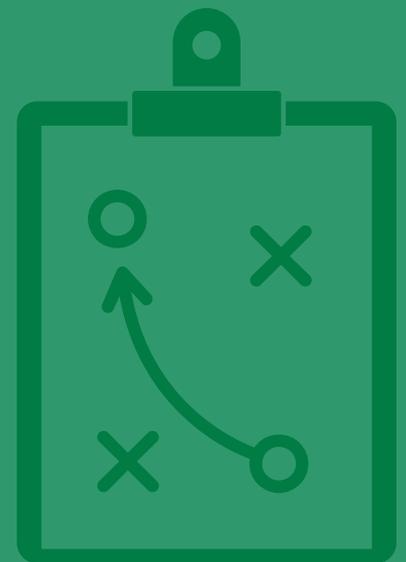
The financial benefits to be gained by health organisations from professional influence measures are significantly greater than those outlined above. Working with organisations, the professional influence and advice from our services has helped generate significant savings and cost avoidance for NHS Wales. Indicative financial benefits within health bodies over the first Six years **exceed £500m**. In the last year alone this was estimated to be **over £100m** coming from

- Specialist Estate Services – Lease management
- Legal and Risk Services
- Specialist Estates Services – Disposal benefits
- Procurement
- Design for Life



STRATEGIC OVERVIEW

Where do we want to go?



Strategic Overview

We regularly review the current and emerging policy context and strategic themes from Welsh Government, the NHS and the wider public sector that are informing our strategic direction. These key themes are summarised below, and have been built into our plan both from the perspective of NWSSP as a whole, into our overarching goals, and for each service area when developing their delivery plans.

We have deliberately not included the work that we undertake in order to meet the policy objectives set out by WG in this section. We have instead tried to include examples of all the work that we are doing within our plan, as these policies are embedded in our day-to-day activities.

A Healthier Wales

As part of the outcomes of the Parliamentary Review a long term strategy for Health and Social care was produced. Healthier Wales sets out a long-term future vision of a 'whole system approach to health and social care', which is focussed on health and wellbeing, and on preventing illness. The development of our six key themes directly supports the principles of A Healthier Wales and embeds them into our business as usual.

We can support this approach by helping the health and social care system work together. The Procurement Service team are delivering procurement frameworks that support health and social care, for example, the 'Community Equipment Items' contract. Our Health Courier Services team are supporting the shift of services out of hospitals to communities by providing an auditable and traceable distribution of supply chain items in the community.

During 2019/20, we will be updating our performance framework to ensure we are better at measuring what really matters, and providing intelligence to other health organisations to assist in decision-making. As the trusted core provider of professional and support services to NHS Wales we can use our position to broker new partnerships and help enable our partners and customers to work together seamlessly.

As part of our approach to making NWSSP a great place to work, we will embed an agile working approach and continue to support the professional development of our staff.



Well-being of Future Generations Act

The Well-being of Future Generations Act sets ambitious, long-term goals to reflect the Wales we want to see, both now and in the future.

As a non-statutory hosted organisation of Velindre University NHS Trust, we are not specifically named in the Act, but we have voluntarily elected to develop our response to it as we recognise the importance of protecting future generations.

The Act sets ambitious, long-term goals to achieve the vision of the Wales We Want by 2050 and to safeguard the needs of future generations without compromising that of the present, by ensuring governance arrangements improve the cultural, social, economic and environmental well-being of Wales, through utilisation of the Sustainable Development Principle.

We have produced a Well-being Statement and Objectives which determines how we are supporting the achievement of the Well-being Goals that Wales should be; prosperous, resilient, healthier, more equal, globally responsible and a country of cohesive communities, have a vibrant culture and a thriving Welsh language. Additionally, our integrated reporting framework provides assurance to align with the seven themes contained within the Act.

We have engaged with the Future Generations Commissioner’s Office in the development of our plan, carried out gap and SWOT analysis exercises and used the simple changes check list to help monitor our progress.

In 2019/20 we will focus on sustainability and develop plans for sustainable travel across our organisation.



Our commitment to well-being and sustainable development

We are highly committed to developing and implementing a 'Once for Wales' approach where appropriate. It is vital we embed our Sustainable Development Principle and the associated five Ways of Working, to think about the long-term, to integrate with the wider public sector, to involve our partners, to work in collaboration, to prevent problems and take a more joined up approach to service delivery. The diagram demonstrates how our divisions are committed to delivering sustainable services aligned to the five ways of working.

Longterm



- Focus on sharing best practice and common risks/challenges.
- Added value through Hire2Retire services, that are safe, quick and efficient.
- A holistic approach to development of apprenticeship roles and Network 75.
- Reduce the burden on GP practices by providing administration support.
- Consideration given for life cycle and sustainable, ethical procurement practices.

Prevention



- ISO14001 environmental initiatives to reduce carbon footprint of organisation.
- A digitally enabled workforce system that will eliminate paper.
- Eliminate paper payslips and to administer e-payslips once for Wales.
- Robust succession planning across the organisation.
- Duty of care and compliance integration with e-expenses.
- Focus on sharing best practice, turning our data into intelligent information.

Integration



- Frequent engagement with our partners to ensure continuous improvement.
- Wider public sector engagement model within Digital Workforce Solutions.
- Support the training to managers of GP practices.
- Develop a network to support sharing the learning from Welsh Risk Pool.
- Collaborative procurement strategy developed in partnership.
- Equality Integrated Impact Assessments incorporated into the PMO system.

Collaboration



- Build opportunities for expansion of audit services within the wider public sector.
- Supporting the development of the 19 primary care pipeline schemes.
- Working in collaboration to increase the number of GP trainees and GP returners.
- Support the development of a Once For Wales Concerns Management System
- Expansion of generic PCS services across additional Welsh public sector bodies.
- Frameworks in areas such a environmental performance and community benefits.

Involvement



- Offer legal advice services to other public bodies throughout England and Wales Integration with additional service providers, for greater assurance levels Implement transferability of information from Welsh Health Graduate Education Public sector organisations on-boarding to the Learning@Wales Moodle e-platform.
- Awareness of Modern Slavery Act and Ethical Employment in Supply Chain Practice.

Prudent and Value based healthcare

We are helping to make prudent healthcare happen for NHS Wales through both our system leadership and support roles. Our key themes provide some examples of how we are driving the four principles of prudent healthcare.

The 4 principles of prudent healthcare

- Public and professionals are **EQUAL PARTNERS** through **CO-PRODUCTION**
- CARE FOR** those with the greatest health need **FIRST**
- Do only **WHAT IS NEEDED** and do **NO HARM**
- Reduce **INAPPROPRIATE VARIATION** through **EVIDENCE-BASED** approaches

For further information visit www.prudenthealthcare.org.uk

In the section below we have given some examples of where we are supporting NHS Wales to deliver Prudent Healthcare under the four principles.

Public and professionals are **equal partners** through **co-production**

- We work together with NHS organisations to identify opportunities for Once for Wales systems.
- We are trusted partners in supporting service re-design, using our data and intelligence to inform decisions.
- Supporting the laundry services design and ensuring our partner's needs are understood and considered.
- Supporting the GP2GP electronic transfer of patient records in partnership with GP practices.

Do only **what is needed** and do **no harm**

- Working with Universities to streamline recruitment of healthcare students so that individuals are offered posts based on their preferences at the end of their course without the need to complete multiple applications.
- Support the roll out of an innovative training style in Maternity and Obstetric services to inform better patient outcomes (PROMPT).
- Programme of work to improve effective consent to treatment working together with NHS bodies.

Care for those with the greatest health need **first**

- Working with Health Boards to enable GP practices to rationalise estate and react to increasing Primary Care service demands through GP patients record storage with routine and on demand access service.
- Enhancing single point of contact in support of train, work, live campaign to increase training and recruitment of the NHS Wales workforce.
- Enhancing Certificate of Sponsorship management to deliver a timely professional service that supports the retention of staff.

Reduce **inappropriate variation** through **evidence-based** approaches

- Support the sustainable and prudent procurement agendas through clinically driven evidence based sourcing ensuring patient care, quality and safety benefits.
- Support the development and roll out of a Once for Wales Concerns Management System.
- Undertaking a review of Stoma Care procurement and service delivery within Secondary care.

Prudent healthcare is engrained in all we do through our Once for Wales approaches.



Prosperity for all

The National Strategy “Prosperity for All” was published in 2017 supporting the strategic direction of collaboration and a focus on how all parts of the public sector can work together to achieve a healthier Wales. In order to meet this ambition, we need to deliver quality health and care services fit for the future, promote good health and well-being for everyone and build healthier communities and better environments. We need to continue to develop and strengthen relationships with key partners, third sector, social services and others involved in the provision of high quality patient care. Throughout our plan we have shown how we are supporting our customers and partners to meet their short term delivery targets and to develop a sustainable health care system fit for the future. We are committed to supporting the communities in Wales, as evidenced by our strategy map and the inclusion of our well-being goals.

Driving efficiency – Lord Carter review

The Lord Carter Review (Operational Performance and Productivity in English NHS Acute Hospitals) calls for the NHS to deliver efficiency improvements through collaboration across the entire healthcare system. Many of the areas highlighted in the Carter report - clinical staff, pharmacy and medicines, diagnostics and imaging, procurement, back-office functions, and estates and facilities – are areas where NWSSP can provide systems leadership and business intelligence that will help health organisations to provide the best possible care to patients within the available resources.

The Lord Carter Review outlines the need for the NHS to undergo a cultural change and become a holistic hub in order to bring about major efficiencies. The Procurement Services Team are contributing to this by leading on value based procurement and playing a pivotal role in the Transforming Access to Medicines (TRAMS) project.

Developing the role of Primary Care

Since the publication of the Primary Care Plan and the Primary Care Workforce, Plan primary care clusters are being advanced across Wales to treat the root causes of ill health and to prevent people from going into, or staying in, hospital unnecessarily. This requires a marked shift in the delivery of care from secondary hospital-focused care closer to home.

One of our key themes is to support the sustainable delivery of primary care. We have developed a number of our services to support the required shift to primary care, in many cases providing a function absent from clusters and general practices previously. Examples of this include:

- Leading the estates and legal and risk development of the 19 primary care pipeline schemes, including the integration of Social Services.
- Assist in procuring commissioned services including dental and GP services where a need is assessed/required.
- Provision of Clinical waste collections and disposals at GP premises.
- Undertake cyclical audits of Primary Care Service’s compliance with policies and procedures.



Social Services and Well-Being Act

The Social Services and Well-being (Wales) Act 2014 places duties on statutory bodies to improve services, work together with the public to promote well-being and give people a greater voice in and control over their care. NWSSP are committed to supporting integration between Health and Social Care through our enabling services such as procurement, specialist estate services, e-workforce solutions and employment services. Legal and Risk service have already developed guidance on how best to manage the developing relationships; manage the risks and remain compliant with the law.

National Improvement Programme

Seven priorities have been developed for Chief Executives to drive and deliver through Team Wales. Each all Wales Peer Group (Directors of Workforce, Directors of Finance and Nurse Directors etc) and our Senior Management Team have considered what we can deliver for NHS Wales in line with seven priorities:

1. To develop a long term vision and ten-year strategy for sustainable health and care services in Wales.
2. To develop a deliverable workforce and organisational development plan to support the long term strategy.
3. To make best use of the physical, financial, workforce and technological resources available.
4. To co-design, commission and provide joined up health services and to work with partners to provide patients with an integrated health and care experience.

5. To work with public sector partners to invest time and resources in services and actions that promote health, well-being and personal responsibility.
6. To drive consistently high quality services and outcomes and develop a performance management framework that supports this; and
7. To provide clear and consistent leadership and take strategic decisions on national priorities and programmes.

NWSSP are leading on and supporting a number of the work-streams including:

- Bulk mail
- All Wales Catering IT System
- Early Payment Programme
- Electronic Transfer of Claims – prescription pricing
- Establishment of 'Once for Wales' ESR support Hub
- Evidence Based Procurement
- All Wales Laundry Service
- Patient Medical Record (PMR) Storage and Scan on Demand service
- Procurement Influence Spend
- Temperature Controlled Environments



Public Health (Wales) Act 2017

The Public Health (Wales) Act 2017 utilises legislation as a mechanism for improving and protecting the health and well-being of the population of Wales. We are committed to supporting NHS Wales to tackle key issues and lead to a healthier Wales. We will continue to work to improve public health and reduce health inequalities by working with our partners to promote healthy lifestyles.

Nurse Staffing Levels (Wales) Act 2016

The Nurse Staffing Levels (Wales) Act 2016 sets out the overarching duty to have regard to providing sufficient nurses to allow nurses time to care for patients sensitively. We have been supporting the recruitment and retention of nurses. This is demonstrated by the prioritisation of the nursing workforce in some of our key national improvement projects: student streamlining, 75-day recruitment timeline reduction and the reduction of nursing agency usage. We will continue this work and build on our achievements by supporting the implementation of an all Wales staff bank recognising nursing as the single largest workforce.



Shaping the Future

Actions to support the NWSSP IMTP 2019 to 2022 priorities

There are six themes, shown below, that have been drawn out of our divisional plans and grouped together to highlight the synergies across NWSSP in supporting the Welsh Government and NHS Wales. This section highlights the actions that we are going to take over the next three years to help achieve our objectives and priorities.

Our priorities highlight a number of cross-cutting themes that we deliver to our customers and partners which drives improvement within NWSSP.



1. Supporting the delivery of sustainable Primary Care

We need to assist NHS Wales to deliver the new model for primary and social care. We must help partners empower individuals to take an increased responsibility in their own health and wellbeing and to accept the various services that complement the historical role of GP's.

We will help create the environment for A Healthier Wales to proactively support a modern primary and social care agenda. We will help support the administrative burden in primary and social care. We need to continue to support our stakeholders across pharmaceutical service expansion and to be the enabler in the development of general and specialist optometry services and dental services.

NWSSP will continue to work with Health Boards and Trusts to support the delivery of their transformational programme of change to primary care and community services. During 2019/20, in addition to local activity, on behalf of NHS Wales, we will deliver initiatives such as community wound care and procurement of an IT solution to support the new 111 service.



2. Enhancing service support and customer support

We will look to continuously improve the service we provide to our customers and partners that helps deliver better outcomes to their resident population. By enhancing the way we support and interact with our customers and partners, we will create an even more effective platform which will help improve the customer journey and increase the time available to spend delivering quality outcomes for patients.

3. Once for Wales opportunities for service delivery

We currently provide a number of 'Once for Wales' support services, but there are further opportunities to provide additional services with the help of NHS Wales's organisations. By focussing on what our customers and partners need us to do, we can remove the burden from them, achieve economies of scale, standardisation where appropriate and provide more cost-effective processes and high quality services. We act as an enabler for NHS Wales where we support service delivery transformation. For example - the All Wales approach for the transforming access to medicines (TRAMS) project.

4. Sharing best practice and informing decisions

Understanding our customers' and partners' needs is essential to delivering a world class service. We will use our unique position to help share best practice and use our Once for Wales data to help inform decision making. We will continue to regularly publish case studies of best practice which embed the Well-being of Future Generation's principles.

5. NWSSP going from strength to strength

To help ensure that we are supporting our customers and partners in the most effective and efficient way, we need to continue to drive improvements from within shared services based on what our customers and partners need. We will continue to deliver a financially balanced plan, which includes delivering savings back to NHS Wales. This theme focuses on the areas within shared services that can be improved to have a significant benefit to our customers and partners. We want our staff to have an effective working environment where innovation and high performance can prosper.

6. Supporting major capital projects

We will continue to support major capital projects by providing professional advice and support to Boards and Trusts. We will work with all of NHS Wales to support the long term capital strategy.



The actions below set out what we intend to deliver over the next three years and build on the excellent progress that we have already made in our previous IMTP's. [This progress is highlighted in our Annual Report for 2017/18.](#)

Supporting the delivery of sustainable Primary Care;		
What and why	How and when	Benefits
<ul style="list-style-type: none"> ➔ Provide professional property and legal support to strengthen GP practice sustainability and a whole system approach to health and social care. ➔ Support customers in their management of primary care through the provision of professional estate, facilities and property related services including benchmarking. 	<ul style="list-style-type: none"> ➔ Providing innovative solutions to estate and legal related barriers to partnership in relation to the General Medical Services model; ➔ Implementing the 'last person standing' protocol; Leading the development of the 19 primary care pipeline schemes including the integration of Social Services, the 3rd sector and other services relevant to a whole systems approach. A focus on reducing carbon and being more environmentally sustainable. ➔ We will do this from April 2019 and evaluate progress before the next IMTP cycle. 	<ul style="list-style-type: none"> ➔ Improvements in the primary care estate and collaborative approach to the provision of services.
<ul style="list-style-type: none"> ➔ Continuation of the rationalisation of primary care services into a central 'once for Wales' function. The strategy realigns services as part of NHS Wales Transformation in Primary Care Services and provides resilience across Wales. ➔ To improve and expand the provision of services within Primary Care and to support the sustainability agenda. 	<ul style="list-style-type: none"> ➔ Identify resources that can be realigned to support Primary care contractors and services. ➔ Explore and scope new areas of business. ➔ We will deliver this by March 2020. 	<ul style="list-style-type: none"> ➔ Additional support services fully costed and deployed within Primary Care.



Supporting the delivery of sustainable Primary Care;		
What and why	How and when	Benefits
<ul style="list-style-type: none"> ➔ Patient Medical Records (PMR), store and scan on demand programme. ➔ Enables GP practices to rationalise estate and react to increasing Primary Care service demands. Supports sustainability agenda. 	<ul style="list-style-type: none"> ➔ Removal of paper medical records from GP practice to a central archive and the provision of a retrieval service. ➔ By March 2020 to have between 45% and 50% of live patient medical records stored in Mamhilad. 	<ul style="list-style-type: none"> ➔ Store & Scan on demand service deployed to 80% of GP Practice patient medical records. ➔ Supporting Primary Care estate strategy. ➔ Acts as an enabler for delivery of additional and enhanced services within the locality / primary care setting.
<ul style="list-style-type: none"> ➔ We will review, develop and redesign medical, dental and ophthalmic performer lists. ➔ Critical single point of failure identified within existing NWIS arrangements. ➔ A review of the systems used is require to ensure they are up to date and effective. 	<ul style="list-style-type: none"> ➔ Implementation of a solution for NHS Wales delivered internally. ➔ March 2020. 	<ul style="list-style-type: none"> ➔ More efficient and effective provisions which supports the ability to move to Self-service arrangements. ➔ Streamline requirements and systems which removes administrative burden on Primary Care contractor resource, supporting sustainability agenda.
<ul style="list-style-type: none"> ➔ Review Implementation of Home Care and Community care supply (Wound Management) and Pharmacy. Helping bring health and social care services to the homes of patients. ➔ Remove reliance on private providers and improve Governance. 	<ul style="list-style-type: none"> ➔ Auditable and traceable distribution of supply chain items monitored via Cleric. ➔ Temp Control ➔ We will do this from April 2019 and evaluate progress before the next IMTP cycle. ➔ Subject to capital and resources. 	<ul style="list-style-type: none"> ➔ Incremental Introduction of a Pan Wales Distribution Network.



Supporting the delivery of sustainable Primary Care;		
What and why	How and when	Benefits
<ul style="list-style-type: none"> ➔ Seek to streamline patients and front line users' access to medicines and supplies through the Transforming Access to Medicines (TRAMS) project. 	<ul style="list-style-type: none"> ➔ The project will devise an integrated solution to support patients and front-line users with pharmacy and other supplies, to a higher quality, better sustainability, and lower cost than at present. 	<ul style="list-style-type: none"> ➔ Improvement in the quality of services delivered to NHS Wales and a reduction in cost.
<ul style="list-style-type: none"> ➔ Extend licencing provision and implement Certificates of Sponsorship management across other disciplines, Once for Wales: ➔ This will make the service more efficient and reduce costs to NHS Wales, HEIW and the individual. 	<ul style="list-style-type: none"> ➔ We will develop improved processes and roles and responsibilities under a memorandum of understanding. ➔ We will deliver this by December 2019. 	<ul style="list-style-type: none"> ➔ Extension of current licences. ➔ Better student experience. ➔ Maintaining GP's and other health professionals in Wales following qualification.
<ul style="list-style-type: none"> ➔ Provide a Hire to Retire service generating and redirecting local capacity to patient care. 	<ul style="list-style-type: none"> ➔ Service providing consistent application of legislation and alignment with NHS Employer Standards through sustainable technology ensuring quick and safe appointments. ➔ Work in partnership with individual primary care clusters to agree timescales by end 2020. 	<ul style="list-style-type: none"> ➔ Facilitate links with Primary Care Workforce Reporting and enable transition of GP Trainees to substantive Primary Care posts in Wales.
<ul style="list-style-type: none"> ➔ Implement two critical workforce platforms providing an understanding of the Primary and Social Care workforce and single point of application of all vacancies. 	<ul style="list-style-type: none"> ➔ Working with Welsh Government and Primary Care to deliver national digital solution that provides understanding of multi-disciplinary factors of the primary care workforce. ➔ Implementation from April 2019 to March 2020. 	<ul style="list-style-type: none"> ➔ Enables quicker appointments into posts and transition of GP Trainees to a substantive post in sector.



Once for Wales Opportunities for Service Delivery		
What and why	How and when	Benefits
<ul style="list-style-type: none"> ➔ Expand the Lead Employer model by increasing the offering to customers and partners by bringing new professional areas onto the scheme. ➔ This will help streamline the recruitment and pathway to gaining a professional qualification in Wales. 	<ul style="list-style-type: none"> ➔ Working with HEIW/HB/T we will identify professional areas that can be added to the scheme during 2019. 	<ul style="list-style-type: none"> ➔ Once for Wales approach to employing trainees. ➔ Better experience.
<ul style="list-style-type: none"> ➔ Implement an all Wales laundry service. Moving from a five location model to a three location model to drive efficiencies and effectiveness. 	<ul style="list-style-type: none"> ➔ Final timescale to be determined once ongoing management arrangements review is completed. 	<ul style="list-style-type: none"> ➔ Once for Wales ➔ Efficiency savings
<ul style="list-style-type: none"> ➔ Develop a Welsh Language hub to help provide a Once for Wales service. 	<ul style="list-style-type: none"> ➔ Hub to be developed in association with a number of smaller NHS bodies in 2019/20 and then offered as an All Wales Service in 2021. 	<ul style="list-style-type: none"> ➔ Once for Wales
<ul style="list-style-type: none"> ➔ Work with Welsh Government to develop and provide new arrangements for the indemnity of General Medical Service Providers in Wales. 	<ul style="list-style-type: none"> ➔ Participate in the WG Project Board for GP Indemnity, develop funding arrangements with WG, employ staff and implement the necessary systems and processes. ➔ Implementation of the new arrangement for Future Liabilities from 1 April 2019, with further development of the scheme to cover Existing Liabilities progressing over a further 18 month to 2 year period as directed by Welsh Government. 	<ul style="list-style-type: none"> ➔ Design and Roll out of new GP indemnity arrangements.



Once for Wales Opportunities for Service Delivery		
What and why	How and when	Benefits
<ul style="list-style-type: none"> ➔ General Ophthalmic Services (GOS) Data Warehouse ➔ Develop and expand Post Payment Verification (PPV) services in order to provide required assurance. Improved collaboration with NHS Wales CFS. 	<ul style="list-style-type: none"> ➔ Explore potential Contractor and Patient loss within GOS through targeted contractor visits outside 3 year cycle, with prior engagement with Optometry Wales. ➔ March 2020. 	<ul style="list-style-type: none"> ➔ Once for Wales data base enabling consistent reporting, national profiling and national Benchmarking. ➔ Focused PPV sampling arrangements.
<ul style="list-style-type: none"> ➔ Provide a Once for Wales single pathway to Medical and Dental Trainees that is safe and effective. 	<ul style="list-style-type: none"> ➔ Maximising technology to deliver single pathway with safe portability throughout rotational training aligning to Train.Work. Live Single Point of Contact service. 	<ul style="list-style-type: none"> ➔ Improved experience for Medical and Dental Trainees through process and technology efficiencies enabled by a single point of contact.
<ul style="list-style-type: none"> ➔ Establish the payment of NHS Wales Student Bursary through the Electronic Staff Record to provide a single point of contact for students, realise process efficiencies and associated costs. 	<ul style="list-style-type: none"> ➔ Working in partnership with HEIW and Universities to engage healthcare students throughout training to facilitate payment of NHS Wales Student Bursary by 2022. 	<ul style="list-style-type: none"> ➔ Introduces a single point of contact for healthcare students and enables immediate engagement to All Wales Bank.



Once for Wales Opportunities for Service Delivery		
What and why	How and when	Benefits
<ul style="list-style-type: none"> ➔ Explore the benefits of the development of a National Distribution Centre. ➔ Consolidation and expansion of transport and logistics services to the NHS and wider public and social care sectors. ➔ To exploit opportunities to introduce further automation and new technology and meet the need for streamlined services. To meet the challenges posed by the Lord Carter Review and Brexit. 	<ul style="list-style-type: none"> ➔ Develop funding arrangements with Welsh Government who will determine timescales. 	<ul style="list-style-type: none"> ➔ Delivering economies of scale and benefits from automation and new technology e.g. GS1. ➔ Improved supply chain resilience and national emergency response capability.
<ul style="list-style-type: none"> ➔ Support the transition to into the 'Strategic Programme for Primary Care' – the response to A Healthier Wales. 	<ul style="list-style-type: none"> ➔ Improve primary care sustainability across multidisciplinary functions. 	<ul style="list-style-type: none"> ➔ Improved access to care for patients outside of traditional service delivery.
<ul style="list-style-type: none"> ➔ Support the development and roll out of a Once for Wales Concerns Management System. ➔ To address recommendations in the Evans Report "Using the Gift of Complaints" and to enhance data compatibility to identify and focus on themes. 	<ul style="list-style-type: none"> ➔ Incorporate WG funded project into WRP, re all-Wales Development system Development of national Concerns dataset. ➔ Newly appointed project manager and Head of Patient safety and learning to arrange meetings for further discussion and recommendation July 2019. 	<ul style="list-style-type: none"> ➔ Design and Roll out of Once for Wales Concerns Management System – with agreed national dataset.

Enhancing system and customer support		
What and why	How and when	Benefits
<ul style="list-style-type: none"> ➔ Enhanced legal case management, lessons learned and Once for Wales claims management for Clinical Negligence and Personal Injury claims. ➔ To minimise the adverse reputational and financial impact of legal risks to the NHS in Wales. 	<ul style="list-style-type: none"> ➔ Maintaining and improving on the quality of our staff via experience and training; through good management of cases and careful allocation of tasks across teams; through focussing on client relationships. ➔ March 2020 and annually reviewed thereafter. 	<ul style="list-style-type: none"> ➔ High levels of savings and successes reported.
<ul style="list-style-type: none"> ➔ Student Streamlining – GP Trainees and Allied Health professionals ➔ Avoid unnecessary duplication – associated costs ➔ Quicker start times 	<ul style="list-style-type: none"> ➔ Extend the NWSSP Student Streamlining Scheme to GP trainees. ➔ September 2019 	<ul style="list-style-type: none"> ➔ All GP Trainees and Health Professionals appointed through Streamlining Scheme.
<ul style="list-style-type: none"> ➔ A successful welfare rights service. ➔ WIBSS is committed to providing a dedicated support service operated by experienced welfare rights advisors to assist beneficiaries. 	<ul style="list-style-type: none"> ➔ The welfare rights advisors make home visits, provide telephone support and attend Personal Independence Payment assessments when requested. We will continue to support the welfare rights advisors through 2019/20. 	<ul style="list-style-type: none"> ➔ Customer satisfaction with the scheme and service will increase. Beneficiaries will continue to have an excellent customer experience.
<ul style="list-style-type: none"> ➔ We will continue to support the newly created Health Education and Improvement Wales (HEIW) Special Health Authority. 	<ul style="list-style-type: none"> ➔ Provide advice and support to the organisation as required throughout 2019/20. 	<ul style="list-style-type: none"> ➔ Support the new special health authority deliver its objectives.



Enhancing system and customer support		
What and why	How and when	Benefits
<ul style="list-style-type: none"> ➔ Integration of HCS and Supply Chain services. ➔ To provide a seamless end to end service capable of meeting expanding needs of Health Boards and Trusts. ➔ To maximise efficiencies. 	<ul style="list-style-type: none"> ➔ Structural review to be undertaken with view to creating new Regional Distribution Centre (RDC). ➔ We will do this by March 2020. 	<ul style="list-style-type: none"> ➔ A modern, streamlined service capable of maximising efficiency benefits to Health Boards and Trusts.
<ul style="list-style-type: none"> ➔ Primary Care transformation programme – replacement of NHAIS. 	<ul style="list-style-type: none"> ➔ New registration service for medical records transformation. ➔ New GMS Payments system operational. ➔ A direct result of NHS England privatisation. ➔ Direct impact on ➔ Welsh systems and processes. ➔ Opportunity to deliver a cost effective and efficient solution and workforce. 	<ul style="list-style-type: none"> ➔ Through dialogue and SLA review with NHS Digital and preferred partner for GMS payments. ➔ By March 2020 to have replaced NHAIS payment system and also implementation plans in place for deployment of PCRM and SDRS products, in preparation for NHAIS decommissioning.

Sharing best practice		
What and why	How and when	Benefits
<ul style="list-style-type: none"> ➔ Continue to encourage use of 'Putting Things Right' to improve savings and enhance lessons learned around care provision and incident investigation in respect of lower value cases. 	<ul style="list-style-type: none"> ➔ We will do this throughout 2019 to 2020 and onwards. 	<ul style="list-style-type: none"> ➔ Reduced costs for Health Boards and Trusts.
<ul style="list-style-type: none"> ➔ We will support the Welsh Government Workforce Delivery Unit agenda. 	<ul style="list-style-type: none"> ➔ We will agree a plan of action for strategic work to be carried across WG and NWSSP on a prioritised basis. ➔ This work will continue through 2019/20. 	<ul style="list-style-type: none"> ➔ Collaboration on HR issues which are planned well. Good advice to WG.
<ul style="list-style-type: none"> ➔ We will further develop our Customer Relationship Management approach across the NWSSP to ensure that customer and partnership interaction is recorded along with user requirements and user needs. This will enable NWSSP to improve customer and partner interactions. 	<ul style="list-style-type: none"> ➔ The new approach will be devised through interaction and engagement with NWSSP divisions and our Partners and Customers, with the new approach implemented through 2019 to 2020. 	<ul style="list-style-type: none"> ➔ Better collation of NHS Wales' requirements and a joined up approach to stakeholder management.
<ul style="list-style-type: none"> ➔ NWSSP will create an evaluation forum through the PMO that identifies lessons learned from all projects and programmes. 	<ul style="list-style-type: none"> ➔ Forum will be created in April 2019 with a review prior to the next IMTP cycle. 	<ul style="list-style-type: none"> ➔ Sharing lessons learnt around Wales and improving future projects through past experiences.



NWSSP going from strength to strength		
What and why	How and when	Benefits
<ul style="list-style-type: none"> ➔ We will continue to progress and embed an agile working environment that allows our staff freedom and flexibility. We will align our estate, ICT provision and HR policies to enable agile working across the organisation to support our divisions delivering to our customers and partners. 	<ul style="list-style-type: none"> ➔ We will work with our staff to develop a programme that meets the needs of a modern workforce. We will review the relevant workforce and OD, estates and ICT policies to enable this positive change. ➔ An initial business case will be prepared for September 2019 with pilot sites and teams identified for implementation. 	<ul style="list-style-type: none"> ➔ An excellent working environment matched with modern technology to allow staff to be the best they can be.
<ul style="list-style-type: none"> ➔ We will review and seek to streamline our helpdesks and call handling centres that we have at NWSSP to improve the experience for our customers and partners, ensuring that we are using the latest technology. 	<ul style="list-style-type: none"> ➔ We will implement a Once for Wales service across NWSSP, ensuring it meets the needs of our customers and partners who operate 24/7. ➔ We will use the most recent technology to enhance the customer experience. ➔ An outline business case will be developed by September 2019 and if approved implementation will take place through Q3 and Q4. 	<ul style="list-style-type: none"> ➔ Enhanced customer experience – one single number to call for all shared services queries.
<ul style="list-style-type: none"> ➔ Develop a corporate Continuous Improvement approach to coordinate the standardisation, modernisation and automation through the 'Once for Wales' principles and the use of our All Wales performance data to identify opportunities for further improvement. 	<ul style="list-style-type: none"> ➔ We will continue to look for synergies across our divisions and focus on improving systems and processes in order to make NWSSP more efficient and effective and allow us to deliver improved services to our customers and partners. 	



NWSSP going from strength to strength		
What and why	How and when	Benefits
<ul style="list-style-type: none"> ➔ We will implement an updated performance management framework across NWSSP. ➔ This will embed a consistent approach to performance management across the divisions and allow for better decision-making and scrutiny. 	<ul style="list-style-type: none"> ➔ The framework will be implemented in April 2019 and aligned to this IMTP. ➔ The roll out of business intelligence software across the divisions will take place throughout 2019 to 2020. 	
<ul style="list-style-type: none"> ➔ We will proactively engage and communicate to external audiences the excellent work conducted throughout NWSSP. We will showcase best practice and provide services to other NHS Wales organisations. 	<ul style="list-style-type: none"> ➔ We will develop an overarching marketing strategy for NWSSP with an implementation plan throughout 2019 and 2020. 	<ul style="list-style-type: none"> ➔ Increase in new and repeat business that the team undertakes; ➔ Results of customer satisfaction surveys. ➔ Invest in the Marketing and Communications team.
<ul style="list-style-type: none"> ➔ NWSSP will continue to deliver financially balanced plans that provides investment to the areas that matter most to our partners. 	<ul style="list-style-type: none"> ➔ We will ensure that our divisions continue to be efficient and effective and use continuous improvement methodologies to streamline services and improve quality. 	<ul style="list-style-type: none"> ➔ Invest in areas that matter most to our partners and have the greatest benefit.



Supporting major capital and transformation projects		
What and why	How and when	Benefits
<p>We will support all Health Boards and Trusts undertaking major capital projects.</p> <p>Including</p> <ul style="list-style-type: none"> ■ The Grange University Hospital ■ Velindre Cancer Centre ■ University Hospital Wales ■ Prince Charles Hospital 	<p>➔ We will provide estates, legal and procurement support to ensure the successful delivery of all the projects.</p>	<p>➔ Projects delivered to time, cost and quality.</p> <p>➔ Excellent feedback for NWSSP divisions.</p>
<p>We will support NHS Wales undertaking major transformation programmes. Including:</p> <ul style="list-style-type: none"> ■ The Bridgend Boundary Transfer ■ A Healthier Mid and West Wales 	<p>➔ We will provide professional support to ensure the smooth transition into business as usual.</p>	<p>➔ Project delivered to time, cost and quality.</p> <p>➔ Excellent feedback for NWSSP divisions supporting the change.</p>

Our roadmap for development over the next three years

In the table, we have set our large service developments over the next three years against our six key delivery themes. This demonstrates how we are helping NHS Wales meet its strategic objectives in a key support role, encouraging learning and the adoption of Once for Wales.

2019 to 2020

<p>Supporting the delivery of sustainable primary care</p>	<p>Once for Wales Opportunities for Service Delivery</p>
<ul style="list-style-type: none"> ■ Deliver hire to retire service providing digital platforms. ■ Alignment of GP Trainees to substantive posts within sector through streamlining programme. ■ Development of the 19 primary care pipeline schemes. ■ PMR – Store and Scan on Demand. ■ Redesigned performers lists. ■ Implementation of home care and community care supply. ■ Extend Certificate of Sponsorship licencing. 	<ul style="list-style-type: none"> ■ Explore the benefits of the development of a National Distribution Centre. ■ Provide a single pathway for Medical and Dental Trainees. ■ Expand the Lead Employer offering. ■ Extend 'Train.Work.Live' to Allied Health Professionals ■ All Wales Laundry Service launched. ■ Deliver GP Indemnity Scheme. ■ TRAMS. ■ Establish Medical examiners Service covering secondary care.
<p>Sharing best practice</p>	<p>NWSSP going from strength to strength</p>
<ul style="list-style-type: none"> ■ Benchmarking Primary Care Services with NHS Digital. ■ Hire to Retire efficiencies with NHS Improvement England. ■ Customer relationship management approach. ■ Support Welsh Government Workforce Delivery Unit. ■ 'Putting things right'. 	<ul style="list-style-type: none"> ■ Develop marketing strategy. ■ Develop agile working strategy and start implementation. ■ Embed continuous improvement approach. ■ Review customer contact and streamline. ■ Embed updated Performance Management Framework.



Enhancing system support and customer support

- Maximising use of technology to release time in clinical areas.
- Reduce recruitment timeline.
- Standardisation of pay elements to improve pay bill data.
- Enhanced legal case management.
- Extend Student Streamlining to all healthcare graduates.
- Integration of supply chain and HCS.

Supporting major capital and transformation programmes

- Support the delivery of the new Grange Hospital.
- Migration of staff enabling Bridgend Boundary Changes.
- Supporting the new Velindre Cancer Centre.
- A Healthier Mid and West Wales.

2020 to 2021

Supporting the delivery of sustainable primary care

- Deliver hire to retire service.
- Extend licencing provision for Certificates of Sponsorship.
- NHAIS replacement complete.
- Continued development and implementation of the 19 primary care pipeline schemes.
- PMR – Store and Scan on Demand.

Once for Wales Opportunities for Service Delivery

- Payment of NHS Wales Bursary via ESR.
- Deliver a Welsh Language Hub.
- Development of a National Distribution Centre.
- Further expand the Medical Examiners service.
- Explore the benefits of the development of a Nationals Distribution Centre.

Sharing best practice

- Benchmarking against NHS England.
- Embedded customer relationship management approach.
- Turning data into intelligence to inform decisions.

NWSSP going from strength to strength

- Continued implementation of agile working strategy.

Enhancing system support and customer support

- Centre of Excellence for Certificates of Sponsorship post Brexit.
- Digitalisation of Employment Checks.
- Reduced recruitment timeline.

Supporting major capital and transformation programmes

- Engagement of 3,000 staff to Specialist and Critical Care Centre.
- Supporting the new Velindre Cancer Centre.
- A Healthier Mid and West Wales.
- University Hospital Wales.



2021 to 2022

Supporting the delivery of sustainable primary care

- Complete delivery of Hire to Retire service.

Once for Wales Opportunities for Service Delivery

- Continued expansion of the lead employer offering.
- Development of a National Distribution Centre.

Sharing best practice

- Turning data into intelligence to inform decisions.

NWSSP going from strength to strength

- Embedded agile working strategy supporting other NHS Wales Bodies.

Enhancing system support and customer support

- Maximise efficiencies through RPA.
- Reduced recruitment timeline.

Supporting major capital and transformation programmes

- Supporting the new Velindre Cancer Centre.
- A Healthier Mid and West Wales.
- University Hospital Wales.

Future state – what will we look like in three years’ time

Our vision is to be recognised as a world-class shared services organisation through the excellence of our people, services and processes. We are committed to creating and developing a positive approach to customer service. We strive to consistently exceed the expectations of our customers and create an environment within which customer service is a core component of the management and delivery of services.

The table below identifies, against each of our key strategic objectives, some of the ways in which we will deliver and measure our Success.

CUSTOMERS AND PARTNERS

To develop an open and transparent customer focused culture that supports the delivery of high quality services.



Streamlined and consistent approach to feedback across all divisions.

An embedded trusted partnership relationship across NHS Wales, underpinned by a CRM system.

Well-developed customer and partner strategy.

High quality data available to manage performance, drive improvement and inform decisions.

Service development done in tandem with customers and partners to meet their exact needs.

Engagement at all levels exceeds expectations.

Responsive and supportive to our partners’ significant service change whilst leading and facilitating NHS Wales priorities.

Our data is used as intelligent information to support the NHS Wales quality and safety agenda.

Supporting the transformational needs of Health Board/Trusts/HEIW through the development of a new generation of construction frameworks aimed at improving the built environment and embed skills within our teams to lead on All Wales Capital Programmes of the future.

The NHAIS systems will have been decommissioned and we will have implemented the NHS Wales Transition Programme with regard to GMS and GOS services.

OUR STAFF

To have an appropriately skilled, productive, engaged and healthy workforce resourced to meet service needs.



A multi-skilled and motivated workforce to support workforce development and continuous improvement.

Delivered the action plan based on the staff survey outcomes and reviewing its impact.

Fully established organisation values based recruitment, recruiting the right people aligned to our values.

Workforce with the capacity and resilience to react to increases in demand or changes in requirements.

A fully implemented talent management strategy developed to address identified retention and recruitment challenges.

A well-established support programme for staff that promotes emotional well-being.

Developed the leadership, innovation and people skills in managers.

Staff contribute to, and are supported through change.

A workforce which fully embraces the values of NWSSP and puts them of the heart of everything we do.

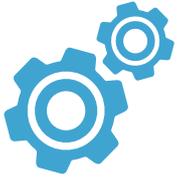
Corporate approach to customer service excellence and Service improvement skills embedded.

Implemented agile working strategy, increasing the flexibility and productivity though effective team working.

Continuous improvement programme to link in to the PADR process.

EXCELLENCE

To develop an organisation that delivers process excellence through a focus on continuous service improvement, automation and the use of technology.



World class services that are efficient resulting in greater resilience, efficiency, standardisation and collaboration across co-located services.

Comparable assessments and benchmarking of our services and achievements against world class requirements and industry competitors.

A greater understanding of the prioritisation required in the continuous improvement program (CIP) so we can have the greatest benefit of efficiencies.

The Single Point of Contact to be fully established as the central portal in enhancing recruitment across Wales.

Embedded performance framework that identifies areas of excellence and for improvement.

Continued innovation and development of ESR and interfacing workforce solutions.

Using metrics to help improve our performance in a more proactive manner adding value through our service user contact management systems.

Reduced our impact on the environment by implementing a range of schemes to reduce our carbon footprint e.g. Sustainable Travel Policy.

SERVICE DEVELOPMENT

To develop and extend the range of high quality services provided to NHS Wales and the wider public sector.



Fully maximising ESR e-learning to support the technology enabled learning agenda for NHS Wales, local government, national government and the wider public sector in Wales.

Leading the way as a Welsh Language Hub for NHS Wales.

Further develop a clear information management structure to help leverage the volume of data into a rich intelligence source for service development.

Storing 50% of GP Practice patient paper records within PCS and providing a scanning function to these practices wishing to receive records in our store and demand service.

Further specialities to be employed under the lead employer model offering the same streamlined processes and benefits to those employed.

Providing a sustainable all Wales temporary staff bank arrangement to increase the supply of nursing.

Provide a holistic legal advice service across the public sector in Wales.

Extension of our support services into Primary Care sector e.g. payroll, recruitment and procurement.

Provide a professional printing and design facility and scanning service for NHS Wales.

VALUE FOR MONEY

To develop a highly efficient and effective shared services organisation which delivers real term savings and service quality benefits to its customers.



Achieving all financial targets with reinvestment of savings within NWSSP to increase professional influence savings and improve quality of services based on customer and partner's needs.

A well established, financially stable business model with future benefits and growth planned.

An estate that offers agile working to all NWSSP staff and our partners.

Identification and maximisation of targeted income generation opportunities linked to the growth plan.

Continued realisation of significant Professional Influence savings.

Receiving and automatically processing 90% of prescription forms through the Electronic Transfer of Claims (ETC) rollout.

Centrally managed range of salary sacrifice schemes for NHS Wales.

Maximising efficiencies for logistics and transport for -Patient Transport in NHS Wales.

IT technologies and robotic process automation embedded delivering efficiencies.

Strategic procurement closely integrated with NHS Wales policy and strategy.

Key Performance Indicators

The table below outlines our key performance indicators and targets. We have reviewed our current year's performance and set ourselves improvement targets until 2021.

High Level KPI's and Targets		Current Year	2019/20 Target	2020/21 Target	2021/22 Target
Internal Indicators					
Corporate					
Financial Position – Forecast Outturn	Monthly	Break even	Break even	Break even	Break even
Capital financial position	Monthly	Within CRL	Within CRL	Within CRL	Within CRL
Planned Distribution (£m)	Annual	£1.75m	£0.75m	£0.75m	£0.75m
NWSSP PSPP %	Monthly	99%	99%	99%	99%
NWSSP Org KPIs Recruitment					
Time to Approve Vacancies (days)	Monthly	8	8	8	6
Time to Shortlist by Managers (days)	Monthly	7	3	3	3
Time to notify Recruitment of Interview Outcome (days)	Monthly	7	3	3	3
Workforce					
Staff Sickness	Cumulative	3.83%	3.3%	3.3%	3.3%
PADR Compliance	Monthly	81.02%	>85%	>85%	>85%
Statutory and Mandatory Training	Monthly	91.62%	>85%	>85%	>85%
Agency % to Date	Cumulative	0.85%	<0.8%	<0.8%	<0.8%
External Indicators					
Professional Influence					
Professional Influence Savings	Cumulative	£88m	£100m	£100m	£100m
Procurement Services					
Procurement savings *Current Year	Cumulative	£25m	In Year Plan	In Year Plan	In Year Plan
All Wales PSPP	Quarterly	96%	95%	95%	95%
Accounts Payable % Calls Handled (South)	Monthly	99.1%	95%	95%	95%
Employment Services					
Payroll accuracy rate (Added Value)	Monthly	99%	99%	99.94%	99.97%
All Wales Org KPIs Recruitment					
Time to Approve Vacancies (days)	Monthly	9	9	8	6
Time to Shortlist by Managers (days)	Monthly	7	3	3	3
Time to notify Recruitment of Interview Outcome (days)	Monthly	3	3	3	3



High Level KPI's and Targets		Current Year	2019/20 Target	2020/21 Target	2021/22 Target
All Wales Org - NWSSP KPIs recruitment element					
Time to Place Adverts (days)	Monthly	1	2	2	2
Time to Send Applications to Manager (days)	Monthly	1	1	1	1
Time to send Conditional Offer Letter (days)	Monthly	4	4	4	3
Recruitment % Calls Handled	Monthly	96.3%	97.5%	98.5%	98.5%
Primary Care Services					
Payments made accurately and to timescale	Monthly	100%	100%	100%	100%
Prescription - keying Accuracy rates	Monthly	99%	99.75%	99.85%	99.85%
Internal audit					
Audits reported % of planned audits	Cumulative	32%	In Year Plan	In Year Plan	In Year Plan
Report turnaround management response to draft report [15 days]	Cumulative	57%	80%	80%	80%
Report turnaround draft response to final reporting [10 days]	Cumulative	99%	80%	80%	80%
Legal and risk					
Timeliness of advice acknowledgement - within 24 hours	Monthly	100%	99%	99%	99%
Timeliness of advice response – within 3 days or agreed timescale	Monthly	100%	99%	99%	99%
Welsh Risk Pool					
Acknowledgement of receipt of claim	Monthly	100%	100%	100%	100%
Valid claims received within deadline processed in time for next WRP committee	Monthly	100%	100%	100%	100%
Claims agreed paid within 10 days	Monthly	100%	99%	99%	99%

In addition to our organisation’s key performance indicators, each division has their own set of indicators as part of their delivery plans (section 2). The delivery plans outline the key actions and milestones that will be delivered over the next three years to achieve these key performance targets as well as service improvements that will enhance the services we provide to our partners.

We are currently developing an updated performance framework to be embedded across NWSSP from April 2019. This will bring together the key performance indicators that highlight our strategic performance as well as the inputs and outputs needed to achieve this. We will continue to provide case studies and other qualitative means to demonstrate our performance.



ACHIEVEMENTS IN 2018/19

What difference are we making?



Achievements in 2018/19

We have made a significant number of organisational achievements, most notably:

1. We have an approved and financially balanced IMTP for 2018-21.
2. We have delivered significant professional influence savings for NHS Wales.
3. We have been a key enabler in delivering the National Improvement Programme.
4. We have maintained service delivery during periods of organisational change.
5. We have successfully helped create a new all Wales services.

This is our assessment of our achievements against our overarching goals from last year, as at 31 January 2019.

GOAL 01 

Case Study: No Purchase Order, No Pay Policy 

We will promote a **consistency of service** across Wales by engagement with our partners whilst respecting local needs and requirements

-  Advisory stakeholder and responsive delivery of NHS Wales Pay Awards.
-  Customer Service Excellence Compliance+ recognising two core areas of customer focus in Employment Services.
-  Annually achieving commendatory audits under the Law Society’s Lexcel Quality Assurance and the Customer Service Excellence standards, the latter in which Legal and Risk Services were awarded compliance +++.
-  Deployed professional authorising engineer (AE) roles in order to secure significant safety assurance in specialist engineering areas.
-  SMTL Investigated 255 medical device defect reports, including contacting manufacturers to check they are taking appropriate action and detection of systematic problems.
-  Consistency in audit reporting and opinions across Wales matched with rigorous assurance processes to help organisations to manage key risks.
-  Full deployment of ESR Self Service Portal across NHS Wales that enables real time digital workforce interactions and removes paper dependency.
-  We have reviewed the PROMPT programme which has seen an improvement in delivery of maternity services and reduction in harm to mothers and babies.
-  Helping Health Boards and Trusts to deliver service transformation & innovation e.g. strategic NHS Wales IM&T agenda, transforming Cancer Services in S.E. Wales, Specialist & Critical Care Centre Project, Stoma Service re-design, formation of HEIW, Transforming access to medicines (TRAMS) project.

- Establishment of a Value Based Procurement team to facilitate the adoption of Value Based principles into business as usual for contracting. Early contracts underway testing the adoption in practice, including point of care testing for anti-coagulation monitoring, introduction of sacral nerve stimulation technology, Utilisation of Enhanced Recovery After Surgery methodology (ERAS) and a reconfiguration of Stoma services.

GOAL 02 

Case Study: 
[Remote System Access for Post Payment Verification](#)

We will **extend the scope of our services, embracing sustainability**, within NHS Wales and into the wider public sector to drive value for money, consistency of approach and innovation that will benefit the people of Wales.

- Established an estates related benchmarking approach for service improvement and capital investment prioritisation purposes.

- Development of service offerings, taking into account Customer/ Stakeholder and NWSSP divisional needs, including PMR and Enhanced Services inside GMS and Community Pharmacy.

- Introduction of Home Care Distribution and Home Clinical Waste collection.

- Providing support to Critical Care (EMRTS) on a Pan Wales Basis, without boundaries.

- Supported the creation of the Health Education and Improvement Wales Special Health Authority.

- ISO14001 accreditation.

- Commercial support to the development of a collaborative Nurse Bank model in Wales.

- Delivery of planned Capital Schemes and discretionary Capital Programmes including unplanned additional capital allocations e.g. Efficiency through Technology Fund.

GOAL 03 

Case Study: Building for Wales Frameworks 

We will continue to add value by **standardising, innovating and modernising** our service delivery models to achieve the well-being goals and the benefits of prudent healthcare.

 Delivered the first Student Streamlining Scheme matching graduates with employment.

 Change processes driving efficiencies and governance through technology e.g. 90% e-Payslips, transactional e-Forms and scheduled robotic processing

 37% new registrants to NHS Wales Bursary

 Process re-engineering in the Prescription Process area with expansion of our automated Rules Engine.

 Support service transformation without boundaries, e.g. EMRTS, ARCH, Histo-Pathology (Frozen Section), Welsh Blood Service and Public Health Wales.

 Working in partnership with NHS England through the new ESR contract to agree ESR solutions that reflect Wales policy and pay scales, effectively enabling costs avoidance for NHS Wales of £3 million.

 Removal of variation and waste through maximising ESR interfaces and robotic solutions to improve processes.

 Helping NHS Wales to deliver social, economic and environmental benefits through procurement.

 Making Procurement rules accessible and understandable to all with the publication of a new Procurement Manual.

 NWSSP support throughout the Bridgend Boundary change.

 Commercial support to the All Wales Medical workforce group, implementation of medical agency rates and driving reduction in off contract Agency.

GOAL 04 

Case Study: Network 75 Scheme 

We will be an **employer of choice** for today and future generations by attracting, training and retaining a highly skilled and resilient workforce who are developed to meet their maximum potential.

 Pro-active approach to legislative compliance e.g. recruitment through Welsh language

 Investing an additional £100k in training and development for our Procurement staff.

 Improved skills and capacity across NHS Wales through provision of ESR and e-learning resources.

 Developing action plans to address matters arising from the national staff survey.

 Enabled ease of access to personal data and e-learning via internet and Apps.

GOAL 05 

Case Study: Digital Learning 

We will maintain a **balanced financial plan** whilst we deliver continued efficiencies, direct and indirect savings and reinvestment of the Welsh pound back into the economy.

 Distributed £2m of direct cash releasing savings to NHS Wales.

 Releasing cost avoidance opportunities of £0.5 million through the new ESR contract to fully access and utilise the e-learning solution.

 Savings to NHS Wales through reduced cost per payslip and recruitment FTE.

 Significant cost efficiencies and cost avoidance savings through deployment of ESR e-Learning.

 Absorbed additional service demands e.g. enablement focus on local delays, IR35.

 On target to deliver contract savings in excess of £26m which includes rebate income from Priority Supplier Programme in 2018/19.

 £1.949m saved in 2017/18 through the negotiation of revised building lease terms on behalf of NHS Wales.

 Continue to encourage use of PTR to improve savings and enhance lessons learned around care provision and incident investigation in respect of lower value cases.

 £13.59m was realised from the disposal of surplus health related property in 2017/18.

 Reduction in annual running costs of over 20% (recurring) since the formation of PCS.

 Achieved financial and non-financial benefits which include improved patient outcomes & enhanced safety e.g. Mental Health Learning Disability agreement, CAMHS, Home Oxygen.

GOAL 06

Case Study: Enteral pH Sticks

We will **provide excellent customer service** ensuring that our services maximise efficiency, effectiveness and value for money, through system leadership and a 'Once for Wales'.

-  The delivery of stronger collaboration, construction time and cost efficiencies through the creation and maintenance of the Designed for Life (DfL) procurement frameworks generated savings of £8.28m in 2017/18.
-  Support to Welsh Government and NHS Wales as part of NHS Wales Mass Casualty Resilience.
-  Positive feedback from Audit Committee annual reviews and audit satisfaction surveys.
-  Manage £4bn BAC's payments per annum.
-  Supporting the transition of Bridgend and Localities into Cwm Taf Health Board.
-  Active role in reshaping Standing Financial Instructions – Procurement to form a modern and fit for purpose governance model.
-  Supporting the development of a commercial approach to Non Pay management by implementing the business partner model within NHS Wales organisations.
-  Ensuring that Health Organisations achieve the Public Sector Pay Performance target of paying at least 95% of supplier invoices paid in 30 days. In situations where they do not, working with the Health Organisation to address any root-cause issues e.g. delay in receipting.
-  Introduced an All Wales Policy on No Purchase Order, No Pay. Live on September 1st 2018.
-  Supporting "Referral to Treatment" targets within Health Boards via various outsourcing arrangements with non NHS Wales providers.

GOAL 07

Case Study: Helping to Enable Care in the Home

We will **work in partnership** to deliver world-class service that will help NHS Wales tackle key issues, lead to a healthier Wales and supports sustainable Primary Care.

 Reduced costs and risk through Certificate of Sponsorship and Medical relocation management.

 Specialist Estates Services have facilitated the recovery of over £39m of rate rebates in the primary care sector for the 2010/17 revaluation period.

 Created a uniformity of approach across NHS Wales to the rental reimbursement reviews of General Practice (GP) occupied properties.

 Reducing variation through review and modernisation of current service models. Supporting prudent healthcare and a 'Once for Wales' approach introducing the Alternative Treatment Scheme.

 Introduced a new service delivery models within the Health Courier Service to include providing Ad-Hoc/24 Hour/ Out of Hours cover.

 Integration of Primary Care Services transport and distribution to HCS and continued development of services provided to NWSSP.

 Clinical Procurement Nurse Engagement delivering standardisation, rationalisation and implementation of the All Wales Medical and Clinical contracts.

 Supporting the delivery of Modernisation and Digital Healthcare strategies to enable transformational change within the system, providing better patient care e.g. 111 support system and All Wales Pharmacy System.

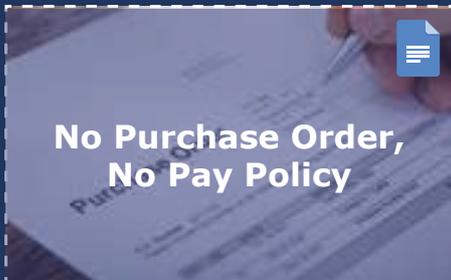
GOAL 08

Case Study: Reducing the Time to Hire Across NHS Wales

We will support NHS Wales meet their challenges by being a catalyst for **learning lessons and sharing good practice**. Identifying further opportunities to deliver high quality services.

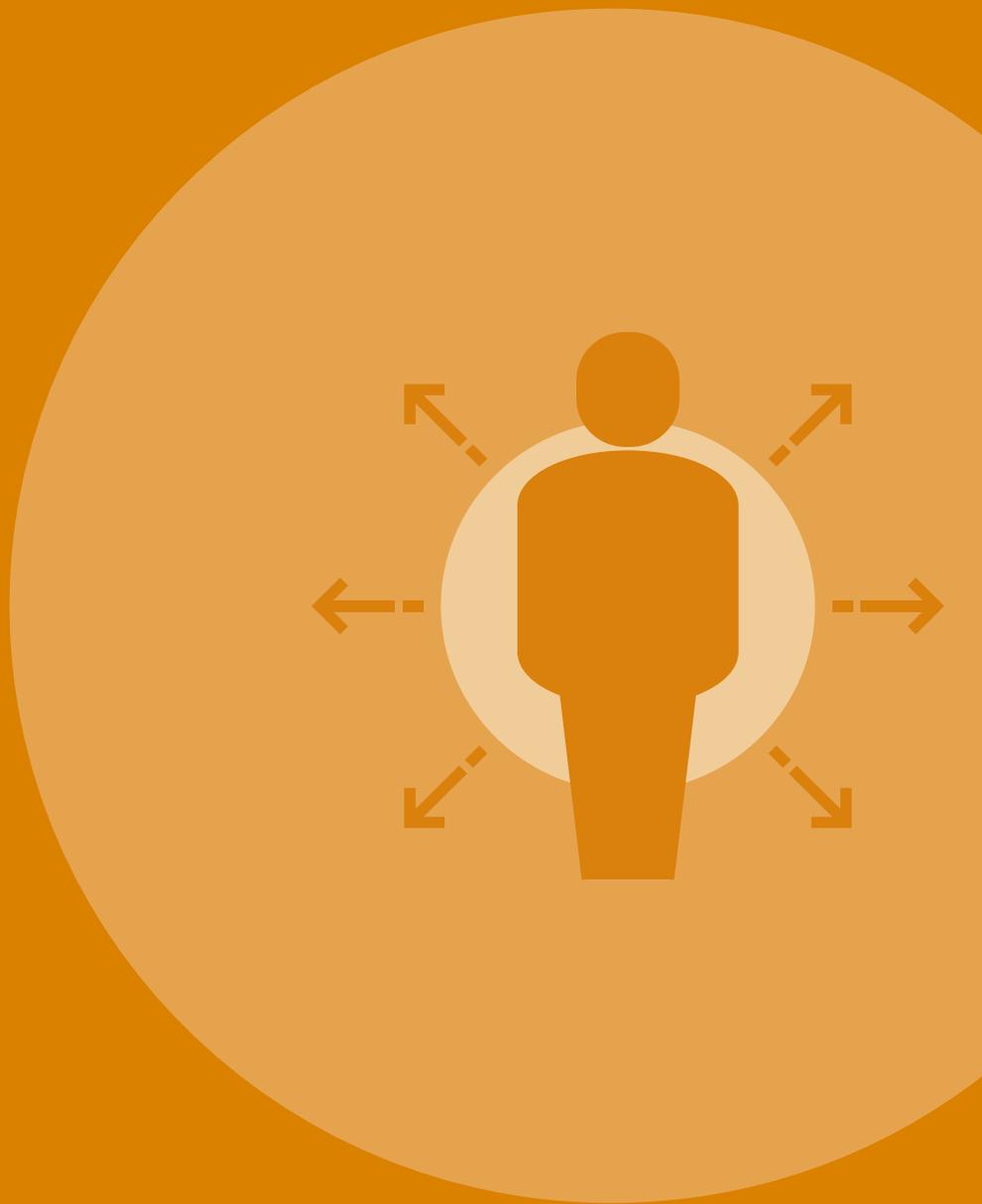
-  Provision of professional support, advice and guidance in relation to estates matters generally and major capital projects.
-  Scanning solutions to reduce paper transactions provided across PCS and broader NWSSP.
-  Profile of Internal Audit raised at board and audit committee level across Wales and delivered training for Independent Members on governance and risk matters.
-  Effective audit and assurance support of national initiatives such as the FD's Financial Governance, P2P and Hire to Retire.
-  Improved quality and completeness of workforce data to inform business critical decisions.
-  Assisting Health Boards and Trusts with resource and capacity shortages in specialist areas e.g. Radiology Reporting, Advocacy Services.
-  Supporting the implementation of improved inventory management at the Health Boards, through greater collaboration with supply chain.

CASE STUDIES



OPPORTUNITIES AND CHALLENGES IN 2019-22

What do we need to develop and improve?



Opportunities & Challenges in 2019 to 22

Our trusted partnerships are a key enabler to delivering world class services for NHS Wales. It is important for us to further develop our trusted partnership relationship, outlining the needs and challenges of our partners, how we are working to meet those needs and what we need from our partners. Additionally, we will identify the risks and issues that could prevent us from meeting the needs of our partners and our continuous efforts to improve quality in all that we do.

The Shared Services Partnership Committee are regularly asked how we can enable them to deliver for the communities in Wales. The committee members provide us with insight into how we can align our service developments with their needs.

The needs and challenges of our partners

As an organisation that supports NHS Wales, we have to ensure that we are meeting the needs and challenges of our customers and partners. This has been the most austere decade in terms of funding growth, and the Health Foundation have outlined £600m savings that are required to support the sustainability of the NHS in Wales. This undoubtedly places great financial pressures on our partners and in response to those pressures we have a key role in ensuring sustainable workforce and finance.

We have engaged with our partners to understand what they want from us over the next three years. This is evidenced by each of the divisions in their delivery plans (Section 2) and below are the key areas highlighted through all of our ongoing conversations and engagement.



Continue to provide...

- ✓ Excellent customer service and easy access to all our services.
- ✓ Delivery of high quality services by professionals.
- ✓ Timely, accurate workforce intelligence available to inform business decisions at the 'touch of a button'.
- ✓ Reliable test data from SMTL to support purchasing and contract decisions.
- ✓ Close working relationships between NWSSP teams and the NHS Wales organisations' internal teams at all levels to deliver better patient outcomes.
- ✓ A one-stop shop that offers expert legal advice providing effective solutions for managing legal risks.
- ✓ Embed the principles of value based procurement into business as usual, in order to focus beyond price and include non-financial benefits, health care outcomes and sustainable solutions.

Partners want us to...

- ✓ Develop a Welsh language hub.
- ✓ Expand the lead employer service.
- ✓ Further support the national primary care plan.
- ✓ Engagement and service re-design aligned to the NHS Wales 'A Healthier Wales' plan for primary care transformation.
- ✓ Development of ophthalmic informatics services undertaken and National User Group established.
- ✓ Sharing best practice and opportunities for efficiency savings/CIP.
- ✓ Lead on collaborative working within the NHS Wales estate and understand wider benefits of estates collaboration specifically with Primary Care providers.
- ✓ Review our customer facing systems to ensure ease of access and usability.



Our partners have told us what they would like us to focus on and we have taken these on board and delivered the following actions aligned to our well-being goals:

How we are supporting the needs and challenges of NHS Wales

"We will promote a consistency of service across Wales by engagement with our partners whilst respecting local needs and requirements"

Audit and Assurance Services – Liaison with key stakeholders from all NHS Wales through both national groups and one-to-one meetings to benchmark and sharing good practice.

Primary Care Services – Engagement and service re-design aligned to the NHS Wales 'A Healthier Wales' plan for primary care transformation.

Procurement Services - Supporting "Referral to Treatment" targets within Health Boards via various outsourcing arrangements with non NHS Wales providers.

Specialist Estates Services – Support the development of the 19 primary care pipeline schemes, including the integration of Social Services, the 3rd sector and other services relevant to a whole systems approach.

Legal and Risk Services – Working with Welsh Government to develop and provide new arrangements for the indemnity of General Medical Service Providers in Wales.

Digital Workforce Solutions - deployment of an electronic Employee Relations solution that will interface with ESR.

"We will extend the scope of our services into NHS Wales and the wider public sector to drive value for money, consistency of approach and innovation that will benefit the people of Wales"



Employment Services – improving internal recruitment processes and supporting organisations to streamline local processes developing an added value Hire to Retire service.

Primary Care Services – Site and Service Rationalisation Project. Continuation of the ‘one site one service’ strategy realigning services as part of NHS Wales Transformation in Primary Care Services.

Procurement Services – continue to support the provision of high quality clinical and cost effective patient care through engagement with suppliers and customers, including clinicians.

“We will continue to standardise, innovate and modernise our service delivery models to achieve the well-being goals and the benefits of prudent healthcare”

“We will be an employer of choice for today and future generations by attracting, training and retaining a highly skilled and resilient workforce who are developed to meet their maximum potential”

NWSSP wide – we are a listening and learning organisation who will respond to the NHS Wales Staff Survey to improve staff experience and respond to issues raised.

NWSSP wide – we will support staff in our transformation journey. Ensuring that new technologies are embedded into business as usual and staff have an agile working environment.

Single lead employer for GP registrars – increase recruitment through consistent standard of training and simplified processes. This process is being explored in other professional areas.

NWSSP wide – continue to achieve over £100m professional influence savings per annum, and continue to take on additional work from others because we reinvest what we have saved.

Specialist Estates Services – support strategic change, capital probity and effective use of resources through business case scrutiny and construction procurement frameworks.

"We will maintain a balanced financial plan whilst we deliver continued efficiencies, direct and indirect savings and reinvestment of the Welsh pound back into the economy"

"We will provide excellent customer service ensuring that our services maximise efficiency, effectiveness and value for money, through system leadership and a 'Once for Wales' approach"

Audit and Assurance Services - Providing further financial savings by reducing the recharges for core capital & estates audit work and integrating into the main audit plans.

Central Team eBusiness Services - provide a 2nd line support service to assist our customers to understand immediate business operational incidents and provide an in house development service.

Digital Workforce Solutions – Deployment of an prioritised programme of ESR e-Learning resources for NHS Wales, improved services and solutions to the Moodle learning solution with maximum usage by the wider public sector with robust governance and quality assurance processes.

Legal and Risk Services and Welsh Risk Pool – reduce harm and risk through sharing good practice and lessons learnt and supporting the development of safe clinical processes, and supporting patient quality and satisfaction through “Putting Things Right”

Audit and Assurance Services - Benchmarking and sharing good practice and information on emerging issues – a focus on insight and foresight.

“We will support NHS Wales by influencing innovation, modernisation and consistency through sharing lessons learnt and delivering high quality services”

“We will work in partnership to deliver world class service that will help NHS Wales tackle key issues and lead to a healthier Wales”

Employment Services - meet the increased recruitment needs of health organisations to meet safe clinical staffing levels and forge strong relationships, performing an advisory and professional influencing role to Welsh Government, Department of Health and 3rd party system providers.

Health Courier Services – further provide efficient, timely transport of samples and results between primary and secondary care through simplification, centralisation and economies of scale.

Procurement Services – provided dedicated support to each Health Board to increase the supply of nursing through contract agencies.

How we are supporting local needs and challenges

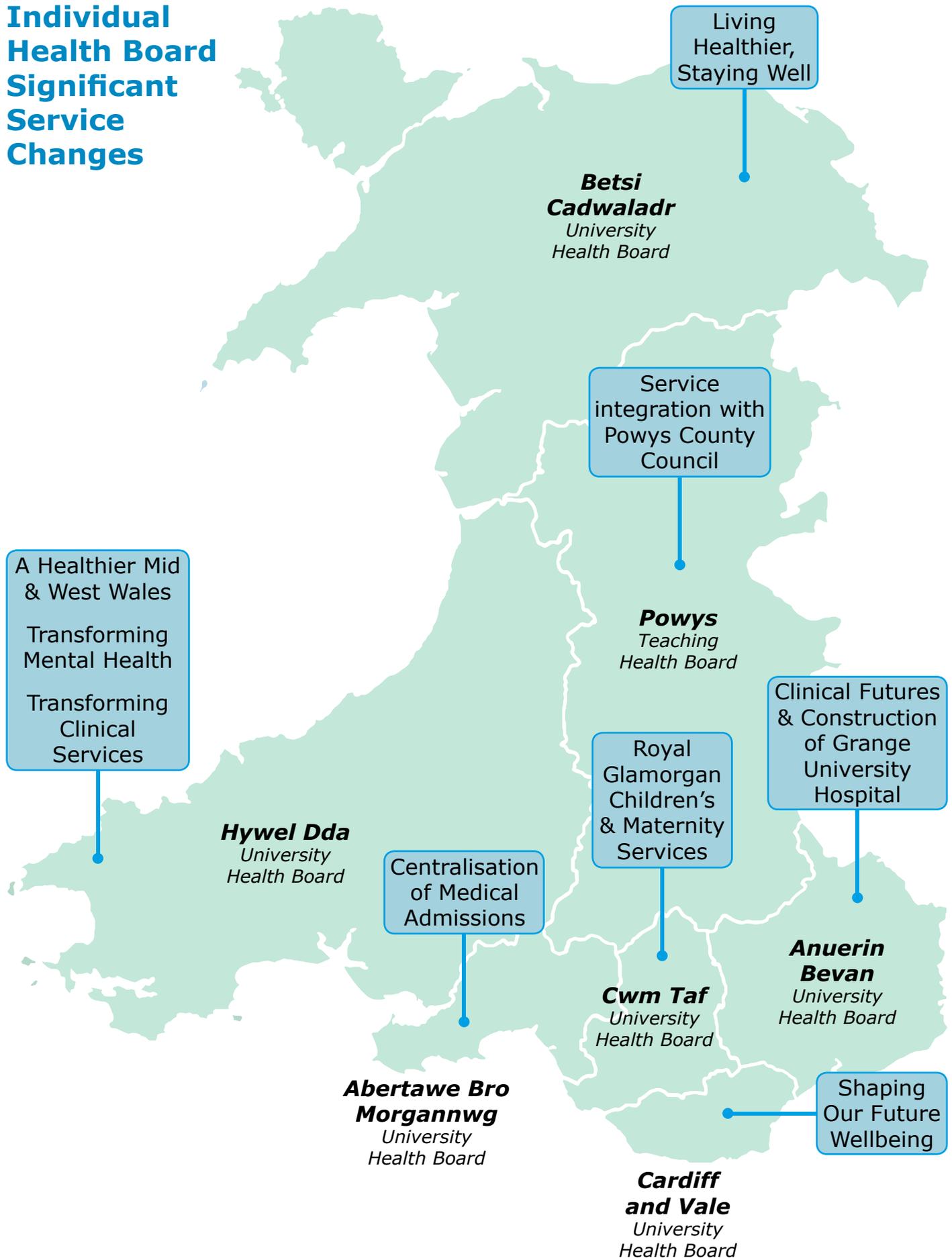
NWSSP must be in a place to support and respond to the significant local service change-taking place as well as helping lead on driving A Healthier Wales and looking to the future for future generations.

As a supporting organisation, we are an enabler to service change across Wales including the boundary changes that will affect Health Boards and supporting the development of new organisations such as Health Education and Improvement Wales. When models of care change within Health Boards and Trusts this has an impact on their recruitment, procurement and estates infrastructure. We can provide valuable intelligence to organisations highlighting areas through procurement that they can make non-pay savings through reducing inappropriate variation.

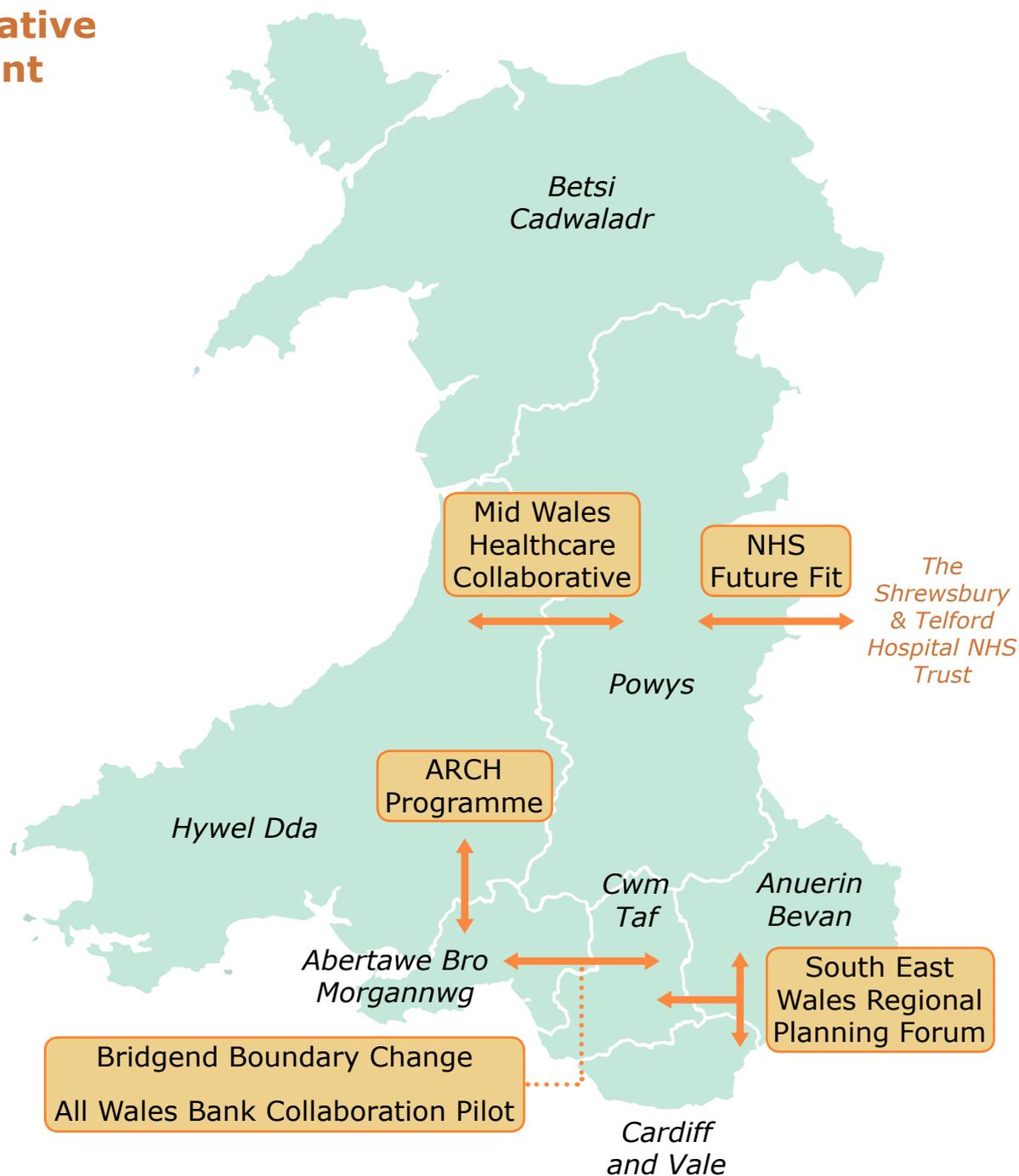
In the map overleaf, we highlight some of the significant service change that is planned over the next three years by our partners. We have gathered this information through our ongoing conversations in different forums such as the Shared Services Partnership Committee and Assistant Directors of Planning. The map shows some of the significant service changes at this point in time and they are likely to change over the next three years.



Individual Health Board Significant Service Changes



Collaborative Significant Service Changes



Regional Significant Service Change

Transforming Cancer Services with Velindre University NHS Trust

- Abertawe Bro Morgannwg
- Aneurin Bevan
- Cardiff and Vale
- Cwm Taf



All Wales Significant Service Changes

- PROMPT Wales
- Datix
- Train.Work.Live.



What we need from our customers and partners

Collaboration – working together to achieve a common outcome.

Commitment – engaged and dedicated to work together.

Co-production – working jointly to design and deliver an outcome.

Consolidation – working together to make something stronger and better.

Once for Wales – removing geographical boundaries and delivering for the whole of Wales.

Shared ownership – jointly owning the vision, actions and outcomes.



NWSSP can only deliver 'Once for Wales' solutions across NHS Wales if we understand our customers and partner's needs and we have the commitment of our partners to deliver shared outcomes. Central to being an enabling trusted partner is the requirement for organisations to adopt the Once for Wales systems and processes that we put in place to drive efficiency. Without the commitment of our partners, we can't truly implement improvements in a unified way. If systems and processes are not adopted in a consistent manner and different organisations require variations, the full benefits can't be realised across Wales.

We understand that each organisation in NHS Wales is on its own journey of transformation to meet the needs of their population. Therefore, they might not all be in a place to adopt our services or projects at the same time. Where needed, we will roll out our Once for Wales systems and processes on a staggered basis, highlighting the positive impact on driving efficiencies to encourage remaining organisations to adopt at a later date.



NWSSP Service Developments	Purpose	What we need from our partners
Enhanced data on customer costs/claims – more information more quickly	<ul style="list-style-type: none"> ▶ Improved MI and reducing sickness. 	<ul style="list-style-type: none"> ▶ Once for Wales approach and to use the data.
Full deployment digital workforce solutions and systems (incl ESR Enhance)	<ul style="list-style-type: none"> ▶ Easily accessible and interactive workforce solutions. ▶ Automate and streamline processes removing waste. 	<ul style="list-style-type: none"> ▶ Engagement with local IT leads. ▶ Full roll out and use of ESR self-service portal. ▶ Implement recommendations of Hire to retire. ▶ Occupational Health Interface.
Extending procurement influence into other areas including appliances, pharmacy and medical locums service.	<ul style="list-style-type: none"> ▶ Influence on non-pay expenditure. ▶ Reduce variation. 	<ul style="list-style-type: none"> ▶ Health board buy in. ▶ Resources/investment.
Primary Care Sustainability	<ul style="list-style-type: none"> ▶ Support General Medical Services Contract Reform Programme. ▶ Single workforce systems for sector to support recruitment, retention and diversity of workforce. ▶ Aligned to professional indemnity for GP's and multi-disciplinary workforce. 	<ul style="list-style-type: none"> ▶ Identify clusters to undertake pilot proof of concept. ▶ Timely adoption of Primary Care technology and associated processes. ▶ Release of capital funding to support April 19 implementation.
Purchase to Pay	<ul style="list-style-type: none"> ▶ A modern world class end to end Purchase to Pay process. ▶ Lower unit costs. ▶ Better information. 	<ul style="list-style-type: none"> ▶ All organisations to implement no PO no Pay policy ▶ Maximise cash savings from Priority payment programme
Value based procurement – Evidence Based procurement Board	<ul style="list-style-type: none"> ▶ Reduce unwarranted variation. ▶ Purchase medical consumables and devices, optimum patient outcomes. 	<ul style="list-style-type: none"> ▶ Medical Director and clinicians buy in. ▶ Adopt the recommendations of the Board.



NWSSP Service Developments	Purpose	What we need from our partners
Student Streamlining Recruitment Process	<ul style="list-style-type: none"> ▶ Recruitment of all healthcare students in partnership with Universities. 	<ul style="list-style-type: none"> ▶ Consistent support from all stakeholders and application of single model.
Ongoing development of paper-lite payroll processes	<ul style="list-style-type: none"> ▶ Reduce the reliance on paper within local payroll processes. 	<ul style="list-style-type: none"> ▶ Stop the use of paper payslips. ▶ Full implementation of ESR Self Service functionality. ▶ Full and timely implementation of ESR Exception e-Forms.
Prescription - Electronic Transfer of Claims in Primary Care	<ul style="list-style-type: none"> ▶ Reduce the reliance on paper. ▶ Increase efficiencies. ▶ Better financial information. 	<ul style="list-style-type: none"> ▶ Consistent application of the process. ▶ Collaborate NWSSP & GPW.
Storage and Scan on demand in Primary Care through the electronic storage of records	<ul style="list-style-type: none"> ▶ Free up the Primary Care estate. ▶ Improvement Grant savings. ▶ Shift to primary care. 	<ul style="list-style-type: none"> ▶ Promote in Primary Care Plans. ▶ Support to clusters.
NHAIS replacement	<ul style="list-style-type: none"> ▶ Replacement of the system for registering patients and making payments to primary care practitioners. 	<ul style="list-style-type: none"> ▶ Consistent application of the changes and ongoing communication through deployment. ▶ Engagement and support.
Audit and Assurance Engagement	<ul style="list-style-type: none"> ▶ Ability to implement, improvements and share best practice. 	<ul style="list-style-type: none"> ▶ Greater engagement around creating action plans. ▶ Smarter management responses.



Improving Quality

We strive for both improvement in the processes that we use within NWSSP and improvement in the processes that NHS Wales use. We are skilled at working through complicated processes that involve many stakeholders and making significant improvements for our customers and partners as well as NWSSP. For example, when we worked to decrease the length of time it takes to recruit nurses, we broke down each part of the process to ensure that it was clear who was accountable for each action in the process.

As part of our journey to world class, our divisions have increased the quality of their provision of services using automation. For example, Primary Care Services have enabled this across the organisation through their scanning services, removing the requirement for staff to input information and the digitisation of patient medical records. Additionally, e-Workforce solutions have a fundamental role in facilitating an increase in quality in workforce data through supporting the use of the full capabilities of ESR and technology enabled learning. The Once for Wales approach in itself is a quality measure reducing inappropriate variation and ensuring consistency of application in processes.

Managing performance

Supporting progress towards the achievement of excellence is the commitment to continuous development through the adoption of a number of best practice quality models, awards and standards. These provide quality assurance as well as sustained short-term and long-term improvement.

NWSSP, working with the Finance Academy and Directors of Workforce and OD through the delivering excellence programme, is striving to improve performance and incorporate good practice amongst NHS Wales organisations. Our new updated Performance Framework will be released in early 2019/20 and will have been informed by our partners and customers' needs.

Quality performance indicators

Key performance indicators have been identified for each service, and are summarised in their delivery plans (Section 2). A number of these relate specifically to quality and service improvement.

Quarterly performance reports that incorporate detailed key performance information are prepared for each Health Board and Trust. These reports form the basis for discussions with executive officers during regular meetings throughout the year. In addition, individual services produce more detailed key performance indicators that are discussed with Health Board managers during the course of the year. The information provided to each Health body contains key performance indicators for all Health bodies and areas of good practice and strong or performance are highlighted.



Customer Service Excellence Standard

Supporting our objectives that focus on our customers, a number of our divisions, including, Procurement, Employment Services, Primary Care Services, Specialist Estates Services and Legal and Risk have all achieved and maintain the Cabinet Office’s Customer Service Excellence Standard. Over the next year we will look at all of our quality and improvement standards to further enhance our corporate approach to quality and improvement.

Awards and Recognition

Awards and recognition are important as they help to encourage and motivate staff and also to formally demonstrate the value of their work. We believe it helps to drive the quality of our services encouraging a culture of continuous improvement. In support of this, we continue to hold our annual staff recognition awards aligned to our values. The awards also reflect our cross-partnership working with our Union colleagues as well as the promotion of our environmental objectives and Welsh language obligations within NWSSP. The awards are positively received by staff and planning for the 2019 event is underway as this is an established annual event in the Shared Services calendar.

A measure of the quality of our services is the recognition we have received from national bodies. Our services have been nominated for and won a number of prestigious external awards;



This year and we will continue to support staff to enter awards to recognise their dedication to our journey of being a world class shared services organisation.



Quality Standards

As an organisation, we successfully implemented ISO14001, our Environmental Management System in 2014, in accordance with Welsh Government requirements and have successfully maintained our certification to date through the operation of a Plan, Do, Check, Act cycle. We have recently achieved transition to the updated ISO14001:2015 Standard, which puts greater emphasis on protection of the environment, continuous improvement through a risk process based approach and commitment to top-down leadership, whilst managing the needs and expectations of our interested parties.

Procurement Services maintains certification to a number of international and national standards as follows, ISO 9001 Quality Management, ISO 27001 Information Security, OHSAS 18001 Occupational Health & Safety and Customer Service Excellence. Our Regional Stores are also accredited to the STS Code of Practice & Technical Standard for the Public Sector. During 2018/19 our ISO 9001 scope of certification was extended to include our Accounts Payable function in South Wales and Front Line Procurement teams at an additional four locations. In 2019/20 we will include our Accounts Payable function in North Wales.

We will also be extending our Customer Service Excellence accreditation to include Health Courier Services. Work will also be completed to transition from OHSAS 18001 to ISO 45001 and comply with updates to the STS Code of Practice.

We continue to work towards the ISO27001 Information Security Management Standard (ISMS). We have developed an organisation wide cyber-security action plan that will be implemented prior to ISO 27001. We recently took part in a cyber-security audit as part of our work to achieve the Cyber Essentials Plus standard from the international NIST framework, our plan has been updated to reflect the recommendations. The standard aims to improve resilience and responsiveness to threats to information, preserving confidentiality, integrity and availability of information (CIA) by applying a risk management process. It deals with the need for prevention and all aspects of protocol including technical, physical and legal control.

SERVICE CHANGE

How will we develop and improve?



Service Change

Service change is a fundamental component to ensure continuous improvement and to reflect the needs and challenges of our partners. NWSSP corporately and through each division will be undertaking service developments over the next three years as part of our journey to being world class and these are outlined in detail in their delivery plans (Section 2). This chapter provides an overview of the significant service change NWSSP will experience over the next three years.

We continuously review our services and have implemented processes that will maximise efficiency, effectiveness and value for money, supporting organisations to apply lessons from the Lord Carter Report by minimising variation through world class standards.

Hospital Pharmacy and Medicine Optimisation

Drive automation and efficiency in prescribing by receiving and automatically processing prescription forms through the **Electronic Transfer of Claims (ETC) rollout**.

All Wales Drug Contracts provide hospital pharmacy departments the drugs they purchase, ensuring quality of product at value for money prices. The contracts cover all branded drugs (patented), as well as generic contracts and provide a One Wales approach to procurement and rationalisation to one provider where clinically possible.

The primary focus of reducing unwarranted variation is explicitly linked with the work already progressed on Prudent Healthcare. In his report Lord Carter identifies four themes Workforce, Hospital Pharmacy and Medicine Optimisation, Estates Management and Procurement. Some examples of where we are driving the work across NHS Wales to optimise resources, increase quality and efficiency are:

Workforce

Collaboration of workforce processes supporting a once for Wales approach that will drive standardisation in areas such as workforce planning, helpdesk support and job evaluation supporting the implementation of the All Wales Staff Bank.

Hire to Retire automated modernised processes that support staff from first job application to payment of pension. The benefits include quicker recruitment, better performing staff, improved communication with staff and portability of staff information.

Implementing key digital information systems including the developments in ESR functionality which will empower managers to manage and staff to take responsibility for their own data to drive up data quality.



Estates Management

NHS Wales **Estates benchmarking** data shared and discussed at the All-Wales Directors of Planning Group.

Assistance to Health Boards and Trusts in the **management of contractor and designer supply chains** with the establishment of Project Manager and Cost Adviser frameworks.

Centrally **procure and manage National and Regional construction** and consultant frameworks for use by NHS Wales on major capital projects in excess of £4m construction cost. quality.

Procurement

Purchase to Pay looking to ensure that goods and services are sourced, ordered, delivered and paid for efficiently, ensuring NHS Wales has what it needs at the right time and at the best price. Implementation of the 'No PO, No Pay' has significantly improved the efficiency of purchase to pay.

Clinically led procurement acting as a focus for developing and refining local professional opinions on products purchased by reviewing evaluations and assessments to test the existing evidence base and support the rationalisation/standardisation agenda.

Service Change across NWSSP

All of our divisions and services are on a continuous journey to being world class and undertaking service improvements. As a growing organisation we also undergo significant service change on an annual basis with the growth of existing services, addition of new services, service relocations through the realisation of our accommodation strategy and the reallocation of services to other health bodies. Many of the services changes that are being implemented have common themes.

In order to embed our well-being objectives we have considered how to grow our services aligned to the five ways of working and ultimately to drive forward the requirements of Prosperity for All.

Service change aligned to:
INTEGRATION



Digital Workforce Solutions

Deployment of an agreed programme of ESR e-Learning products for NHS Wales and the wider public sector Employment Services.

Payroll, Pension and workforce

digital solutions to all practices in the Primary Care Sector to generate capacity to redirect teams to patient care.

Specialist Estate Services

Develop the current property related service to support the investment of new capital, revenue and third party funding for Primary Care developments.



Service change aligned to:
COLLABORATION



NWSSP Wide

Consider opportunities for additional work outside of NHS Wales by building on current non-NHS work to widen coverage to other areas that impact significantly on the work of NHS Wales.

Legal and Risk Services

Continued offering of a legal and governance role across all NHS Wales bodies.

Procurement Services

Introduction and application of Value Based Procurement principles as a new way of working to be embedded by March 2020.

Employment Services

Extend Student Streamlining Programme to facilitate transition of all healthcare graduates into Employment in NHS Wales.

Service change aligned to:
INVOLVEMENT



Digital Workforce Solutions

Establishment of an accredited 'All Wales' Self Service & Learning Support Function that maximises economies of scale and enables local capacity.

Primary Care Services

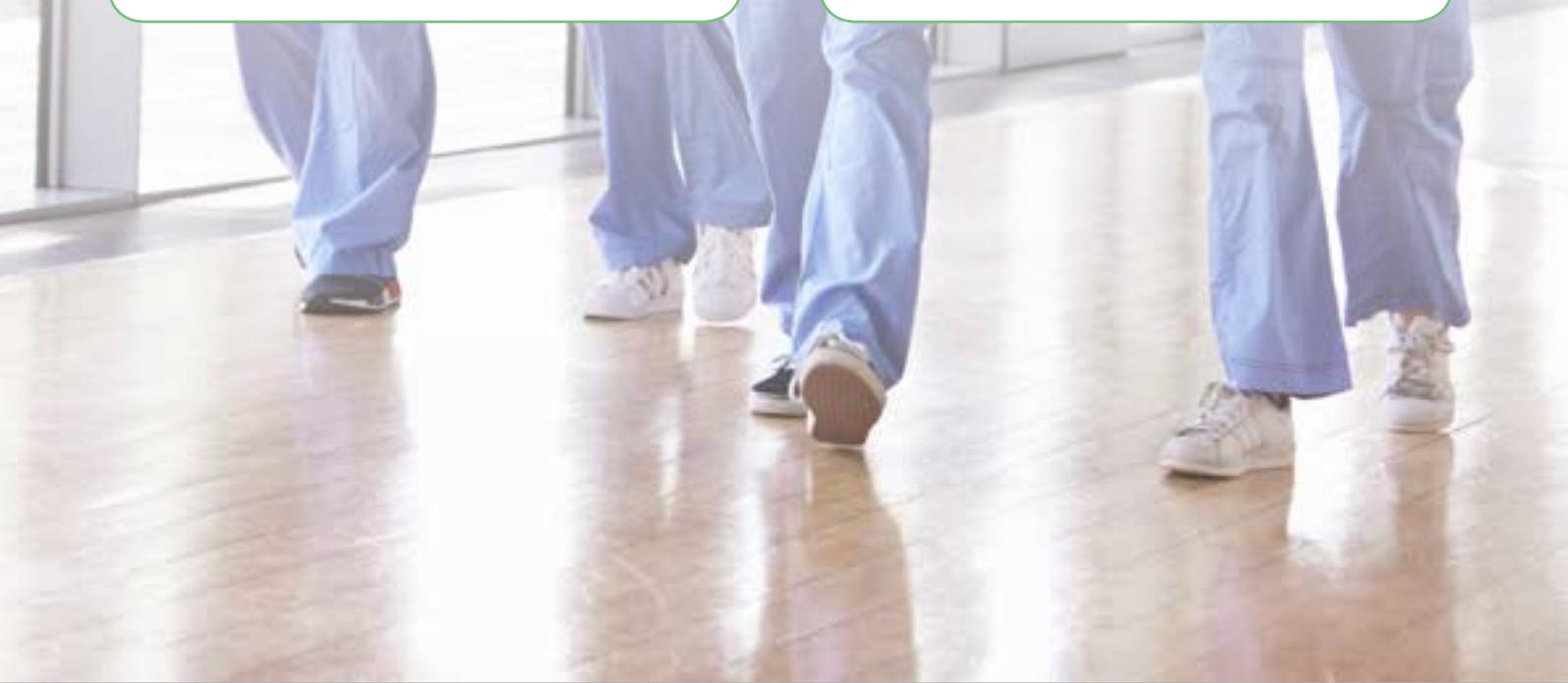
General Ophthalmic Data Warehouse development in order to provide required assurance through improved collaboration with NHS Wales Counter Fraud Services.

SMTL

Pilot Usability Testing to provide procurement with additional evidence on which to select devices for Welsh contracts, and to enable clinicians to have confidence in the products that are awarded as a result of the process.

Employment Services

Establishment of a Mental Health First Aid role working with managers and team members to understand what it means to live and work with mental health issues.



Service change aligned to:
PREVENTION



Employment Services

Certificates of Sponsorship management centrally undertaken for all Medical and Dental staff this will ensure Once for Wales portability, reduced costs to NHS Wales, HEIW and individual.

Legal and Risk Services

Providing advice and guidance at the policy development stage, so risks and issues are considered early, and mistakes are not made.

Welsh Risk Pool Services

Support the development and roll out of a Once for Wales Concerns Management System. To address the Evans Report "Using the Gift of Complaints" and to identify and focus on themes.

Service change aligned to:
LONGTERM



NWSSP Wide

Expansion of the use of Robotics to ensure we are working in a modern and efficient manner; releasing and redirecting resource capacity to qualitative value added activities.

NWSSP wide

Investment in training and development of staff to ensure our people have the skills necessary to provide a world class service.

Procurement Services

Utilising technology and Oxygen Finance for prompt payment. P2P process efficiencies will be ongoing and realised over the contract term until 2023.

Employment Services

Delivering quicker and safe recruitment of staff operating digital employment verification checks and portability to ensure patient safety.

New National Distribution Centre

The development of a new national distribution centre will consolidate the expansion of transport and logistics services to the NHS and wider public and social care sectors and incorporate existing and potential national projects e.g. pharmacy products, pathology products, laundry etc. It will act as a catalyst for procurement services to drive enhanced efficiencies and quality of service delivery, particularly in relation to Accounts Payable and the "no PO no Pay" processes. Expected benefits will be realised across other areas including PEPPOL, Value Based Procurement Finance Framework and ICHOM outcomes for patients. It will assist with the establishment of a Value Based Procurement team to facilitate the adoption of Value Based principles into business as usual for contracting. Early contracts underway testing the adoption in practice include: point of care testing for anti-coagulation monitoring, introduction of sacral nerve stimulation technology, Utilisation of 'Enhanced Recovery After Surgery' methodology (ERAS) and a reconfiguration of Stoma services. Having the new Distribution Centre for Wales provides an enhanced platform and enables Procurement Services to pursue other opportunities. Scan4Safety is the largest and is a pioneering initiative led in England by the Department of Health and Social Care (DHSC) that is enabling the delivery of better patient care, improved clinical productivity and supply chain efficiency in the NHS.



ENABLERS

What will enable us to get there?



Enablers

Throughout this chapter, we will address what will enable us to deliver our plan. Many components support us in our journey to being world class: our people, finances, infrastructure, ICT and governance. Without these components working together, we would not be able to continue to add value through partnership.

Our people

The workforce and OD plan sets out the key priorities to support the delivery of the service development strategy outlined in this plan. The improvements made to date as an organisation have been achieved through the support, hard work, dedication, commitment and skill of our workforce. Our staff will continue to play a fundamental role in ensuring that this plan, the service commitments and developments are successfully delivered.

Organisational Change

Ongoing organisational change has been a reality for NWSSP since its inception and will continue over the period of this IMTP. Re-structuring of services and organisational structures continues along with transferring in of new services supporting an ongoing requirement as services continue to develop and grow.

In addition, there is a need for our staff to be able to work in a more agile way across the whole of the estate. Ensuring that our workforce policies meet the needs of agile working and offer flexibility to staff will be key to its success.

Service improvement team roles have continued to develop in all transactional areas and the benefit and expansion of these roles, and other complimentary roles, will continue to be explored and implemented.

Development of roles will include further expansion and integration of helpdesk services in order to fully support stakeholder needs and provide an accessible and responsive service to all users. This includes the utilisation of robotic technologies to facilitate the automation of identified labour intensive transactional processes.

Alignment of future staff levels/skill to service plans will continue to be reviewed and adjusted to reflect the changes in service models and the requirements of individual services plans. In summary, the broad areas of significant change are highlighted on the next two pages, with further detail outlined in individual plans.



Welsh Risk Pool



Refocusing staff to fully support lessons learnt agenda across NHS

Lead Employer



Potential to further develop services to provide a wider range of workforce services to primary care partners.

Scoping is underway in relation to adopting the GPSTR model for dental trainees.

Audit & Assurance Services



Further demand to recruit a small number of substantive staff to reduce the dependency on external support.

Primary Care Services



Most notable area of change relates to the changes of roles as a consequence of an automated process for prescription pricing. A retraining/ redeployment strategy is already in place to support affected staff.

As PMR continues to be taken up by GP practices across Wales, the need to scope out a revised structure and role profile will need to take place.

NHAIS replacement project will require resources to deliver.

Legal and Risk Services



The Legal and Risk team continues to expand with the increased supply of in house solutions to NHS Wales resulting in a reduced requirement to instruct external legal services providers.

NWSSP is the preferred partner to support GP Medical Indemnity provision across Wales and this area will continue to expand.

Health Courier Services



Courier Services currently undertaken within Powys Teaching Health Board will transfer into NWSSP. Further synergies are being scoped between HCS and Procurement Supply Chain to deliver a higher quality and more efficient service.

Work is ongoing to review further synergies in the courier services in HB and bringing further work in house from other providers.

Digital Workforce Solutions



Following the successful establishment of the ESR helpdesk, the service will continue to offer additional support to end users.

Specialist Estates Services



Work continues to consider an Engineering Apprenticeship role to support succession planning in this specialist service.

Procurement



Local/Central Sourcing – staff will continue to benefit from accredited CIPS and MSc programmes supporting succession planning and retention. Temporary band 5 posts will remain in the structure to facilitate career progression and the internal talent pipeline.

Supply Chain – contingency planning will continue for the impact of Brexit with specific reference to staffing, stores and supply chain requirements.

Accounts Payable – the introduction of agile working for processing staff has proved beneficial. The impact of this initiative has improved retention rates as well as work life balance. This is also beneficial to space utilisation within Companies House.

Employment Services



Payroll – development of services provided to primary care will require additional staffing to be deployed. In addition a small investment in pay modelling expertise will be required to support the strategic pay agenda for NHS Wales. Deployment of a revised payroll structure that includes further service modernisation.

Pensions - No significant change to overall resourcing levels for pension transactional activity.

Recruitment – development of services provided to primary care will require additional staffing. Ongoing support in enablement roles designed to improve the time to hire across Wales. Live campaign and Single Point of Contact service. Refocusing of roles to support end to end process change and work in closer partnership with stakeholders to support the development and improvement of local processes

Expenses - No significant change to overall resourcing levels.

Service Improvement team – further development across full range of services to maximise process efficiencies.

Technology Advancement – Investment in dedicated developer roles to deliver customer portal and process efficiencies through robotics and digital technology.

WG Workforce Delivery Unit – Support the delivery of projects with Welsh Government colleagues.

Student Awards Service



No immediate change in early years of plan and future staff needs contingent on the Welsh Government policy position regard student bursaries.

Corporate Functions



Small number of additional posts for Robotics, Project Management Office and IT.



New services. Subject to the outcome of the current review and business case, there is also potential for the provision of an all Wales laundry service to transfer to NWSSP in the future. In addition, following extensive scoping work led by NWSSP, work will continue on supporting the establishment of an All Wales Staff bank.

Values

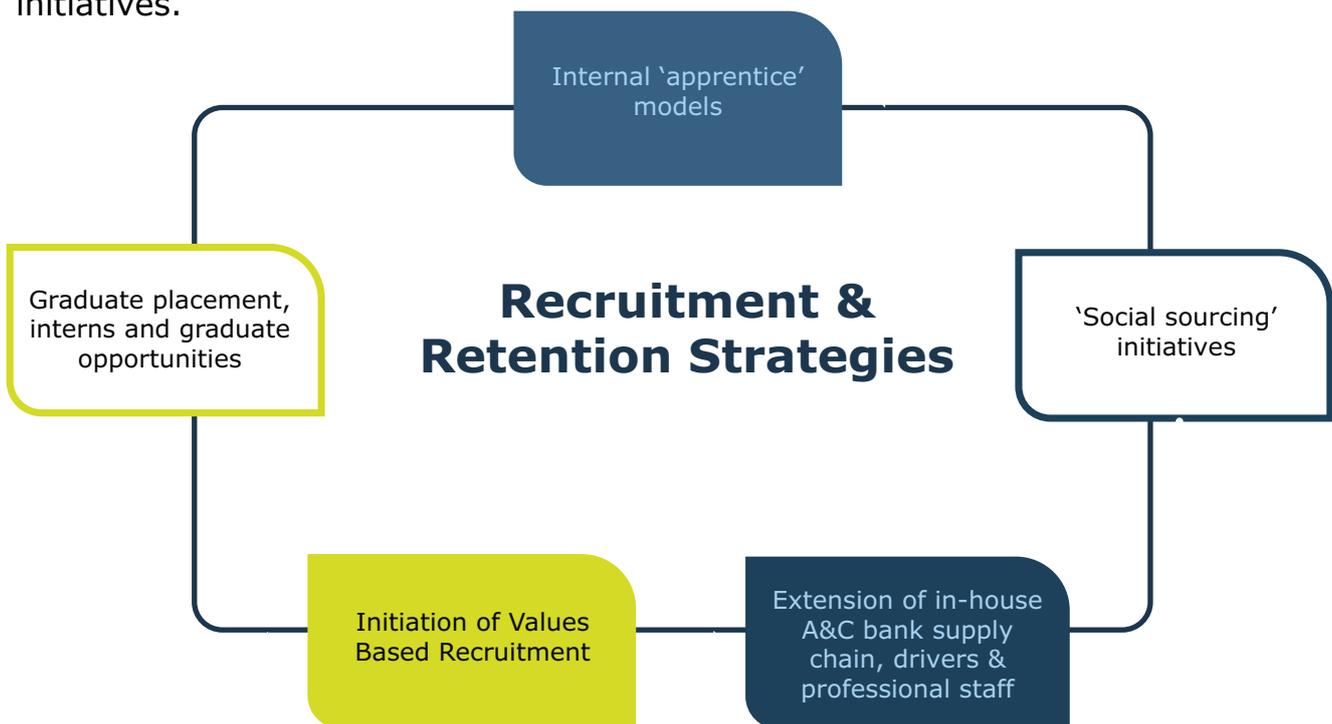
We continue to embed the NWSSP values of Listening and Learning, Taking Responsibility, Innovation and Working Together. To address this, a number of targeted interventions continue to be provided:

- ✓ PADR Pay progression process has been aligned to our values.
- ✓ Our values are referenced in all training events including corporate induction.
- ✓ Staff recognition awards are aligned to our values.
- ✓ Staff Newsletter will continue to campaign and promote values based stories.
- ✓ Values based bespoke recruitment initiatives.

Recruitment and Retention

Recruitment and retention continues to be a significant area of challenge to NWSSP. The constraints of Agenda for Change pay has had a detrimental impact on both recruitment and retention in a number of the professional and technical services where NWSSP competes for staff with the private sector and other parts of the public sector. The services most notably affected are Procurement Services, Specialist Estates Services and Audit and Assurance Services, where remuneration levels in the private sector and other parts of the public sector are generally higher and the local labour market is very competitive. The reform of Agenda for Change will hopefully narrow the salary gap for professional areas.

Specific services are developing innovative ways to improve recruitment and increase retention. In many of our services, it is critical to ensure that we maintain a skilled and adequate workforce to a sufficient level, as not having the does not have a detrimental impact on service delivery and development.



To further help mitigate the impact of recruitment and retention challenges, robust internal staff development and succession-planning arrangements are being enhanced to help 'grow our own' workforce and equip our staff for future roles and opportunities. One key example of this is the investment in an internal CIPS programme, which is supporting approximately 25 junior procurement staff to attain the relevant professional qualification.

Other initiatives will include the establishment of an 'apprentice' employment model within Employment Services where junior level staff are supported to rotate through a variety of areas, thus gaining a broad range of skills and experience.

The creation of the NWSSP Bank has meant that bank workers remain a good talent pipeline for permanent vacancies within the organisation and support ad-hoc service requirements efficiently.

NWSSP recognises that, in order to ensure that staff retention is maximised, all staff need to have a positive employment experience and feel engaged, supported, motivated and enabled to develop their careers within NWSSP. This will rely heavily on the 'people management skills' of our leaders, managers and supervisors, which is being addressed as part of the organisations learning and development strategy.



Staff Survey

The results of the NHS Wales 2018 staff survey in NWSSP continue to show positive improvements since the 2016 survey, and the organisation is above the overall NHS Wales scores on many questions. Many of the improvements this time round are significant:

75% of staff say that they are proud to tell people they work for NWSSP, this is higher than in 2016 (**63%**), and a significant improvement.



All of the scores on line managers have improved since 2016. The scores on line managers giving clear feedback and on making it clear what is expected of them are both significantly improved (up **14%** and **9%** respectively).



The score on whether staff agree that communications between senior managers and staff is effective has improved by **9%** (up from **36%** to **45%**), and is **13%** above the NHS Wales average.



The engagement index scores for NWSSP have improved since 2016 in all three themes making up the score. NWSSP's engagement scores are above the overall NHS Wales score in two of the three themes, so the overall engagement index score for the Organisation is **3.87** (up from **3.63**) is above the overall engagement index score for NHS Wales (**3.82**)



However, the survey demonstrates opportunities for improvement; this includes 11% of staff saying that they have experienced harassment, bullying or abuse at work from their manager/team leader or other colleagues – up from 9% in 2016. This is not acceptable. Therefore commitment has been made by the Senior Management Team to work in partnership with our Trade Union colleagues and listen to, engage and act upon the feedback provided by our staff.

We have developed an overarching action plan and each service area has identified its own top priorities for action. The key themes are staff development, health & wellbeing, communication and engagement.

Workforce Performance

Positive improvement continues to be achieved across a range of core workforce performance indicators.

Sickness absence – A challenging organisational target of 3.3% remains in effect along with individual service targets, the majority of which have been achieved throughout the year. Performance will continue to be closely monitored with individual services and collectively as an organisation on a monthly basis. The management of both short-term and long-term absence remains a priority. The new Managing Attendance Policy has been implemented and we are committed on training all managers and supervisors on effective sickness management. In recognition that stress and anxiety is the most common cause of sickness absence, active steps will continue to be taken to address the impact (detailed below), to provide staff with tools and strategies to handle difficult situations and to breakdown the stigma surrounding mental health.

A number of further developments will be delivered during the duration of this plan, including:

Rapid access options for occupational health support through external providers, utilised on a case-by-case basis, where this may deliver improved absence manage and facilitate quicker return to work. Rapid access for musculoskeletal and mental health support in accordance with the all wales initiative to support NHS staff.

PADR and Pay Progression – this will be reviewed and evaluated following the review of the Pay Progression Policy in April 2019. PADR compliance rates have remained positive and exceed the target of 85%.

Turnover – Staff turnover rates remain stable at approximately 10-11%. Bespoke exit processes have been introduced within high turnover areas/specialities and exit interviews will continue. These are facilitated by Workforce and OD to identify any causes for concern or key areas for improvement.

Statutory and Mandatory Training – Compliance has increased and remains commendable at 95%. Significant effort to promote accessibility to e-learning has proven beneficial, particularly with roles that are not often office-based.





Developing our staff

The development of staff remains a key priority for NWSSP.

We will continue to develop and offer a comprehensive range of in-house programmes that support the professional and personal development of our staff. The Learning and Development Programmes have been renewed to recognise the current requirements of our leaders, managers and staff.

The programmes include:

Corporate Induction – The Corporate Induction Programme is undergoing a revamp, to ensure it is fit for purpose, reinforces the vision and values of NWSSP and meets the core induction needs for staff. The new Corporate Induction Programme will be relaunched in April 2019. In order to ensure new starters receive a consistent induction experience, an interactive toolkit is also being developed and will contain all the information a new member of staff requires from day one, from an organisational-wide level to a local level.

Career Development – This workshop aims to provide the tools to develop for active career development and will cover the following areas:

- Identify your strengths and learn how to highlight skills
- Highlight careers of interest through self-assessments
- Set personal goals and start developing your unique career development action plan
- Application forms and effective personal statements
- Interview skills

Management and Leadership Development

Improving the leadership capability as well as people management skills of all managers and supervisors has been a key strategic priority for NWSSP. A blended suite of leadership options will continue to be offered within NWSSP in 2019-20. New, experienced and aspiring managers will be able to access an Essential People Management programme, which focuses on leadership skills combined with practical management tools and technique to include: being an effective and motivational and engaging leader; building a cohesive team; dealing with challenging conversations; practically implementing workforce policies; promoting and demonstrating continuous improvement and development for self and the team.

- Leadership development is supported through access to the Academi Wales Senior Leadership Experience, Board Development Programme, Winter School and Summer School, and Managing Change Successfully, as well as access to ILM levels 3, 4 and 5 in Leadership and Management.
- Plans are in place for a new in-house leadership programme in 2019-20 as well as a central repository for leadership and management support and development resources via the NWSSP Intranet.

Personal Development – In addition to the courses outlined above, the provision of the following courses will be available to all staff:

- **Introduction to Coaching and Mentoring** - designed for all those interested in supporting other members of staff through mentoring or coaching. This could be either through using a coaching style of management or by becoming a coach or mentor to support others outside your own team
- **Building Effective Relationships** - addressing the ways we can build relationships that are effective, even when they are sometimes difficult, to include: communication; building rapport; difficult conversations; resolving disagreements and conflict; assertiveness.
- **Career Development** - the tools to develop active career development including: identifying strengths and skills; goal setting; application forms; and interview skills.

Innovation and service improvement

– IQT Silver Qualification In partnership with Public Health Wales, we continue to deliver the IQT Silver programme. IQT Silver explores the Model for Improvement in detail, looking at how you can apply these to improvement projects in the workplace. We are currently reviewing our ROI and exploring knowledge transfer in the workplace as part of our evaluation and impact work. In addition, we will use the IQT methodology as the basis for the service improvement element of the Essential People Management programme.

Work-based learning - Staff will be supported in undertaking learning and development opportunities, which are part of the many Apprenticeship Frameworks that are available to staff, from Foundation to Higher level. These include:

- ILM Management qualifications
- Customer Service
- Business Administration
- IT User
- IT Professional
- Data Analytics
- Business Improvement Techniques
- Warehousing
- Facilities Management
- Accounting
- Project Management

These qualifications are funded by Welsh Government and are underpinned by the Apprenticeship Levy. These are centrally managed by Workforce & OD, who manage relationships with the training providers and ensure quality of delivery, as well as recording numbers of apprenticeships being undertaken and reporting on this. The subject areas of the above will address the development requirements of a number of areas within NWSSP and reflects the diversity of skills and knowledge required across the organisation.



Team working -we will continue to offer a range of team based working programmes which will assist managers and teams in identifying and implementing better ways of working together. These will be on a bespoke basis but will be underpinned by the values of the organisation.

A comprehensive suite of training and awareness events (including mindfulness and resilience training) will continue to be provided to support both managers and staff in better understanding and supporting mental health in the workplace.

In addition, we have launched an NWSSP Training Network to recognise the work of trainers within each service area, share best practice, and identify how best to utilise training resources for the benefit of our staff. An initial output of the group has been the development of a Learning and Development Charter, which will be used by trainers across the organisation and outlines the responsibilities of the organisation, managers and learners. This is aligned with the organisation's values and will be displayed in every training room and on the NWSSP Intranet.

Wherever possible, we are seeking to develop programmes of learning that can be delivered across the breadth of the organisation. This will facilitate development opportunities that are shared across the whole of NWSSP, giving learners the opportunity to share experiences from differing environments in the respective functional areas, as well as promoting connectivity across service areas. In adopting this approach, we expect to see an increased awareness among staff of the services that we deliver, and the sharing of best practice.

Succession planning and talent management

Over the duration of this plan, it is likely that a number of senior staff will retire and effective succession planning is key to ensuring business continuity. Individual services have considered ways to develop and support existing talent to grow into senior roles, along with offering retired staff to "return" to the organisation on a flexible basis, in a different role, realising intrinsic skills will be retained.

The NHS Wales National Succession Strategy sets out the ambition to deliver a pipeline of talent of NHS staff at local and national levels, underpinned by a technical solution through ESR. In 2018 NWSSP will utilise the National strategy to better support consistent mechanisms for succession planning and inform senior level succession planning across NHS Wales.

To ensure that the training needs and training provision for all posts is fully aligned, the ESR Talent management functionality will be rolled out across all services during the duration of the IMTP. This will ensure that the competencies required for each post are fully identified and the progress staff make to meet these competencies can be monitored on an ongoing basis, enabling targeted and intelligent investment decision to be made.



Health and Well-Being Strategy

In support of the Healthy Working Wales Programme, NWSSP are in the process of developing a health and wellbeing action plan, aiming to improve the wellbeing of workforce and to shape a culture and environment that supports a healthy level of physical and mental health. In order to continue striving towards a World Class service, we must ensure a resilient workforce, capable of withstanding organisational changes and demanding pressures.

We want to make the following achievements;

- Maintenance of a safe and healthy working environment
- Reductions in longer term sickness absence by supporting staff to attend work in a healthy capacity
- A workforce making healthier choices and managing their own health and well-being
- A well-being support network and resources available to all staff members
- Promotion and maintenance of the mental, physical and social well-being of employees

This will be achieved through the following interventions:

- The development of an organisation-wide Health & Wellbeing group to engage staff in addressing the health and wellbeing priorities of the organisation.
- Provision of workshops designed to help staff manage their own mental wellbeing, to include:
 - Personal Resilience
 - Stress Awareness
 - Mindfulness
- Promotion of the Our Wellbeing Matters and Manager Wellbeing Matters tools.

Digital Workforce solutions

The utilisation of ESR is well-embedded in NWSSP, with ESR and e-forms replacing paper based processes and digitising transactions.

A number of developments have been achieved, including:

- Full portal deployment across NWSSP
- Withdrawal of paper payslips
- Utilisation of ESR through mobile technologies
- Migration of all e learning into ESR
- Utilisation of employee relations technology
- Full utilisation of Self service in line with the minimum standards agreed (personal changes, appraisal dates, accessing e-learning, booking training, accessing payslips, managing absence etc)
- Establishment of an all Wales ESR Support Hub to provide ESR support to NWSSP employees (and 10 other NHS Wales organisations)

There will be an ongoing and continued focus on the development and further utilisation of a wide portfolio of e workforce solutions, including:

- Establishment of an ESR Project board/project plan to ensure full deployment of ESR functionality from hire to retire
- Full utilisation of ESR to underpin appraisal, pay progression and succession planning across NWSSP
- Better use of ESR business Intelligence reporting technology to support and manage people and services
- Procurement of bank management software
- Streamlining expenses and study leave e systems for GPSTRs



Further opportunities

A number of 'national workforce related services' are currently very successfully provided by the NWSSP wider workforce team. These include:

- E workforce solutions, including ESR Enhance, Hire to Retire Programme and Technology Enabled Learning.
- Lead Employer for GPSTRs, GP returner and inductees, the GP Incentive Scheme and the national marketing campaign Single Point of Contact (SPOC).

There are potential opportunities to expand further national workforce related services, which, subject to agreement could include:

- National/Regional Bank management.
- Lead Employer for a wider range of junior doctors.
- GP locum management.
- Job Evaluation collaboration.
- All Wales HR helpdesk.
- All Wales Job Description Translation Service.
- Operational workforce support to Primary Care Services.

Our finances

The financial plan sets out our financial strategy, which enables the delivery of the service development strategy outlined in this plan. Together with NHS Wales, NWSSP is facing significant challenges to enable major service changes to be delivered within our financial resources to ensure high quality services are provided. We have a key role to play to enable NHS Wales to deliver their required changes and the financial plan aims to reflect this.



The financial plan is balanced over the three year period and will continue to provide a revenue distribution to NHS Wales of £0.75m per year and deliver significant professional influence benefits.

To ensure the achievement of our plan we will need to:

- Identify savings to cover increased demand for our services, absorb cost pressures and make service investments.
- Adopt allocative efficiency principles and transfer funding between our services to help us meet NHS Wales's priorities and demands.
- Develop a reinvestment reserve to invest in service modernisation to provide more cost effective and higher quality services.
- Work in partnership with our stakeholders to deliver change and modernise services.
- Utilise benchmarking techniques to make further efficiencies.

- Manage clinical negligence claims and implement a more sophisticated forecasting systems and mechanisms to spread best practice and lessons learned.
- Receive sufficient capital funding to enable service modernisation and deliver revenue savings.

Finance supports and enables change through the management and control of budgets within three key areas:

- NWSSP Core Services
- All Wales Risk Pool
- Capital

NWSSP revenue budgets

2018/19 has seen a number of developments and changes to Services provided including:

- The transfer of the Workforce Education and Development Services (WEDS) function to Health Education & Improvement Wales (HEIW) from 1st October 2018 together with the management of the Non-Medical Education Training budget.
- The transfer of the management of the All Wales Oracle consortium recharge mechanism from ABMU.
- The transfer of the management of the Putting Things Right Redress funding within the Welsh Risk Pool.
- Commencement of the Transforming Access to Medicines (TRAMS) and All Wales catering and laundry projects.

Finance has once again enabled significant change within NWSSP during 2018/19 through the planned reinvestment of funds within Service priority areas to provide greater capacity to support and enable the delivery of change across NHS Wales.

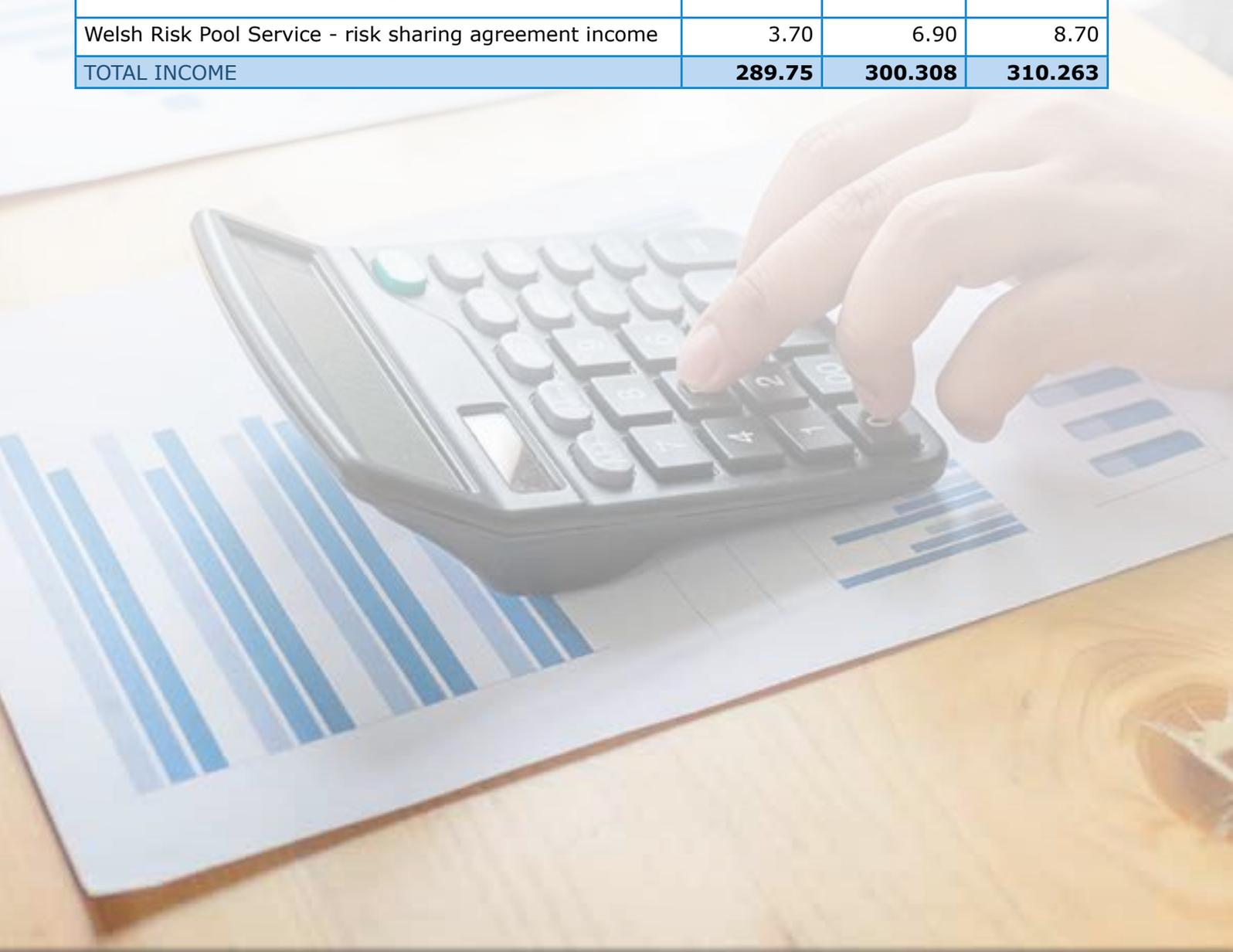
Looking ahead, 2019/20 will see the implementation of the GP indemnity scheme, for which NWSSP is the preferred provider and the planned expansion of a number of hire to retire services into primary care. It will also see the operation of the initial phase of the All Wales Bank project as a result of the Bridgend Boundary change from April 2019 with the potential expansion across NHS Wales in future years. Further exploration of areas to extend NWSSP services will also continue, with the potential provision of single lead employer services to Dental Foundation Trainees and the scoping of work to support the medical examiner programme.



In recent months, work has gathered pace on the proposed support and provision of services to the BREXIT arrangements. It should be noted that given the timing and uncertainty of associated costs at this point in time, the financial detail provided in this IMTP excludes any costs and/or pressures in respect of this support on the assumption that full funding will be provided.

The table below summarises the revenue income available to NWSSP to enable the changes required to support Service delivery plans:

NWSSP Revenue Position	2019/20 £m	2020/21 £m	2021/22 £m
WG ALLOCATION			
NWSSP Core Services	58.377	61.53	63.794
Welsh Risk Pool Service core allocation	75.00	75.00	75.00
TOTAL ALLOCATION	133.377	136.53	138.794
Other Core invoiced income	121.173	124.078	129.369
Welsh Risk Pool - PIDR Funding (HM Treasury)	31.50	32.80	33.40
Welsh Risk Pool Service - risk sharing agreement income	3.70	6.90	8.70
TOTAL INCOME	289.75	300.308	310.263



NWSSP core services

This area incorporates the income and expenditure budgets associated with the running of the main services we provide. An element of this income is received through our top-slice funding agreement with Welsh Government, with the remainder generated through invoicing which is detailed in the table below.

Core Services Income	2019/20	2020/21	2021/22
	<i>£m</i>	<i>£m</i>	<i>£m</i>
WG Allocation	58.377	61.530	63.794
Invoiced Income			
Health Courier Service	4.761	4.761	4.761
GP Trainees - Single Lead Employer	28.867	28.867	28.867
Stores issues	35.000	35.000	35.000
Relocation expenses	0.960	0.960	0.960
ESR 2	2.273	2.185	2.117
Depreciation	2.220	2.550	2.709
SMTL	0.444	0.444	0.444
WIBSS	2.018	2.018	2.018
Non Medical Bursaries	25.364	25.850	25.850
Legal & Risk Income Generation	2.345	2.345	2.345
Oracle Managed Service Consortium	2.147	2.147	2.147
GP Indemnity - future liability	1.200	4.400	9.600
Redress	1.259	1.259	1.259
Pharmacy Rebate Scheme	6.000	6.000	6.000
Employment Services new initiatives	0.717	1.194	1.194
All Wales Bank	1.000	1.000	1.000
Other income	4.598	3.098	3.098
Total Invoiced Income	121.173	124.078	129.369
TOTAL CORE SERVICES INCOME	179.550	185.608	193.163
Expenditure			
NWSSP Expenditure	143.800	149.858	157.413
Stores Purchases	35.000	35.000	35.000
Total Expenditure	178.800	184.858	192.413
Expected cash distribution	0.750	0.750	0.750



The Welsh Government allocation has been taken from the 2019/20 Health Board Revenue Allocation (Table 3 – Shared Services Funding top-slice) issued in December 2018. The allocation includes a core uplift in respect of 2019/20 pay and prices funding plus funding for the additional pay award.

Recurrent funding has been assumed for the 2020/21 pay award per communications received and an assumption of funding for a 2% pay award for 2021/22 has also been included.

The summary income and expenditure table indicates we will generate a surplus in each of the 3 years and enable a cash distribution to be made to Welsh Government and NHS Wales. The expected cash distribution will be repatriated to individual NHS bodies in line with the allocation contribution formula, unless organisations have already agreed a recurrent reinvestment of any savings within NWSSP. The table below indicates the distribution percentages and identifies where funds will be retained within NWSSP as agreed by LHBs/Trusts.

Health Board /Trust	%	Planned Distribution £	Agreed Reinvestment £	Total Cash Distribution £
Aneurin Bevan	9.85	73,844		73,844
ABMU	12.43	93,251		93,251
BCU	11.98	89,815	(89,815)	0
Cardiff and Vale	10.49	78,652		78,652
Cwm Taf	6.97	52,305		52,305
Hywel Dda	7.77	58,293	(58,293)	0
Powys	1.95	14,598	(14,598)	0
Velindre	1.17	8,781		8,781
WAST	1.28	9,580	(9,580)	0
Public Health Wales	0.87	6,530	(6,530)	0
Welsh Government	35.24	264,351	(264,351)	0
TOTAL	100	750,000	(443,167)	306,833



In setting budgets for 2019/20-2021/22 we will absorb a number of recurrent cost pressures in relation to cost growth, demand/service growth and local cost pressures as identified in our delivery plans and detailed in Table C5. These are summarised in the table below, together with a summary of how these will be funded:

	2019/20	2020/21	2021/22
	£m	£m	£m
Inflationary/Cost Growth	0.172		
Demand/Service Growth Core	5.437	7.377	8.700
Local Cost Pressures	1.382	0.141	
TOTAL PRESSURES	6.991	7.518	8.700
Funded by:			
Savings Plans – identified	1.031		
Savings Plans – to be identified		0.141	
Income Generation	5.139	7.214	8.700
WG funding/allocation	0.821	0.163	
UNFUNDED PRESSURES	0.000	0.000	0.000

The WG funding included, primarily relates to employment services initiatives being undertaken upon the request of Welsh Government including Primary Care Hire to Retire services, Strategic pay modelling and the expansion of the certificate of sponsorship role. The specific pressures are highlighted in blue in table C5 to reconcile to the funding assumed.

A number of pressures have been included in the plan together with anticipated income streams to fund these. If these funding streams are not confirmed mitigating actions will be undertaken to not proceed with a number of the initiatives/projects.

A number of saving schemes have been identified and are in the main attributable to pay savings from the review of posts as we refine structures and some smaller non-pay savings resulting from a review of budgets.

A number of risks have been identified, primarily relating to assumptions incorporated within the plan, which may not materialise at the forecast value. Conversely a number of opportunities have also been included, a number of which relate to the risks assumed and identify a best case outturn above the values assumed in the plan. The opportunities also relate to potential benefits from the implementation of technology and the further delay in recruitment to a number of posts whilst services restructure. A risk and opportunity in respect of the potential impact of increasing the pension discount rate has also been included.

All Wales Risk Pool (WRPS)

Welsh Risk Pool Services manages the process of reimbursement of payments made by NHS Wales in respect of successful claims for compensation. The Welsh Risk pool reimburses Health Boards and Trusts for claims paid after applying an excess of £25,000.

Estimated resource requirement for 2019 to 2022

As part of the three-year planning framework, resource modelling over the forthcoming three financial years has been undertaken. However, the complexity and uncertainty of the underlying liabilities has long been recognised and this is increased as the timeframe extends and as a result of changes in the Personal Injury Discount Rate (PIDR).

In February 2017, the Lord Chancellor announced a change in the PIDR from a positive 2.5% to a minus 0.75%. The PIDR change has had led to a significant increase in the value of individual settlements and the estimated provision for future liabilities. In addition, the work required on the open cases has increased as those new matters from several years ago become highly active in litigation, both following issue of Court proceedings or involving complex investigations or negotiation. As such, the average value of damages and costs are rising.

The settlement of a claim by a Health Board or Trust or the payment of a periodic payment order (PPO) by WRPS uses in-year resource from the Departmental Expenditure Limit (DEL) budget for NHS Wales. WRPS receives a base annual allocation (DEL) of £75m to fund cases settled during the financial year, with the service bearing the risk of any deviations from the estimate in accordance with an approved risk sharing agreement. Furthermore, additional funding is also provided to fund the impact of the change in the PIDR.

The table below identifies the forecast position for annual expenditure for the period 2019-2022. The cost of clinical negligence is expected to rise in each of the next three financial years. Most of the additional cost relates to the change in the PIDR and NWSSP are working closely with Welsh Government to ensure this element is funded by HM Treasury. However, part of the increase relates to core claims growth and this could represent a pressure on the Service and could lead to the Risk Sharing Agreement being invoked.

NWSSP Revenue Position	2019/20 £m	2020/21 £m	21/22 £m
Welsh Risk Pool Service core allocation	75.000	75.000	75.000
Welsh Risk Pool - PIDR Funded	31.500	32.800	33.400
Health Boards & Trusts - risk sharing agreement income	3.700	6.900	8.700
TOTAL INCOME	110.200	114.700	117.100



Forecasting when claims will settle and for what value, changes frequently as claims mature and more evidence becomes available. This forecast will therefore change and will be updated to reflect both claim movements (in timings and values) and for any adjustment to the PIDR or other HM Treasury discount rates.

Further change to the PIDR is anticipated - potentially prior to the end of 2018/19 - due to legislation being proposed by Ministry of Justice. This could materially affect the level of expenditure on cases settled for a proportion of the year. Therefore, it is too early for Treasury to agree to a budgetary adjustment for future years.

Any change relating to PIDR is expected to be covered (although the amount cannot be quantified at this stage) but consistent with prior years budgetary management neither Treasury nor WG will cover any movement above the £75m that does not relate to PIDR change (i.e. relating to general growth in claims costs).

The split between Health Boards based on the current Risk Sharing Agreement are shown below. The rates may change slightly for the 2019/20 financial year and these will be calculated in January 2019. The rates below do not reflect the impact of the Bridgend Boundary Change

		2019/20	2020/21	2021/22
		£000's	£000's	£000's
Aneurin Bevan University Health Board	16.22%	600	1,119	1,411
Abertawe Bro Morgannwg University Health Board	20.71%	766	1,429	1,802
Betsi Cadwaladr University Health Board	17.83%	660	1,230	1,551
Cardiff & Vale University Health Board	15.34%	568	1,058	1,335
Cwm Taf University Health Board	9.62%	356	664	837
Hywel Dda University Health Board	10.21%	378	704	888
Powys Teaching Health Board	5.59%	207	386	486
Public Health Wales NHS Trust	1.23%	46	85	107
Velindre University NHS Trust	1.18%	44	81	103
Welsh Ambulance Service NHS Trust (WAST)	2.04%	75	141	177
NHS Wales Shared Services Partnership	0.03%	1	2	3
TOTAL	100.00%	3,700	6,900	8,700

Asset and Capital expenditure plan

Context

When we were established as a hosted organisation in June 2012 a review of fixed assets was conducted. Our review of our initial assets identified that:

- The IT assets inherited were in many cases old and beyond their economic life. (A survey undertaken by NWIS identified the need to replace two thirds of the PCs and laptops).
- Stores buildings need considerable work to bring them to a modern operational standard.
- No capital funding and limited depreciation budget had been transferred.

A capital plan was developed with the following aims:

- To upgrade IT capability including significant PC and Laptop replacement as well as upgrade of a number of aging servers.
- To modernise key processes across the services provided by NWSSP by using specific software applications.
- To support the implementation of the accommodation strategy with the intent to consolidate services in 3 regional centres.

In recent years we have, with Welsh Government support, made a significant investment to achieve those aims. The benefits of this have included a significant reduction in the number of sites and enabled us to bring together a number of disparate teams to concentrate its operations from three main regional centres.

Whilst this has already produced some efficiency, the reduced number of sites now provides a firm foundation for us to modernise and enhance a number of key services with relatively modest capital investment.

In addition, we have taken on a number of additional services including the transfer of Health Courier Services and more recently SMTL. Both services required significant investment to modernise the service.



Current capital position

In 2018/9 discretionary funding is £600k, additional funding has also been secured through applications for additional funding for specific schemes. This relates to vehicle replacement for the Health Courier Service £1,066k and Funding related to the establishment of Health Education and Improvement Wales (HEIW) £1,900k. The HEIW expenditure transferred to that organisation following its formal establishment.

The utilisation of this funding is shown in the following table:

Area of Spend	Discretionary Funding	Additional Funding
	£000	£000
IT Hardware	334	
IT Software	64	
Vehicle Replacement	-	1,066
Equipment Replacement	122	
Accommodation	80	1,900
Total Spend	600	2,966

Future Expenditure Programme

We have identified that further spend will be required to develop the organisation further to deliver quality and efficiency benefits. In assessing our future capital need, we have identified five main areas of capital spend. The position and need in each area is outline below.

Accommodation – In recent years we have implemented an accommodation strategy which has resulted in a significant site consolidation. Funding is needed in future years for modifications to current sites as part of service development plans. An on-going annual cost of £110k is forecast for this area of spend.

Service support equipment – This relates mainly to the supply chain and processing areas. Due to the age of larger items of equipment, it is anticipated that annual spend of £200k will also be required on an annual basis. This includes replacement stores scanners and handling equipment. This equipment is need to maintain service continuity.

IT infrastructure - This is a major area of spend for us, both in replacing aging equipment and enabling efficiency improvement. Assessment identifies a need for circa £550k per year. This is split between £325k on end user equipment and £225k on Network related assets This spend is key to support the changes outlined in the service improvement programmes contained within this plan.



IT Software Solutions – We have looked to procure software to enable efficiency improvement. Spend in this area includes digital dictation software, and application development to support service improvement. The current forecast identifies that there is an annual on-going need for investment of circa £140k per year in new software developments to support service change and development. This spend is key to support the changes outlined in the service improvement programmes contained within this plan.

Vehicle replacement - In addition to the discretionary funding requirement, we will continue to require funding for the Health Courier Service Vehicles. The cost of the vehicle replacement programme is significant and is shown in the table overleaf.

The investment outlined above will not only ensure business continuity for the services that we provide to NHS Wales but will also enable delivery of a number of key saving schemes outlined within this plan. The benefits of these schemes will in part be reinvested in the services and the balance will be returned to health bodies and the Welsh Government.

A number of service development projects which will require additional capital funding have been identified. These are major investments which are not covered by the discretionary capital allocation. These investments are important in delivering the service transformation outlined in this plan. There are some significant investment plans still under development which are not at this point included in the plan whilst further scoping and quantification work is undertaken. The main schemes within the plan are outlined in the following table:

Scheme Type	2019/20 Spend	2020/21 Spend	2021/22 Spend
	£000	£000	£000
Employment Services Electronic Platforms	187	190	150
Patient Medical Records Storage System	490		
Document Management and OCR	155	300	
Legal Case Management System	520	120	60
Bridgend Store Roof Replacement HCS	327		
Contractor Payments System (NHAIS Replacement) Hardware	1,000		
Procurement Services Automation	299		
Audit and Assurance Improvement Programme	50	50	
Total Development Projects	3,028	660	210

We are working with our colleagues in Welsh Government to explore the benefits of developing a new National Distribution Centre. This will consolidate the expansion of transport and logistics services to the NHS and the wider public sector. This would provide additional security for addressing issues that may arise due to Brexit and will help us to exploit opportunities to introduce further automation and new technology. In January 2019 the Distribution Centre was approved in principle by the Welsh Government, and will require a significant capital investment together with an income stream for recurrent revenue costs and we will work with Welsh Government colleagues to explore the costs, benefits and future funding arrangements.



Funding Summary

A number of discussions are being held with Welsh Government in respect of the discretionary capital requirement. The future funding required during the plan period is as follows:

Scheme Type	2019/20 Spend £000	2020/21 Spend £000	2021/22 Spend £000
Discretionary – IT Software	140	140	140
Discretionary – IT Hardware	550	550	550
Discretionary - Accommodation	110	110	110
Discretionary – Support Equipment	200	200	200
Discretionary Funding Total	1,000	1,000	1,000
HCS Vehicle Funding	172	156	372
Service Development Projects	3,028	660	210
Total Forecast Capital Needs	4,200	1,816	1,582

Capital investment is a key enabler for the delivery of improved efficiency and service improvement. All capital schemes will deliver revenue benefits in terms of cash releasing savings, cost avoidance, improved quality or health and safety developments. Review of annual spend requirements indicates that our on-going discretionary capital need is circa £1m per annum.

The current base level allocation of £600k has been in place for 12 months but service development and increasing automation require a further increase to support service development and modernisation. An increase in discretionary capital funding is essential to deliver the full benefits that arise from the changes proposed in this IMTP. Without this funding, capital schemes would need to be scaled down and prioritised based on the level of benefits that they could be deliver.

We will continue to produce business cases for large specific projects as well as continuing to review the potential alternative sources of funding, for example Invest to Save.

These management actions would mitigate but not remove the impact of increased capital funding not being available.

	Full Year Programme Impact £ 000	Cumulative Impact £ 000
Year 1	780	780
Year 2	343	1,123
Year 3	284	1,407

Our Capital Programme is based on an overall Capital Plan which is reviewed on an annual basis with input from all services; sign off at senior management level and final approval by the Shared Services Partnership Committee. This ensures that capital plans remain relevant and maximise benefits to the organisation.





ICT

The Business Systems and Informatics (BS&I) department was established in 2014. The baseline position was we had ICT services provided by 10 organisations and did not have a centralised ICT team. ICT support was provided by staff based within services and providers in other NHS Wales organisations. A review concluded that we needed to put in place a coordinated team to centralise Information and Communications Technology (ICT) support and implement a more strategic focused approach.

Since establishment the BS&I team has:

- Set up a core team and processes.
- ICT Strategy developed following detailed consultation.
- Implemented an Initial Desktop and Laptop replacement programme which is now complete
- Developed a working partnership with NWIS and reduced the number of organisations supporting our staff.
- Established an ICT Project Management Capability.
- Produced a Strategic Outline Programme Case for ICT for the next 5 years.

Development of ICT during the next 3 years

The ICT strategy is to support a move to data-driven systems and processes. During the development of the strategy, four themes were identified and these are outlined below.

Partnership – We work in partnership with NWIS as a key strategic partner with continued collaboration with Health Boards and Trusts. IT support consolidation has resulted in the reduction of providers from nine to six.

Migration of our users to NWIS desktop support will continue during 2019/20, with the intention to reduce the number of IT support providers by a further three. We are also working on ways to develop and improve our partnership, which will improve services for end users and aid faster implementation of improvement projects. The first element of a Single Point of Contact (SPOC) support model has been rolled out in 2018 and this will be completed in 2019/20. SPOC will improve the speed of call resolution.

Business Continuity –

National Programme funding was provided in 2016/17 to enable the implementation of a modern and resilient infrastructure including telephony. Systems migration onto this infrastructure is continuing. The new infrastructure is robust and scalable to enable necessary expansion as existing infrastructure.

This change has already resulted in improved resilience and disaster recovery as the new servers are mirrored and backed up to a secondary remote location. Our new infrastructure has helped consolidate and rationalise the server estate.

Security - With growing cyber security threats, corporate information and systems are increasingly under risk of attack and theft. To attain an effective position, we have been putting in place better detection, prevention and monitoring solutions e.g. security incident and event management system (SIEM). This work is being progressed as part of the ICT work plan over the next 12 months. A cyber plan has been developed and will be reviewed regularly to reflect best practice and continuous improvement.

We completed a cyber-threat assessment and following this work undertook the development of an action plan to improve its readiness to respond to Cyber threats and to improve resilience. Lessons from recent global cyber incidents has further emphasised the importance of having robust security measures in place.

We are working in partnership with NWIS to provide the monitoring and management system needed to actualise elements of the plan. NWIS intends to make the SIEM system available on all-Wales basis after the pilot with us.

Service Development - To meet IMTP objectives around service quality and efficiency IT service development is critical. The BS&I department and NWIS will continue to implement ICT solutions to support service improvements. This will include the further roll out of Robotic Process Automation (RPA) and a modern telecommunications system to enable more flexible and resilient working arrangements.



Governance and Risk Management

Oversight of the NWSSP ICT strategy is undertaken by the ICT Steering Group which has representatives from all NWSSP functions and acts as a key communications link and provides appropriate scrutiny. The Steering Group is responsible to the NWSSP SMT for ensuring that the ICT Strategy continues to develop and meet the needs of the organisation.

The group also monitors and reviews the ICT risk register and escalates and delegates as appropriate to ensure that risks are managed / mitigated.

Research, development and innovation

Innovation is encouraged throughout the organisation and is one of our four values. We encourage all staff and divisions to consider how they innovate their services to drive efficiencies and improve the quality of services delivered to customers and partners. An example of this is how we use robotics for process automation (RPA). We are working in a number of areas across the organisation. RPA principles is about using suitable tools that can replicate and automate repeatable human tasks performed on systems to assist freeing staff to undertake more value added duties.

We have created an RPA team to lead on robotic developments using a standard methodology across the organisation. This is supported by dedicated training to ensure the skills and knowledge required are embedded. This will not only improve process efficiency but provide evidence for customers and partners, showing it improves process quality as well leading to improved customer satisfaction.

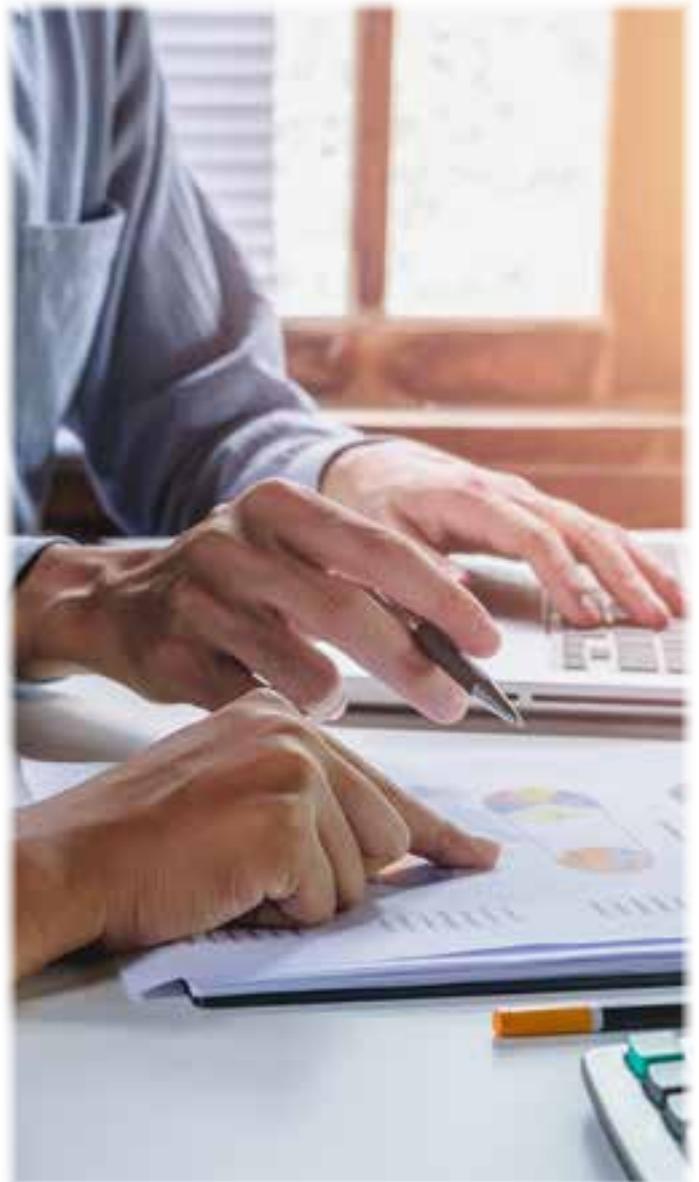


Innovation through the use of technology and automation is a central strategic theme to many of our divisions. Over the next three years further advancements will be made in these areas, with Primary Care Services continuing to roll out Electronic Transfer of Claims and Patient Medical Records store and scan on demand programme. Employment services will build on the success of the electronic New Appointment Form. This form is integrated into the Recruitment process and provides an improved user experience for hiring managers, new members of staff and to the Payroll Teams who enrol on average 900 new appointees a month across NHS Wales.

Innovation through technology will continue to play a vital role in the delivery of services over the next three years. As part of the work to review how our services interact with our customers and support them through helpdesks, we will explore the use of artificial intelligence and the use of 'chatbots' where appropriate. Paperless online communication is a consistent theme through our delivery plans. Divisions such as Student Awards Services decommissioned their paper based bursary system, with all sources being directed to the online system. Legal and Risk services operate solely within an electronic virtual cabinet, significantly reducing their use of paper across the division and will expand this with case management software. e-Workforce Solutions are committed by 2020 that 100% of workforce processes and transactions will be achieved through direct interaction with electronic solutions including ESR, interfaces and mobile enabled technology.

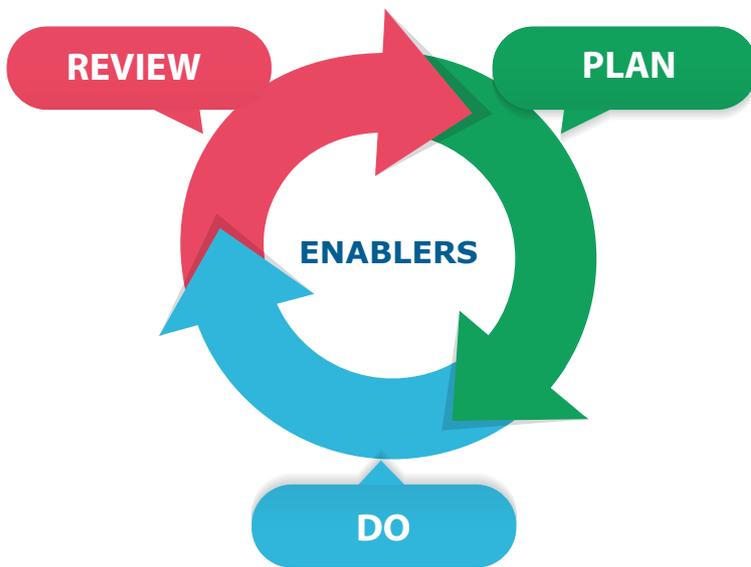
Research and development will play a key part in the successful implementation of the driving excellence projects we are taking forward with the Finance Academy– Purchase to Pay, Hire to Retire and Record to Report.

We are also developing our relationships with local universities who can support us with our research.



Our planning model

We ensure that planning is a continuous and embedded process that allows learning from past experiences and embeds risk management principles to look to the future. Although the IMTP is a three year rolling plan, many of our divisions have an influence on NWSSP and NHS Wales beyond three years. The procurement team are looking at innovative ways of contracting goods and services where the impact of a decision is far further in the future.



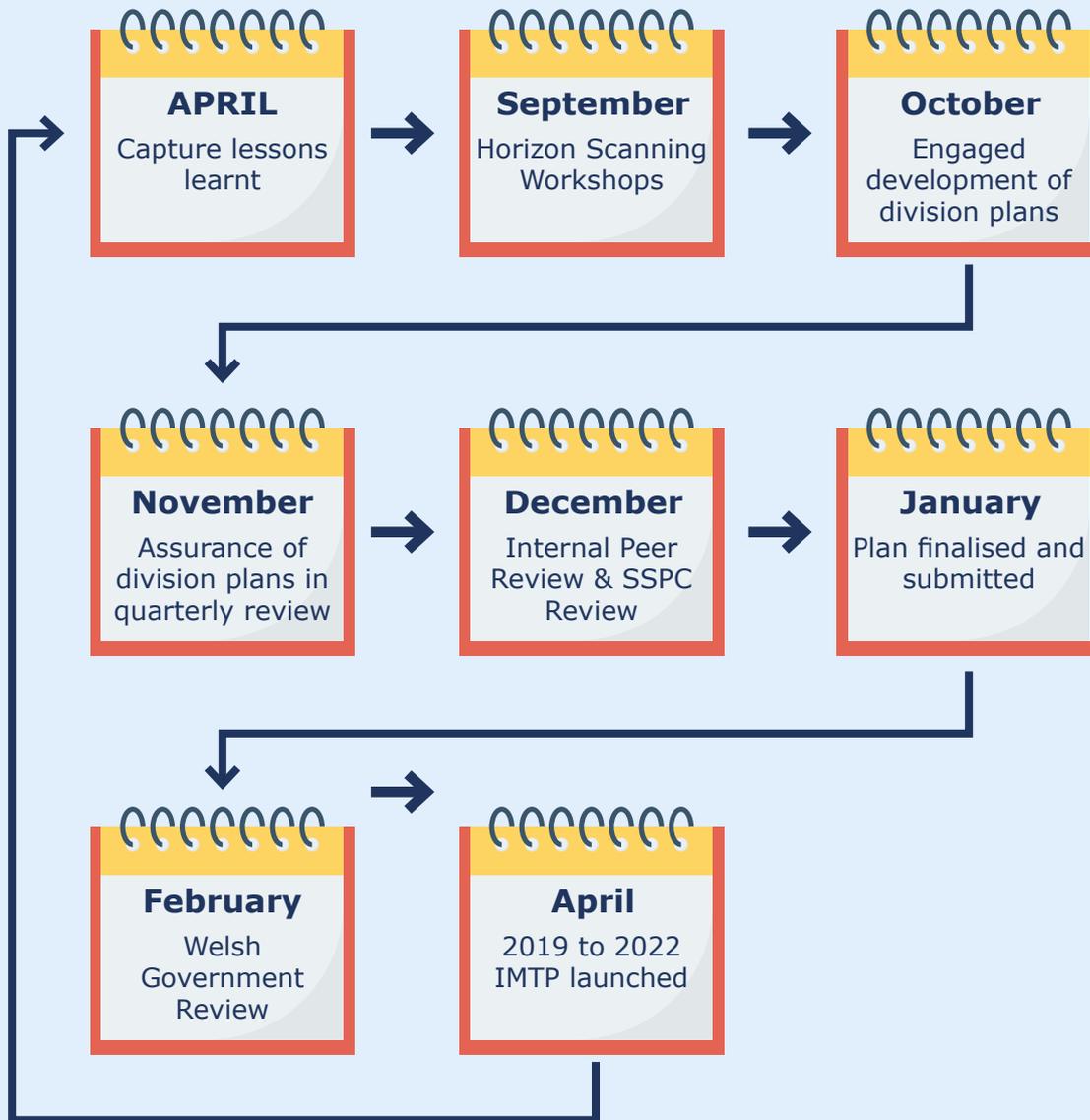
NWSSP operate an integrated planning system which is dynamic and engaging, grounded in quality information and successfully balancing ambition with realism. To achieve this we have strengthened our planning model this year through the following arrangements:

- Evaluating and reviewing our previous year's plans and planning process. We have IMTP Lessons Learned workshops held across the organisation.
- NWSSP strategy map reviewed and updated through the SMT horizon scanning and planning day.

- Shared Services Partnership Committee involved in development of key themes and drivers.
- Planning guidance issued to SMT and divisional planning leads outlining; national drivers, Welsh Government requirements and NWSSP key planning assumptions
- Each division allocated a finance, ICT and workforce IMTP link to support planning process
- All divisions present their draft delivery plan at a review meeting which is attended by the Managing Director, Director of Finance and Corporate Services, the Director of Workforce and Organisational Development, Head of Planning and the enabling function leads (ICT, Finance and Corporate Service, Workforce and OD).
- Formal and informal meetings with Welsh Government colleagues.
- NWSSP held a peer review to review quality and assurance prior to the document being submitted to Welsh Government. Virtual feedback was received from Health Boards and Trust, and the Office of the Future Generations Commissioner was in attendance.

Our plan is formally reviewed and updated annually, and the Shared Services Partnership Committee (SSPC) review and approve the plan prior to submission to Welsh Government.

Conversations between services and our customers/ Health Boards – sharing of planning intentions





Co-production and delivery

The development of our plan is supported by a structured formal and informal partner engagement process led by our SMT, predicated on frequent, open and honest dialogue which ensures that effective working relationships are maintained and developed.

SMT and the Shared Services Partnership Committee monitor performance and progress against our overall on a regular basis.

We also use a number of other mechanisms to determine whether we are delivering our plan's objectives. Our detailed performance reports demonstrate whether we are achieving targets against KPIs, and these are also systematically reported to health organisations regularly and to the Shared Services Partnership Committee. We also use our formal and informal engagement processes at a number of levels to gain feedback on our plan delivery and discuss actions we can take to ensure our objectives re achieved.

Progress against individual service delivery plans is monitored within each service area and is reported and reviewed through a formal performance review meeting by the Managing Director, Director of Finance and Corporate Services and Director of Workforce and Organisational Development with each Divisions Service Management Team on a quarterly basis.

In tandem with the business intelligence and learning obtained from our internal planning model, we have also developed a quarterly review process with Health Boards and Trusts. These are the mechanism for regular and effective consultation and engagement to ensure our individual service areas are meetings their wants and needs. Each quarter now has a specific focus and progress against the delivery plans is scrutinised at the most senior level.

Risk management

The risk management framework and approach has been subject to detailed revision and review by a risk management specialist, building on the recommendations of Internal Audit report. The changes are intended to make the approach more effective and dynamic, and the format of the corporate and division risk registers have been revised to ensure that they are both consistent and that they provide a more concise picture of the current position with each risk. The Finance and Corporate Services Division work with Directors and their Senior Management Teams to ensure that the risks recorded within each register remains up-to-date and that there is focus on achievement of planned actions to mitigate the risk. This is reinforced through the quarterly review process of each division, where review of the division risk register is a standing agenda item.

Our Risk Management Protocol has been updated to reflect the new arrangements, and we have also documented a Risk Appetite Statement. Both documents have been subject to review and approval at Senior Management Team, Audit Committee and/or Shared Service Partnership Committee.

Assurance maps that provide a view on how key divisional operational or business-as-usual risks are mitigated have been updated and reviewed by the Audit Committee. They are now being regularly assessed as part of the quarterly review process. New maps have recently been produced for the Welsh Infected Blood Support Scheme, and a corporate assurance map has been documented for NWSSP. This assurance map is linked to the five strategic goals, and takes into account three lines of defence:

- Business management – Our service policies and procedures and SMT.
- Corporate oversight – Shared Services Partnership Committee and Audit Committee.
- Independent assurance – Internal audit and Welsh Government.



	First line	Second line	Third line
	Business management	Corporate oversight	Independent assurance
Customers and Partners	Orange	Orange	Red
Excellence	Orange	Red	Red
Our Staff	Orange	Red	Red
Service Development	Orange	Green	Green
Value for Money	Orange	Orange	Orange

Accountability

As Accountable Officer, the Managing Director has responsibility for maintaining a sound system of internal control that supports the achievement of NWSSP and our hosts - Velindre NHS Trust's - policies, aims and objectives. The Managing Director safeguards the public funds and departmental assets for which he is personally responsible, in accordance with the responsibilities assigned to him. The Managing Director is also responsible for ensuring that NWSSP is administered prudently and economically and that resources are applied efficiently and effectively. For further information, please view our [Annual Governance Statement 2017-2018](#).

Effective governance is paramount to the successful and safe operation of NWSSP's services. This is achieved through a combination of "hard governance" systems and processes including standing orders, policies, protocols and processes; and "soft governance" involving effective leadership and ethical behaviour (Nolan principles).

The Managing Director of Shared Services is accountable to the Shared Services Partnership Committee in relation to those functions delegated to it. The Managing Director is also accountable to the Chief Executive of Velindre in respect of the hosting arrangements supporting the operation of Shared Services and to the Velindre NHS Trust Audit Committee for NWSSP.

The SMT are responsible for determining NWSSP policy, setting the strategic direction and aims of NWSSP to ensure that there are effective systems of internal control and that high standards of governance and behaviour are maintained. In addition, the SMT are responsible for making sure that NWSSP is responsive to the needs of NHS Wales.



Health and Safety

We have a duty of care towards approximately 2,000 employees located in various locations across Wales and a legal duty to put in place suitable arrangements to manage for health and safety. We encourage a common sense and practical approach to managing for health and safety. We view health and safety as part of the everyday process and it is an integral part of workplace behaviours and attitudes.

We aim to prevent or reduce the number of accidents and incidents to a minimum. All accidents and incidents are monitored and necessary control measures are put into place to prevent recurrence. We have set up a sub-site of the Velindre NHS Trust, Datix Management System (DATIXWEB), to record all incidents that occur within NWSSP. This has shaped our seven health and safety objectives and the associated action plan we implement over a two year period.

1. Aim to reduce work related slips, trips and falls in the workplace, aspiring to a 10% reduction over 2 years.
2. Aim to reduce work related contact-with-an-object incidents in the workplace, aspiring to a 10% reduction over 2 years.
3. Aim to reduce work related manual handling incidents in the workplace, aspiring to a 10% reduction over 2 years.
4. Develop and enhance the health & safety and risk management knowledge and skills of managers and supervisors throughout NWSSP.
5. Continually improve the health and safety culture within NWSSP.
6. Regularly monitor and evaluate the health and safety performance throughout NWSSP.

7. Promote a zero tolerance culture in relation to violence and aggression incidents across NWSSP, aspiring to improve incident reporting and investigations and reduce the number of incidents by 30% over two years.

We have adopted the Health and Safety Executives (HSE) 'Managing for Health and Safety' (HSG65) Framework to effectively manage health and safety in accordance with the relevant legislation. The model is structured into a Plan, Do, Check, Act approach with each phase contributing to the next and a circular process ensuring a consistent approach is taken. The Health and Safety Manager maintains an annual schedule of audits across NWSSP sites. This approach treats health and safety management as an integral part of good management, generally rather than a stand-alone system. To provide a straight forward measure of where gaps in achievement exist against the HSG65 model throughout NWSSP sites, a report is provided to consider all the features of the model and identifies where there is achievement or shortfalls in the health and safety management system.

We promote a positive Health and Safety culture through regular training, communication and awareness raising. We have established an effective means of communication and consultation with staff through a Health and Safety Committee structure. A regular health and safety specific newsletters and articles are issued via an internal magazine which demonstrates a proactive, positive approach to raising awareness of health and safety issues. We also have a dedicated intranet site on health and safety, which is regularly updated to maintain an accurate information repository for all staff.



Equality, diversity & inclusion

We are committed to eliminating discrimination, valuing diversity and promoting inclusion through equality of opportunity and fostering good relations throughout all that we do, working towards achieving a More Equal Wales. Our priority is to develop and nurture a culture that values the contribution each person can make towards the services we deliver for NHS Wales, regardless of background or socio-economic circumstances. We work in collaboration with our NHS Wales colleagues to facilitate workshops, events and training sessions, issue communications and articles on hot topics to further engage with staff and develop a healthy, diverse and thriving community culture.

As a non-statutory hosted organisation of Velindre University NHS Trust, we are required to adhere to the Trust's Equality and Diversity Policy, Strategic Equality Plan and Equality Objectives, which set out the Trust's commitment and compliance with legislative requirements. Personal data pertaining to protected characteristics is captured through our Electronic Staff Record (ESR) system, where staff are responsible for updating personal records through the self-service functionality, for equality monitoring purposes. Our All-Wales Recruitment Service, NHS Jobs, facilitates quality assurance checks for advert content and supporting documentation to ensure there are no discriminatory elements, or adverse impacts. We also benefit from a range of proactive work undertaken by the Trust to strengthen our compliance with legislation, including:

- Utilisation of the Positive About Disabled People 'Double Tick' symbol and Rainbow Mark, as sponsored by Welsh Government;
- Annual NHS Wales It Makes Sense Campaign for sensory loss, including British Sign Language e-learning package; and
- Gender Agenda Workshop Programme, integration with All-Wales LGBT+ People Network, World Food Pop-Up, Menopause Café and Show Your Rainbow campaign.

We have worked with NHS Wales Centre for Equality & Human Rights (CEHR) to develop our process for undertaking Equality Integrated Impact Assessments (EQIIA), which we are working to fully integrate into our Project Management Office and day-to-day business; our model considers the needs of protected characteristics identified under

- the Equality Act 2010 (including the Public Sector Equality Duty in Wales),
- Human Rights Act 1998,
- Well-being of Future Generations (Wales) Act 2015, incorporating Environmental Sustainability,
- Modern Slavery Act 2015, incorporating Ethical Employment in Supply Chains Code of Practice (2017),



We have provided key individuals with training on the process, including Trade Union Representatives and we have introduced a panel to review and ensure policies, projects and service changes do not discriminate against any vulnerable or disadvantaged people. We also ensure compliance with the engagement provisions and duty for due regard of both the Gunning and Brown Principles when reviewing existing policies, or assessing new policies for impacts on protected characteristics. Our Compliance Officer chairs the NHS Wales Equality Leadership Group and is a member of the All Wales Senior Officers Group for Equality, as hosted by NHS Wales Centre for Equality and Human Rights (CEHR); and our Assistant Director of Workforce and Organisational Development is a member of the Trust's Equality Group.

As part of our commitment to training and development and equality, diversity and inclusion, we have developed the following.

- Introduction of Equality, Diversity and Inclusion session in our Corporate Induction, to include Equality Round-up communications to staff on topical developments;
- New starters are required to undertake the Treat Me Fairly e-learning module, promoting fairness, respect, equality, dignity and autonomy, as part of our statutory and mandatory training programme;
- E-learning modules form part of a national training package and the statistical information pertinent to completion rates contributes to the overall figure for NHS Wales;
- Refresher training and elective modules for Sensory Loss, Trans Awareness and Gypsy, Roma and Traveller Awareness; and

- We offer a Core Skills for Managers Training Programme and the Managing Conflict module includes an awareness session on the Dignity at Work Policy and Procedure.





Information governance

We take Information Governance (IG) very seriously and have effective arrangements to ensure that information is handled in a confidential and secure manner and that the right information is available to the right people, when and where it's needed. During 2018/19 we have responded to the requirements of the General Data Protection Regulation (GDPR) and updated our systems, policies and procedures. The Senior Management Team and the Information Governance Steering Group receive regular updates on compliance.

We will continue to maintain our standards through;

- Holding quarterly Information Governance Steering Group meetings comprising Information Asset Owners from each division. The group focuses on IG issues including GDPR, Data Protection, Freedom of Information, IG breaches, data quality, information security and records management.
- Regular internal audits of both information governance and GDPR – we were audited in early 2018 to assess our readiness for GDPR implementation and we will again be audited in early 2019 to assess whether we have effectively embedded the approach.
- Completing the annual Caldicott Principles into Practice (C-PIP) self-assessment. Compliance for the 2017/18 assessment was measured at 96%;
- Ensuring that, under openness and transparency, that Freedom of Information requests are handled in an effective and timely manner;
- Delivering face-to-face Information Governance training to staff and ensuring staff complete the information governance module contained within the online core skills training framework. Currently over 1,000 staff have been trained in a classroom based environment and over 90% are fully compliant in the eLearning module.

Welsh Language

We are committed to treating the English and Welsh language equally alongside the English language in everything that we do. As a non-statutory, hosted organisation we are required to adhere to the Velindre NHS Trust Welsh Language scheme and the provisions of the Welsh Language (Wales) Measure 2011.

We provide a wide range of support services for all members of staff at the NWSSP that include:

- Welsh Language Awareness Raising
- Welsh Language Training at Work
- Advice, guidance and support with regards to providing a fully bilingual service
- Ensuring that the Welsh Language is treated fairly and equally at all times
- Managing Compliance with the Welsh Language Act of 1993, the Welsh Language Measure of 2011
- Ensuring we meets its current requirements to offer a high quality service in both Welsh and English equally
- Achieving the KPI's within our existing Welsh Language Scheme
- Positioning ourselves to meet the requirements of the Welsh Language Standards [Health Sector] Regulations 2016
- Translation services for the NWSSP

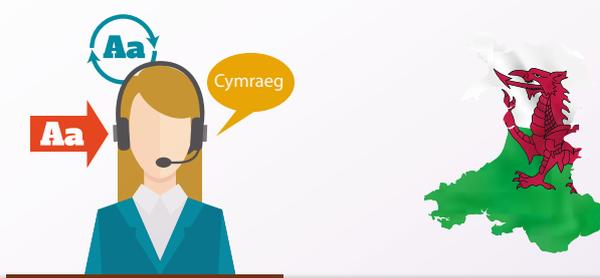
All these functions support and influence each division in realising their Welsh language agendas and providing their services bilingually to our partners, stakeholders, staff and patients.

Our Welsh Language Strategy was launched in the autumn of 2018, following receipt of the Formal Compliance Notice for The Welsh Language Standards [No7.] Regulations 2018. Our Welsh Language strategy will focus closely on:

- Service Delivery Standards;
- Policy Making Standards;
- Operational Standards;
- Record Keeping Standards
- Supplementary Standards

The aim of our Welsh Language Strategy is to improve our Welsh Language offer in how we conduct our every-day business and in supporting our customers and partners to increase Welsh language compliance. Our five Key Strategic Areas as outlined below will enhance the Welsh Language Offer for NHS bodies, especially in Strategic Areas 3 – 5.

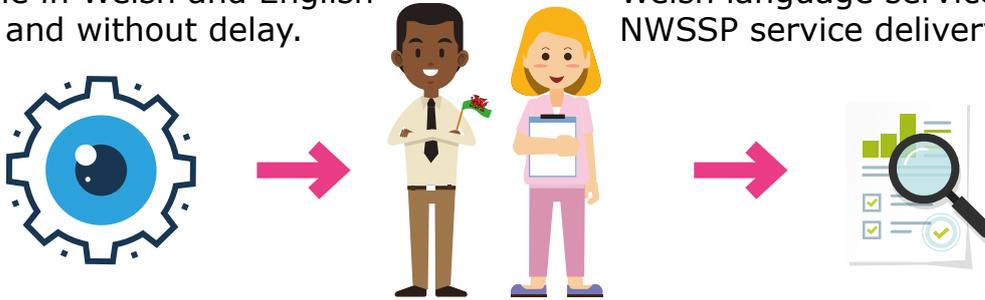
Having a Welsh Language Strategy will in turn offer a better and improved service in Welsh for people who wish to receive our services in Welsh.



Strategic Area 1: Welsh Language Services and the workplace

Vision: High quality services are available in Welsh and English equally and without delay.

Outcome: Increase in the use of Welsh language services across all NWSSP service delivery areas.



Strategic Area 2: The Welsh Language Prominent in our Corporate Identity

Vision: All websites, publications, communications, and corporate branding resources available in Welsh.

Outcome: All forms of communications, marketing and corporate resources available to service users, stakeholders, patients and the public and the NWSSP proactively welcoming the use of Welsh in day to day business operations and delivery.



Strategic Area 3: Welsh Language Workforce Planning

Vision: A bilingual workforce that is confident in meeting the requirements of the service user, stakeholders, patients and the public in both Welsh and English equally without delay.

Outcome: Increase in the number of staff that can speak and understand Welsh within the organisation and to utilise Welsh reading and writing skills in day to day operations and service delivery.



Strategic Area 4: Welsh Language Considerations in the Procurement and Delivery of Contracted Services

Vision: To provide a sourcing, supply chain, purchasing and accounts payable service to Health Boards and NHS Trusts across Wales through the medium of both Welsh and English equally and without delay.

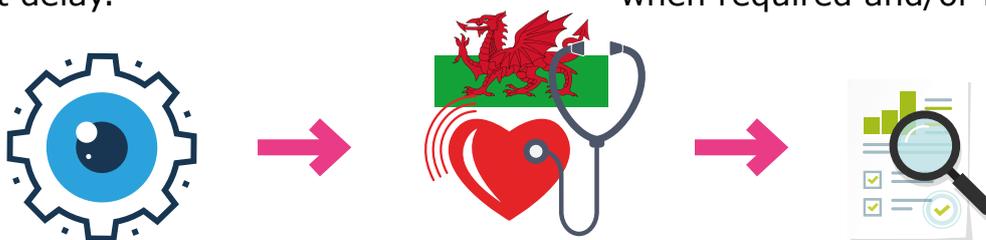
Outcome: Specific service delivery contracts with a Welsh language requirement are done so effectively and within the realms of the Welsh Government Procurement Strategy.



Strategic Area 5: Primary Care Services

Vision: Engagement and collaboration with stakeholders and patients in order to support the primary care sustainability agenda in Welsh and English equally and without delay.

Outcome: Provide a wide range of services to and on behalf of Health Boards and NHS Trusts covering primary care contractors, and patient registration services in Welsh when required and/or requested.



HOW WE WILL DELIVER OUR PLAN?



AUDIT & ASSURANCE SERVICES

To provide world class internal audit and consulting services to NHS Wales.



Deliver professional Internal Audit, assurance and consulting service to NHS Wales.

We add value by helping NHS organisations accomplish their objectives through a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, internal control and governance.



60 skilled staff delivering over **400** reviews annually across **8** assurance domains that support organisational governance and improvement. Excellent outcome and feedback from our External Quality Assessment and from client post audit questionnaires. Cost effective audit day rates.

Our Four Strategic Development Themes To Enhance And Innovate Our Service Provision

Being technology driven

– using our software to support the implementation of recommendations and increase efficiency.

Skilled people – investing in the right balance of qualified and specialist staff to maximise the effective of Audit & Assurance services.

What our service looks like –

working with stakeholders to ensure our services deliver what the NHS in Wales requires.

What sectors and services we want to be in –

supporting wider improvements to governance, risk and internal control across the Welsh public sector.



How have we engaged with our partners?

- ▶ Liaison with key stakeholders from each organisation through both national groups and one-to-one meetings.
- ▶ Strategy focus and direction through the NWSSP Shared Services Partnership Committee.
- ▶ Regular dialogue with Welsh Government.
- ▶ Member of the Public Sector Internal Audit Standards Board.
- ▶ Delivered a number of Board Development Sessions.
- ▶ Working with Board secretaries to agree an approach to sharing practice from across NHS Wales and more widely.
- ▶ Embedded Audit teams that work with HB/T and understand organisational needs and direction?
- ▶ Attendance at NHS Wales Director's of Finance meetings and also at Audit Committee Chairs meetings.

What do our partners want?

- ▶ Delivery of high quality, independent assurance that adds value.
- ▶ Tailored approach at each HB and Trust to meet specific key risks.
- ▶ Advice and insight to improve governance processes.
- ▶ Benchmarking and sharing good practice and information on emerging issues – a focus on insight and foresight.
- ▶ Streamlined assurance process in collaboration with other regulators and assurance providers.
- ▶ Integrated audit process with recommendation tracking through our Team Mate Audit software.
- ▶ Regular consultation with key stakeholders.
- ▶ More Advisory and Value for Money work.

How will we deliver high quality services to our partners?

- ▶ Maintain quality of service to the same standards as the results of our External Quality Assessment (EQA) against the Public Sector Internal Audit Standards.
- ▶ Use the outcomes of the stakeholder meetings to focus even more on customer need in developing audit programmes.
- ▶ Share best practice and opportunities to deliver value added service and improvements across organisations in NHS Wales.
- ▶ Link, where appropriate, with external providers to supplement specific areas of knowledge.
- ▶ Develop further our IM&T capacity and capability through targeted training and development of data analytics.

What are the significant benefits we achieved for NHS Wales?

- ▶ Cost effective, quality service with dedicated senior resource for each organisation.
- ▶ Consistency in audit reporting and opinions.
- ▶ Resilience to respond to resource pressures across Wales.
- ▶ Cost avoidance opportunities across a number of risk areas.
- ▶ Rigorous assurance processes to help organisations to manage key risks.
- ▶ Effective support of national initiatives such as the FD's Financial Governance, P2P and Hire to Retire.
- ▶ Profile of Internal Audit raised at board and audit committee level across Wales.
- ▶ Training for Independent Members on governance and risk matters.
- ▶ Taking on the internal audit of HEIW.
- ▶ Audit plan agreed for NWIS to support assurance across NHS Wales.
- ▶ Positive feedback from Audit Committee annual reviews and audit satisfaction surveys.
- ▶ Positive QA feedback.

What do we do well?

- ▶ Delivering a quality service evidenced by positive External Quality Assessment.
- ▶ Effective assurance around risk management, internal control and governance.
- ▶ Provide a service wide Quality Assurance and Improvement Programme.
- ▶ Investment in professional level training to ensure the right balance of appropriately skilled staff for the future.
- ▶ Used external support to augment own skills.
- ▶ Our External Quality Assessment concluded that we are “well respected by management and the Audit Committees” and that we “deliver the required assurance and ... advice and insight particularly in drawing together lessons learned and examples of good practice from all parts of NHS Wales and beyond.”
- ▶ No current recommendations from Wales Audit Office review.

Opportunities to do more

- ▶ Opportunities identified in 4 areas (as set out on the front page):
- ▶ **Be technology driven** - Greater focus on IT, Data Analytics, information Governance and cyber security. Greater audit focus on automated processes.
- ▶ **What sectors and services do we want to be in** – working with the wider public sector to support effective governance in partnerships.
- ▶ **What do our services look like** - A more forward looking audit to support organisations with their response to the changing needs of Government and the public.
- ▶ **Skilled people** – an all Wales coordinated focus and investment in staff training in specific knowledge areas, skills and continuing professional development (CPD).

KEY PRIORITIES 2019-22

Value for Money

- ✓ Continue to recruit externally to augment skills and reduce the use of framework and agency contracts.
- ✓ Sharing more good practice and opportunities for improvement.
- ✓ Supporting Health Boards and Trusts delivery of the efficiency programme to maximise value.
- ✓ Providing further financial savings by reducing the recharges for core capital & estates audit work and integrating into the main audit plans.
- ✓ Supporting NHS bodies with implementing effective Board Assurance and Corporate Risk Management arrangements.

Our Customers

- ✓ Discussions with partners on the range of services provided to NHS Wales.
- ✓ Focus on sharing best practice and common risks/challenges as they emerge.
- ✓ More integrated assurance reporting to audit committees where the opportunity allows.
- ✓ Ensuring key stakeholder involvement in all key areas of focus and development.

Service Development

- ✓ **Be technology driven** - Greater focus on IT, Data Analytics, information Governance and cyber security. Greater audit focus on automated processes. Need for better IT equipment e.g. laptops or tablets. South Central Staff need to be transfer to NWIS network.
- ✓ **What sectors and services do we want to be in** – working with the wider public sector to support effective governance in partnerships.
- ✓ **What do our services look like** - A more forward looking audit to support organisations with their response to the changing needs of Government and the public.
- ✓ **Skilled people** – an all Wales coordinated focus and investment in staff training in specific knowledge areas, skills and continuing professional development (CPD).

KEY PRIORITIES 2019-22

Our Staff

- ✓ Supporting professional and skills training.
- ✓ Implementation of our new training and development strategy.
- ✓ Structure that provides opportunity for development and promotion.
- ✓ Work with Universities to develop a future staff pipeline. Consider utilising network 75 and also Finance Academy Graduate scheme.
- ✓ Appropriate accommodation and IT arrangements for South Central team.
- ✓ Succession planning.
- ✓ Recruit externally to augment skills and reduce use of framework and agency contracts.
- ✓ Consider Implications of Welsh Language Act.
- ✓ Respond to the 2018 Staff Survey, focusing on areas for action and improvement.

Excellence

- ✓ Continue to refine our Quality Assurance and Improvement Programme.
- ✓ External Quality Assessment repeated before 2021 to demonstrate progress.
- ✓ Work with Board Secretaries to introduce a more streamlined audit planning and opinion approach.
- ✓ Continued involvement with the Welsh Quality Centre to support wider improvement.
- ✓ Greater focus on supportive consultancy work to drive organisational improvements and change.
- ✓ Maintain a consistent high level of service provision throughout all our departments.

OUR JOURNEY

In 3 Years We Will Be



Being technology Driven: Operating with modern business systems and approaches, particularly around IT audit and assurance, to deliver a fully collaborative approach with our health organisations. Using our audit software to drive and support improvement across NHS Wales. Real time audit reporting.



What services and sectors do we want to be in: At the forefront of Assurance provision across NHS Wales and through collaboration with wider public sector organisations.



Developing the service further: to ensure we are a future looking service linked to the aspirations of our organisations and the Well- Being of Future Generations and Social Care (Wales) Acts.



Skilled people: ensuring we have the right balance of skills, training and development to deliver a best-in-class service for NHS Wales.

The risks to achieving this could include:

- ➔ Lack of clarity in terms of future service provision and forward strategy.
- ➔ Recruitment and Retention difficulties (in particular in South East Wales).
- ➔ Insufficient resources to invest in IT audit hardware and software.
- ➔ Insufficient resources to invest in relevant training and development.
- ➔ Failure to manage succession planning effectively.

Path to Prudent and Once for Wales



WHAT WILL WE DELIVER IN 2019-20?



What & Why

- Implement Training strategy.
- Ensure staff have appropriate skills and knowledge for the future.

How & When

- Development and implementation of training strategy. Identification of appropriate skills and knowledge gap Deliver training.
- September 2019.

Who

- Training & Development Strategy leads in Audit & Assurance.

Risks/Limitations

- Limited funding available for training.

Success will be: A highly skilled and motivated workforce.

What & Why

- Achievement of sustainable workforce.
- To ensure the structure is fit for purpose to deliver an All-Wales future focussed service.

How & When

- Introduction of additional management, graduate and specialist posts with reduction in more general audit posts.
- March 2020.

Who

- In partnership with staff and senior management in NWSSP.

Risks/Limitations

- Market forces limit our ability to recruit and retain.
- Lack of resources to support creation of a graduate programme.

Success will be: The right people to drive forward improvements in governance across NHS wales

What & Why

- Prioritised plan of opportunities to extend and enhance the range of services offered to NHS Wales.
- Cost effective service that meets the future requirements of our organisations.

How & When

- Through audit conference and work streams.
- June 2019.

Who

- A work stream lead by senior staff in Audit & Assurance.

Risks/Limitations

- Sufficient resource to plan and implement changes.

Success will be: A recognised voice in internal audit across NHS Wales

What & Why

- Prioritised plan of opportunities to extend range of services offered to the wider public sector on a partnership basis.
- Demonstrate the service is at the forefront of governance and assurance services to the public sector.

How & When

- Through targeted work and research.
- March 2020.

Who

- A work stream lead by senior staff in Audit & Assurance.

Risks/Limitations

- Lack of clarity as to whether or not we can expand services outside of the NHS in Wales.

Success will be: A recognised voice in internal audit across the Welsh Public Sector

WHAT WILL WE DELIVER IN 2019-20?



What & Why

Recognised Information management & technology (IM&T) focus that leads to a standardised data led audit approach and focus.

Staff survey recognised this area as a key focus for training and development and service re-provision.

How & When

- Further recruitment into the IM&T Team and roll out of 'champions' in each office.

March 2020.

Who

Heads of Internal Audit (HIAs) and Specialist IM&T Team.

Risks/Limitations

- Resources and funding to develop our approach.

Success will be: A technology driven audit process that adds value to our organisations' assurance arrangements.

What & Why

Further roll out, in collaboration partners, of audit recommendation tracking system to facilitate standardised methodology.

To help improve roll out and effective and implementation of audit recommendations.

How & When

- Work with initial two bodies to plan roll out, work with implementation coordinators to ascertain requirements and support implementation.

March 2020.

Who

HIAs and IM&T team.

Risks/Limitations

- Health bodies unwilling to engage or not having the necessary resources and skills.

Success will be: internal audit support for organisations to deliver timely improvements in governance and assurance.

What & Why

Sharing learning to enable best practice.

Recognition from discussion with Board Secretaries as key partners and other Directors, we could share more learning or the wider benefit and improvement of NHS Wales.

How & When

- Production of briefing for key partners identifying areas of good practice, innovation and new developments.

March 2020.

Who

Key stakeholders.

Risks/Limitations

- Not seen as an all Wales service and need to factor in requirements of confidentiality.

Success will be: seen as a more informed and insightful critical friend for NHS Wales organisations



WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <p>A suite of quality based KPIs.</p> <p>To drive improved performance for Audit & Assurance and our NHS organisations.</p>	<p>How & When</p> <p>Work with key stakeholders to refine KPIs and SLA.</p> <ul style="list-style-type: none"> During 2019/20 	<p>Who</p> <p>A work stream lead by senior staff in Audit & Assurance.</p>	<p>Risks/Limitations</p> <p>Lack of engagement from senior staff in NHS Wales.</p>
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Success will be: a clear focus on using internal audit to drive up performance

<p>What & Why</p> <p>Specific audit plans for major NHS change programmes.</p> <p>To ensure audit focuses on key strategic risks for NHS Wales.</p>	<p>How & When</p> <p>Agree long terms audit plans for approval by Audit Committees.</p> <ul style="list-style-type: none"> During 2019 	<p>Who</p> <p>Director of Audit & Assurance, HIAs and key stakeholders.</p>	<p>Risks/Limitations</p> <p>Audit misses opportunity to add value and provide longer term assurance on key strategic changes.</p>
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Success will be: agreed audit plans for major transformational and capital schemes across NHS Wales

To achieve this we will need:



Workforce

- ↘ To continue to support training of professional qualifications, CPD and skills updates, through a coordinated pan-wales approach.
- ↘ Succession planning to be implemented effectively.
- ↘ To consider more flexible working for the workforce to respond to fluctuating demands.
- ↘ Focused recruitment campaign to ensure right balance of skilled staff and remove outstanding vacancies particularly for South East Wales teams.
- ↘ Support to develop the graduate programme.



Finance & Capital

- ↘ Continued non-recurrent funding to support structure and changes to audit approach, as well as IT and accommodation requirements.
- ↘ Continued funding of training and development.
- ↘ Restructure of budget setting, recharging and reporting to reflect all-Wales approach.
- ↘ Additional funding for new posts to create a resilient structure with both development and promotion opportunities.



IT

- ↘ Develop high level plan to with IT to identify investment in new hardware and software –e.g. laptops, tablets, scanners etc.
- ↘ Develop accommodation strategy for audit (South Central and South East Wales), including agile working – approx. 30 staff.
- ↘ Additional hardware and software to support the IT and data led audit approach.
- ↘ Appropriate support from Corporate Services (IT) and SES (accommodation).



To achieve this we will need:



Procurement

- Support on innovative ways to access skilled staff outside of NHS Wales.
- Support in procuring new hardware to support effective remote working.
- Support in investigating new audit software for 2020/21 and beyond.



Processes

- Further roll-out of Team Mate functionality internally.
- Continued revisions to the Quality Manual as appropriate.
- Further roll-out of audit software functionality working with Health Boards, Trusts and customers to take advantage of the full functionality of Team Mate.



Dependencies (Internal and External)

- Continued close working with key stakeholders.
- Closer working with both National Counter-Fraud team and Post Payment Verification team (PPV).
- Greater need for partnership working with other public sector bodies and Boards.
- IM&T to work closer with NWIS to deliver assurance on an all-Wales NHS basis.

WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <ul style="list-style-type: none"> ○ Closer working internally with NWSSP divisions. ○ To improve overall effectiveness and integration of NWSSP service provision. 	<p>How & When</p> <ul style="list-style-type: none"> ○ Discussions and possible implementation of closer working arrangements. ○ During 2020. 	<p>Who</p> <ul style="list-style-type: none"> ○ NWSSP senior management. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> ○ Time for cooperation between divisions. 	<ul style="list-style-type: none"> ○ <input checked="" type="checkbox"/>
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Success will be: recognised improvement by stakeholders in terms of 'assurance' offering from NWSSP

<p>What & Why</p> <ul style="list-style-type: none"> ○ Implementation of New / Upgraded audit software. ○ To ensure audit processes stay up to date. 	<p>How & When</p> <ul style="list-style-type: none"> ○ Research and discussions of audit need with key stakeholders. ○ Implementation project. ○ During 2020 	<p>Who</p> <ul style="list-style-type: none"> ○ A&A senior management. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> ○ Funding and resource for implementation process. 	<ul style="list-style-type: none"> ○ <input checked="" type="checkbox"/>
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Success will be: An effective audit software that meets the needs of Audit & Assurance and NHS Wales

<p>What & Why</p> <ul style="list-style-type: none"> ○ More flexible working to reduce accommodation needs and travel costs. ○ To reflect modern working patterns based on technology in order to support recruitment and retention. 	<p>How & When</p> <ul style="list-style-type: none"> ○ Better IT and connectivity. New policies and procedures. ○ During 2020. 	<p>Who</p> <ul style="list-style-type: none"> ○ All staff, NWSSP senior management. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> ○ IT functionality and appropriate policies and procedures. 	<ul style="list-style-type: none"> ○ <input checked="" type="checkbox"/>
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Success will be: flexible and efficient workforce and reduction in staff turnover

<p>What & Why</p> <ul style="list-style-type: none"> ○ Continuation and refinement of 2019/20 objectives. ○ To further develop and improve internal audit. 	<p>How & When</p> <ul style="list-style-type: none"> ○ Using actions set out for 2019/20. ○ During 2020. 	<p>Who</p> <ul style="list-style-type: none"> ○ All staff, NWSSP senior management, and stakeholders. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> ○ Available resources. 	<ul style="list-style-type: none"> ○ <input checked="" type="checkbox"/>
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Success will be: continued view of Internal Audit adding value to NHS Wales



WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <ul style="list-style-type: none"> Further enhanced planning and opinion process. To provide a shorter and clearer rationale for our internal audit work programmes and year end opinions. 	<p>How & When</p> <ul style="list-style-type: none"> Collaborate with stakeholders to identify areas for improvement. During 2020. 	<p>Who</p> <ul style="list-style-type: none"> Director of A&A, HIAs and key stakeholders. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Internal resources to develop improved approach, and unable obtain agreement with stakeholders. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/>
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Success will be: easier and more understandable audit planning and opinion process for stakeholders

<p>What & Why</p> <ul style="list-style-type: none"> Focus on succession planning. A number of staff are potentially due to retire at around this time. 	<p>How & When</p> <ul style="list-style-type: none"> Continued focus on training and development, both professional and skills/competencies based, aiming to improve recruitment and retention and in-house prospects for promotion. March 2020. 	<p>Who</p> <ul style="list-style-type: none"> Key staff and stakeholders. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Unable to develop staff effectively though lack of resources. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/>
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Success will be: smooth transition as a number of staff leave NWSSP

<p>What & Why</p> <ul style="list-style-type: none"> Consider opportunities for additional work outside on NHS Wales. To complement work in the NHS and to reflect partnership nature of Well Being of Future Generations and Social Care (Wales) Acts. 	<p>How & When</p> <ul style="list-style-type: none"> Build on current non-NHS work to widen coverage to other areas that impact significantly on the work of NHS Wales. Ongoing. 	<p>Who</p> <ul style="list-style-type: none"> NWSSP senior management. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Resources to deliver NHS Wales work in first instance. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/>
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Success will be: clear focus and findings on NHS areas that impact on other organisations



To achieve this we will need:



Workforce

- ↘ Continue training and development programme for professional qualifications and specific skills.
- ↘ A CPD policy to ensure staff can continue to meet requirements of professional bodies.



Finance & Capital

- ↘ Capital to support new software and hardware.



IT

- ↘ Tablets to allow more flexible working.
- ↘ Remote working technology.



Procurement

- ↘ Support on innovative ways to access skilled staff outside of NHS Wales.
- ↘ Support in procuring new hardware to support effective remote working.
- ↘ Support in investigating new audit software for 2020/21 and beyond.



Processes

- ↘ Continue to keep up to date on best practice.
- ↘ Implement any changes to the PSIAS.



Dependencies (Internal and External)

- ↘ Close working with WAO, NWIS and other assurance providers.





What Will We Deliver In 2022-23?

- 📄 Continued development of best in class approach.
- 📄 Refresh of audit approach.
- 📄 Greater integration with other assurance providers.
- 📄 More collaborative working with other parts of the public sector.
- 📄 New audit hardware and software.

The risks to achieving this could include;

- 📄 Pressure on costs and resources as we are a support function and resources require targeting to front line patient services.

To achieve this we will need:

- 📄 **Resources**
Focus on people and technology as set out above

We will continue to engage with;

- 📄 **Customers and Stakeholders**
Continued dialogue and effective working with key stakeholders.



Beyond 2022



Recognition as a specialist and future focused provider of assurance to NHS Wales.



Full use of functionality of Team Mate or successor software.



Closer integration with other assurance providers in both NHS Wales and the wider public sector.



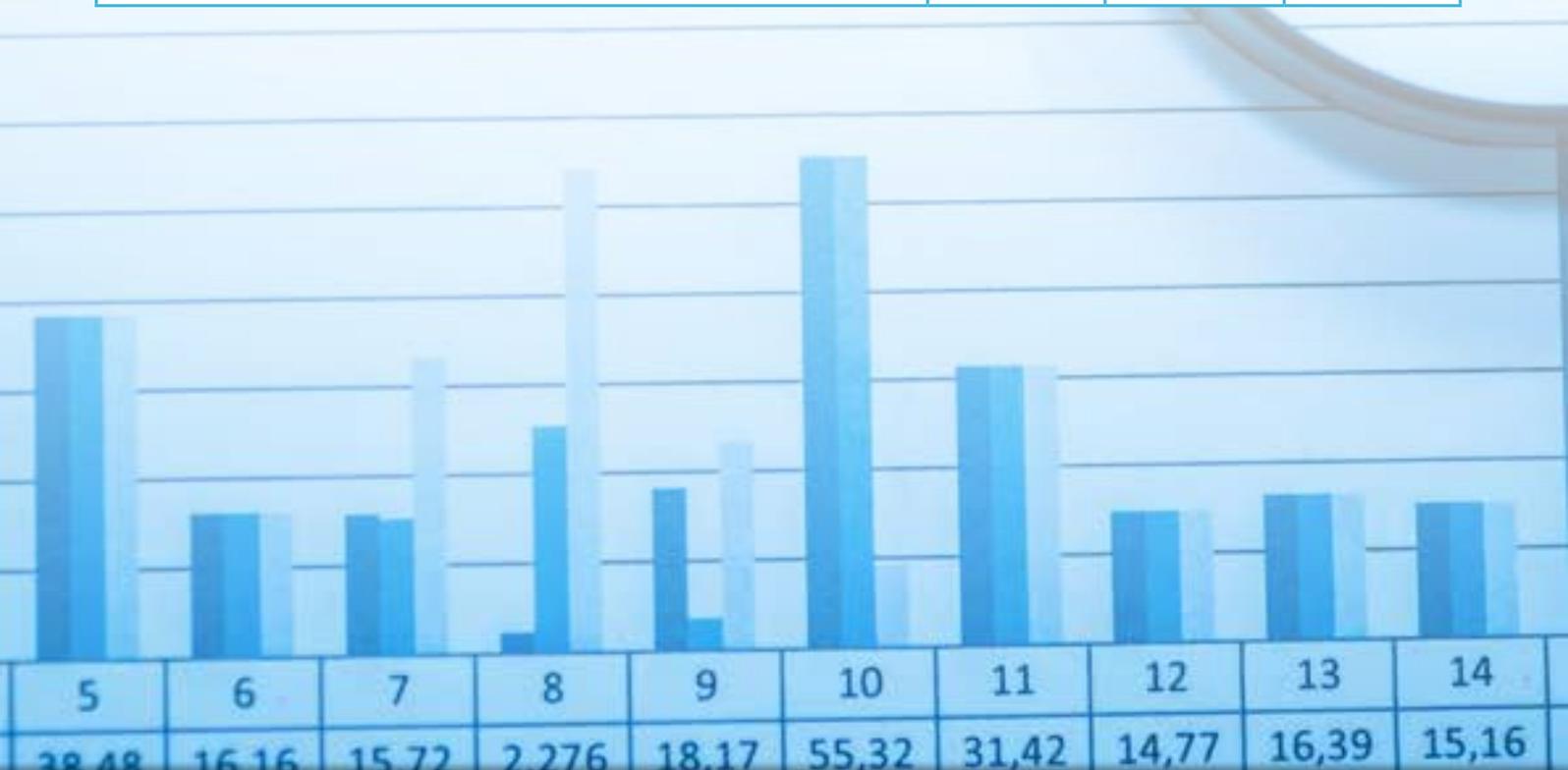
Structure that balances individual organisational needs and a national specialist delivery 'Once for Wales' approach.

Key Milestones In Our Journey To World Class



2018/19	2019/20	2020/21	2021/22
<ul style="list-style-type: none"> ☐ Capacity and resilience. ☐ Skills training and development. ☐ Develop internal specialism around IM&T. ☐ R&D and market intelligence. ☐ Income generation opportunities. ☐ Demonstrating professional influence. ☐ Restructure at other grades. 	<ul style="list-style-type: none"> ☐ Recognised expert in Internal Audit. ☐ Entering new markets across the Welsh Public Sector. ☐ Visible external profile. ☐ Partnership working. ☐ Recognised IM&T Specialism. ☐ Fit for purpose accommodation. ☐ Succession Planning. ☐ Sharing best practice. ☐ Continue to respond to changes in the wider internal audit market and approach. 	<ul style="list-style-type: none"> ☐ Refresh of audit process in line with expected developments in internal audit. ☐ Continued refresh of audit software and hardware to deliver a more efficient audit process – likely more home based working and less need for office accommodation. ☐ Greater integration with other assurance providers to deliver a more joined up assessment of governance and control. ☐ More “Future Focus Audits”. ☐ Greater focus on international comparisons. ☐ Refresh of the overall Directorate Strategy. 	<ul style="list-style-type: none"> ☐ Further refresh of audit process in line with expected developments in internal audit. ☐ Review of structure and processes to ensure fit for purpose for next IMTP process. ☐ External Quality assessment.

Description of Key Performance Indicator	2019/20	2020/21	2021/22
	Target	Target	Target
Audit plans agreed/in draft by 31 March (excluding NWSSP)	100%	100%	100%
Audit opinions delivered by 31 May	100%	100%	100%
Audits reported vs. total planned audits	Local target	Local target	Local target
% of audit outputs in progress	Local target	Local target	Local target
Report turnaround fieldwork to draft reporting [10 days]	80%	90%	95%
Report turnaround management response to draft report [15 days]	80%	80%	80%
Report turnaround draft response to final reporting [10 days]	80%	90%	95%
A suite of Quality based KPIs that could include:			
1. Coverage of the Board Assurance Framework/Corporate Risk Register	To be determined	To be determined	To be determined
2. % of recommendations implemented on time	To be determined	To be determined	To be determined
3. % of audit staff fully/part qualified	To be determined	To be determined	To be determined
4. Cost per audit day	To be determined	To be determined	To be determined
5. Overall budget/spend per organisation	To be determined	To be determined	To be determined
6. Customer satisfaction results/comments	To be determined	To be determined	To be determined
7. Delivery against plan	To be determined	To be determined	To be determined
8. Quality outcomes e.g. EQA and WAO reviews	To be determined	To be determined	To be determined



PRIMARY CARE SERVICES (PCS)

To transform the delivery of NHS Wales Primary Care Services through service modernisation and automation focusing on engagement and collaboration with customers and stakeholders in order to inform and support primary care sustainability as an enabler for a healthier Wales.



Who are we and what do we do?

PCS provides a wide range of services on behalf of NHS Wales Health Boards and Welsh Government to over 3,000 primary care contractor organisations across the principality. Functions are delivered from our 4 sites across Wales and directly support the emerging and new models of primary and community care. Services for patients and the public are provided from GP practices, Dental practices and the traditional high street providers of Community Pharmacy and Ophthalmic services.

Services provide the processing of millions of primary care payments across all contactor bodies, together with the production of management information and service assurance to Health Boards against these payments. Verification of clinician status and qualifications in order for them to provide services are also a fundamental part of our role as well as communicating with stakeholders on clinical alerts, performance and contractual issues.

- ✓ In excess of £1.5B paid to NHS Wales Contractors.
- ✓ Over 1.3M General Ophthalmic claims paid.
- ✓ 81M prescription items scanned and priced.
- ✓ Circa 390K paper medical records moved across UK.
- ✓ All contractor payments made on time every time.
- ✓ 12,000 checks on NHS Wales Performer lists.
- ✓ 25% of Welsh population 'live' paper medical records stored on site.
- ✓ 99.5% accuracy of manually priced prescriptions.

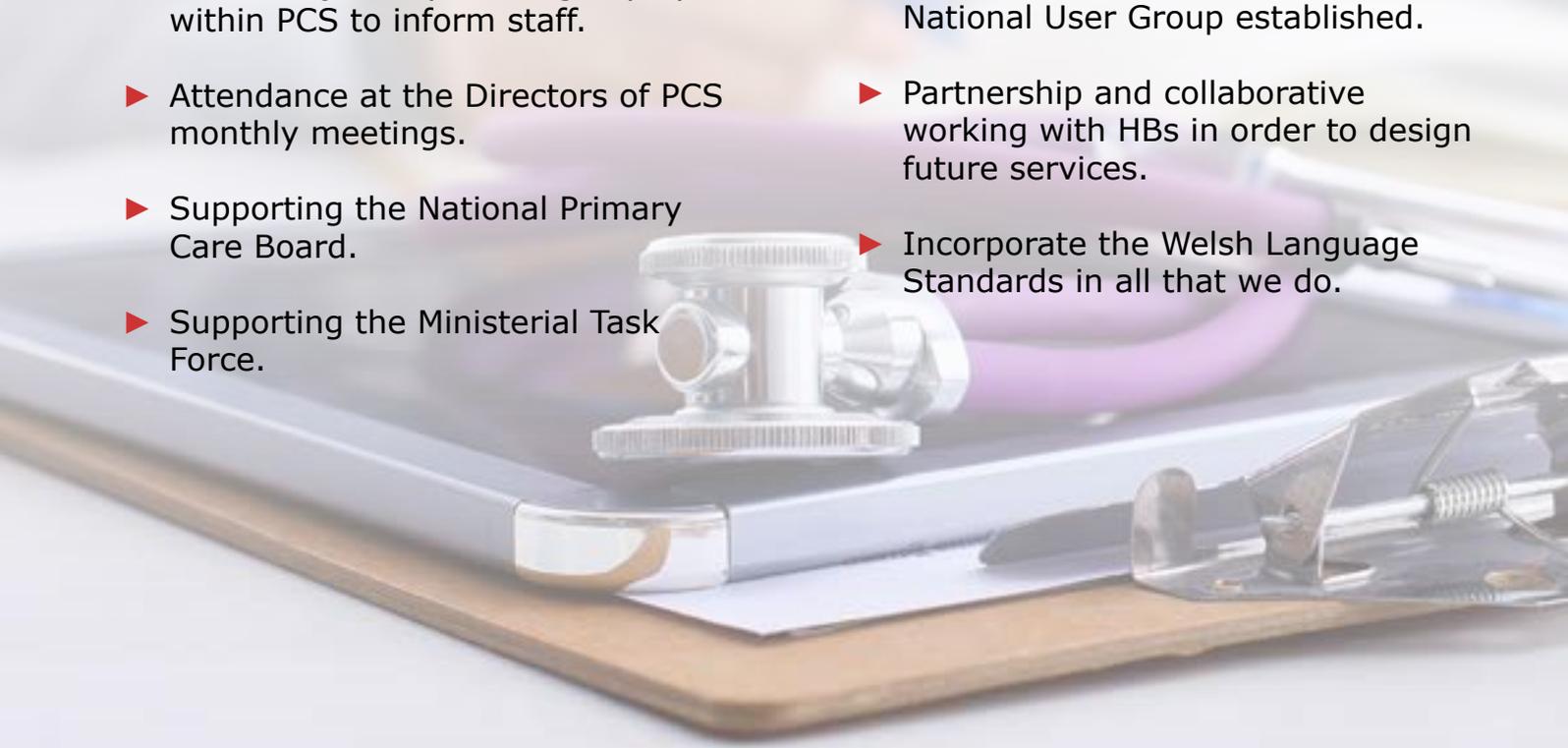


How have we engaged with our partners?

- ▶ Annual SLA modernisation reviews held with individual Health Boards and Trusts.
- ▶ Bi-annual SLA meetings with Welsh Government.
- ▶ Quarterly meetings with Contractor Professional Representative Bodies.
- ▶ Ad hoc meetings and presentations to contractor focus groups.
- ▶ Attendance and exhibiting at National, Local and HB Conferences.
- ▶ Collaborative working practices across directorates within NWSSP supporting prudent health care through co-production.
- ▶ Excellent journey training deployed within PCS to inform staff.
- ▶ Attendance at the Directors of PCS monthly meetings.
- ▶ Supporting the National Primary Care Board.
- ▶ Supporting the Ministerial Task Force.

What do our partners want?

- ▶ Delivery of high quality, timely and accurate services.
- ▶ Continuous service delivery throughout a NHS Wales transformation programme.
- ▶ Engagement and service re-design aligned to the NHS Wales 'A Healthier Wales' plan for primary care transformation.
- ▶ Service modernisation that promotes and supports sustainability within Primary Care Wales.
- ▶ Continued delivery of customer focused, high quality services.
- ▶ Development of ophthalmic informatics services undertaken and National User Group established.
- ▶ Partnership and collaborative working with HBs in order to design future services.
- ▶ Incorporate the Welsh Language Standards in all that we do.

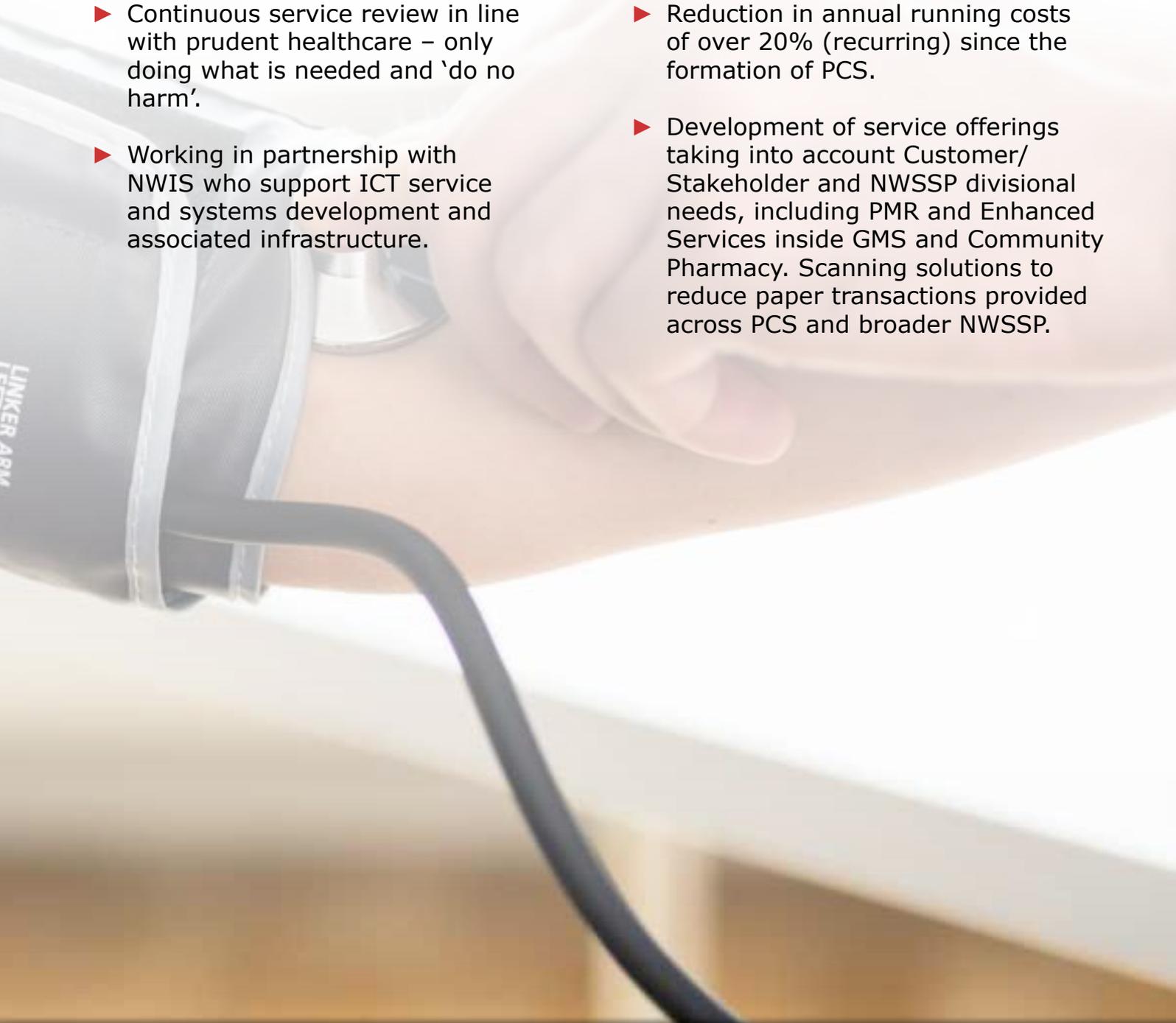


How will we deliver high quality services to our partners?

- ▶ Engagement with NHSE, NHS Digital and Capita during the transformation period.
- ▶ Enhanced accreditation with appropriate benchmarking in Customer Service Excellence (CSE).
- ▶ Staff leadership programme and succession planning linked to the all Wales Primary Care workforce Plan.
- ▶ Continuous service review in line with prudent healthcare – only doing what is needed and ‘do no harm’.
- ▶ Working in partnership with NWIS who support ICT service and systems development and associated infrastructure.

What are the significant benefits we achieved for NHS Wales?

- ▶ Process re-engineering in the Prescription Process area with expansion of our automated Rules Engine.
- ▶ Reducing variation through review and modernisation of current service models. Supporting prudent healthcare and a ‘Once for Wales’ approach introducing the Alternative Treatment Scheme.
- ▶ Reduction in annual running costs of over 20% (recurring) since the formation of PCS.
- ▶ Development of service offerings taking into account Customer/ Stakeholder and NWSSP divisional needs, including PMR and Enhanced Services inside GMS and Community Pharmacy. Scanning solutions to reduce paper transactions provided across PCS and broader NWSSP.



What do we do well?

- ▶ Meet required performance criteria and maintain compliance against enhanced KPIs.
- ▶ Sustained quality in providing assurance for services delivered to Health Boards.
- ▶ Proactive engagement with all stakeholders driving continuous service improvement.
- ▶ Maintain effective assurance levels in respect of risk management, internal controls and governance.
- ▶ Continued delivery of timely and quality focused stakeholder service developments.
- ▶ Delivery of high quality, high volume efficient and effective services.
- ▶ Reduce the administrative burden on GP practices by providing back office administrative support.

Opportunities to do more

- ▶ Expand NWSSP services into Primary Care cluster networks and federations supporting primary care sustainability.
- ▶ Review legislation to enable paperless processes in line with other NHS Wales initiatives i.e.GP2GP.
- ▶ Live Patient Medical Records (PMR) storage and scan on demand service.
- ▶ Expansion of generic PCS services across other Welsh public sector bodies.
- ▶ Listen and Learn - informed by Staff survey results. Introduction of flexible working patterns to maximise efficiencies. e.g. agile working.
- ▶ A full review of the Low Vision Service Wales model in conjunction with Welsh Government to ensure best value for money.



KEY PRIORITIES 2019-22

Value for Money



- ✓ Delivering existing and new high quality services that release efficiencies during financial year. PPV provide remote testing in regards to GMS, releasing resources for other PPV services in Community Pharmacy.
- ✓ Promotion of scanning technology, enabling provision of services across numerous divisions within NWSSP.
- ✓ Identify synergies with our partners in order to further identify service modernisation.
- ✓ Service modernisation through the ETC and automation that improves quality and achieves an 80% efficiency increase. Supporting the delivery of the efficiency programme to maximise value.
- ✓ Provide alternative services that contribute directly to the Primary Care Plan.

Our Customers



- ✓ Maintaining high quality services and Business as usual whilst identifying potential for enhanced service provision and increased efficiencies.
- ✓ Supporting Health Boards (HBs) estate strategy through the introduction of offsite 'live' GP patient medical record (PMR) storage.
- ✓ Utilising electronic links to Community Pharmacies for the receipt of electronic dispensing messages available from October 2018.
- ✓ Redesigning Primary care demographic and payment services responding to changes in NHSE.
- ✓ Supporting our customers to deliver services in line with the Well-being of Future Generations and Social Care (Wales) Acts, promoting service sustainability in Primary Care.
- ✓ Supporting the ministerial primary care task force responding a Healthier Wales, Primary Care.
- ✓ The Welsh Language will be integral in all we do in terms of dialogue and communications with our service users.

KEY PRIORITIES 2019-22

Service Development



- ✓ Further development of Post Payment services (PPV) within Community Pharmacy supporting the NWIS migration to the CHOOSE pharmacy platform.
- ✓ Remote access to GP clinical systems enabling PPV resources to be reallocated to new areas of business whilst reducing the burden on GP practices and adopting a less intrusive approach to PPV principles.
- ✓ Development of Welsh specific informatics across Optometry services including General Ophthalmic services and the Wales Eye care programme.
- ✓ Collaborative working practices across NWSSP.
- ✓ Supporting the National and Local Counter Fraud Agenda and assisting in development of the National counter fraud strategy.
- ✓ Opportunities to enhance service deliver in respect of Low Vision Services.
- ✓ Supporting HBs in the development and delivery of modern services to meet the Primary Care Sustainability Agenda.
- ✓ Development of a National Reference Panel to support NHS Wales.
- ✓ Collaborative working with Public Health Wales in respect of reviewing and realigning Ophthalmic Advisor services

KEY PRIORITIES 2019-22

Our Staff

- ✓ Maturity of Staff focus group, working in conjunction with senior management team.
- ✓ Investment in staff development with a robust approach to workforce plans in line with 'A Planned Primary Care Workforce for Wales'.
- ✓ Development and cascade of training programmes within PCS to further embed the NHS/Academi Wales Leadership model and NWSSP values and objectives.
- ✓ Taking a holistic approach that's innovative to provide robust and informed succession planning.
- ✓ Workforce review and realignment is critical during the next 3-5 years to compliment system and legislative change.
- ✓ Continued delivery of a robust staff training and development programme enabling redeployment opportunities to be maximised.
- ✓ Responding to the 2018 Staff Survey, focusing on 3 areas for action and improvement.
- ✓ Support, encourage and educate our staff to ensure we deliver bilingual services across PCS.
- ✓ To ensure where a post requires bilingual skill that this is highlighted as essential in the recruitment process.

Excellence

- ✓ Continued and improved assessment under the Governments Customer Service Excellence scheme which align to the core principles of the 'Well-being of Future Generations (Wales) Act 2015'.
- ✓ Continuous improvement measured and evidenced against the Customer Excellence Framework. Compliance plus standards achieved and maintained.
- ✓ To support as well as orchestrate service developments that support the primary care sustainability.
- ✓ Roll out of the PMR programme which will free up primary care estate enabling a shift of services from secondary care to primary care and treating patients closer to home.
- ✓ Remove/reduce the burden on GP practice by providing modern, efficient and effective service solutions. PMR and Summarising services directly impact in this area.

OUR JOURNEY

In 3 Years We Will Be



NHAIS systems will have been decommissioned and we will have implemented the **NHS Wales Transition Programme** with regard to GMS and GOS services.



Receiving and automatically processing all relevant prescription items there after processing this data through the **Electronic Transfer of Claims (ETC)** and progressing with a paperless electronic prescription.



Storing up to 80% of GP Practice patient paper records and providing an electronic retrieval service to practices through our **Store and Scan on Demand** service.



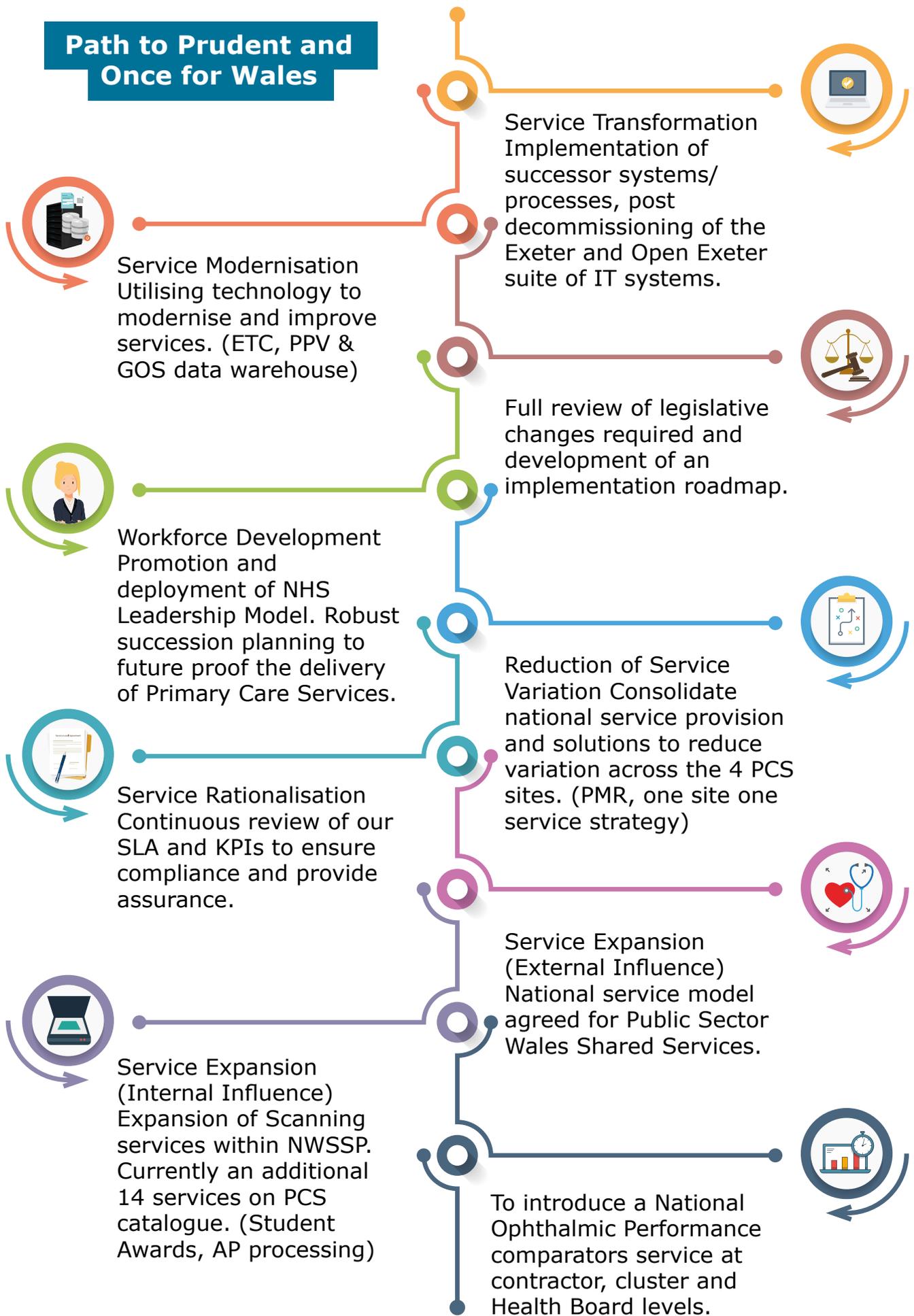
Implementing the ongoing **PCS Strategy for Improvement** where a full organisation review will have been conducted and we implement system transformation and digital transition of services in particular of patient registration and contractor payments systems.

The risks to achieving this could include:

- ➔ Capita privatisation within NHSE does not meet its delivery targets or allow for NHS Wales to utilise framework contract for future Payments systems.
- ➔ NWIS not aligned to PCS service and development requirements.
- ➔ Welsh Government Delay in delivery of required legislative change, in particular regard to paper records reduction.
- ➔ Continued Health Board focus on secondary care with limited or no focus on Primary care agenda.
- ➔ Limited resource available to ensure Welsh Language Standards turn into operational success.
- ➔ Reluctance by HBs to share sustainability issues and work in partnership to attain upstream solutions to support the overall sustainability agenda.
- ➔ Lack of Capital Investment to support service development.



Path to Prudent and Once for Wales



WHAT WILL WE DELIVER IN 2019-20?



What & Why

Site and Service Rationalisation Project. Continuation of the 'one site one service' strategy realigning services as part of NHS Wales Transformation in Primary Care Services.

To improve and expand the provision of services within Primary Care. To support the sustainability agenda.

How & When

Identify resources that can be realigned to support Primary care contractors and services. Explore and scope new areas of business.

March 2020.

Who

PCS, NWSSP, Primary Care Contractors. HBs.

Risks/Limitations

Loss of knowledge and expertise. Decreased staff motivation. Loss of staff resource. HB resistance to share resource and sustainability issues.

Success will be: additional support services fully costed and deployed within Primary Care

What & Why

Patient Medical Records (PMR), store and scan on demand programme.

Enables GP practices to rationalise estate and react to increasing Primary Care service demands. Supports sustainability agenda.

How & When

Removal of paper medical records from GP practice to a central archive and provision of a retrieval service.

By March 2020 to have between 45% and 50% of live patient medical records stored in Mamhilad.

Who

PCS, HBs, GP Practices.

Risks/Limitations

Lack of resource. Limited Estate for central storage. Lack of capital funding. Lack of engagement/buy in from WG in order to complete the legislative review that is urgently required in order to maximise benefits.

Success will be: store & Scan on demand service deployed to 40% of GP Practice patient medical records

What & Why

Electronic Transfer of Claims (ETC).

Achieves an 80% efficiency increase.

How & When

Using electronic messages used as the primary input for pricing.

Early adopters and guidelines for transfer of electronic messages as required for continuation of £200 IT monthly payments by March 2019.

Who

PCS, WG, CPW, Community Pharmacy Contractors and software suppliers.

Risks/Limitations

Loss of knowledge and expertise. Decreased staff motivation. Loss of staff resource. Reliance on NWIS for IT services. Contractor pushback on business processes.

Success will be: full rollout and deployment of ETC within Community Pharmacies within Wales



WHAT WILL WE DELIVER IN 2019-20?



What & Why

- NHS Wales Transformation Programme.
- New Registration Service for medical records transformation.
- New GMS Payments system operational.
- A direct result of NHSE privatisation.
- Direct impact on Welsh systems and processes.
- Opportunity to deliver a cost effective and efficient solution and workforce.

How & When

- Through dialogue and SLA review with NHS Digital and preferred partner for GMS payments.
- By March 2020 to have replaced NHAIS payment system and also implementation plans in place for deployment of PCRM and SDRS products, in preparation for NHAIS decommissioning.

Who

- NHSE, NHS Digital, Capita, NWIS, WG, professional committees and contractors.

Risks/Limitations

- Funding and development costs.
- Legal framework obstacles in respect of partnership working/procurement rules with Northern Ireland
- Reliance on NHSE solutions.
- Reduction in Assurance.
- NWIS dependencies.

Success will be: additional full deployment of the new Registration system across NHS Wales

What & Why

- GOS Data Warehouse.
- Develop and expand PPV services in order to provide required assurance. Improved collaboration with NHS Wales CFS.

How & When

- Explore potential Contractor and Patient loss within GOS through targeted contractor visits outside 3 year cycle, with prior engagement with Optometry Wales.
- March 2020.

Who

- PCS, HBs, OW.

Risks/Limitations

- Funding and development costs.
- Reliance on external bodies e.g., NHS Digital.
- Replacement of GOS payments system post April 2019.

Success will be: development of protocols for engagement with LCFS and NCFS and necessary case transfer

What & Why

- Development and redesign of Performer Lists.
- Critical/ single point failure identified within existing NWIS arrangements. Out of date Systems are no longer fit for purpose.

How & When

- Implementation of a solution for NHSW delivered internally.
- March 2020.

Who

- PCS, WG, HBs professional committees and contractors.

Risks/Limitations

- Investment - Funding and development costs.
- Reduction in assurance.
- Stakeholder support.

Success will be: delivery of a self-service performer database

What & Why

- Full Legislative Review
- Critical to support, inform and enhance the Performer list redesign, the PMR programme and Transformation of NHSW PCS.

How & When

- Identify resources within NWSSP and WG who can provide expertise in this field and support this review.
- March 2020.

Who

- NWSSP, Legal and Risk, PCS, WG, HBs and professional committees.

Risks/Limitations

- Available resources and buy in from WG.
- Available resources and prioritisation by Legal and Risk (Wider NWSSP partners)

Success will be: full legislative review completed in partnership with key stakeholders



To achieve this we will need:



Workforce

- ↘ Head count changes between -2% and -5%. (This is based on service improvement in prescription processing and new registration processing services. This must be balanced with the anticipated growth in both the PMR and summarising services)
- ↘ Training requirements to support ETC, commencing the up-skilling, and retraining of staff affected by NHS Wales transformation.
- ↘ Investment in staff resource to enable compliance with the Welsh Language Standards.
- ↘ Increased ability to provide services in Welsh.
- ↘ Welsh staff awareness sessions.
- ↘ Where applicable ensure Welsh Language is shown as essential on job adverts/person specifications.



Finance & Capital

- ↘ IT (£255k) – subject to costs for contractor payments solution that are not yet confirmed.
- ↘ PMR expansion – Fire suppression £115k, Ground floor, rooms 4-6, Brecon House.
- ↘ PMR expansion - Roller Racking £245k - Upper floor, Brecon House.
- ↘ PMR expansion – Fire Suppression to the Upper floor, Brecon House, costs to be confirmed.

Previously in 18-19 not yet secured

Previously in 18-19 not yet secured



IT

- ↘ Further expansion of PMR scanning service (£50k) – purchase of 2 scanners.
- ↘ Site and Service rationalisation – full upgrade of IBML scanner software to ensure fully supported platform (£155k).
- ↘ Investment to move to enhanced mobile device arrangements to enable agile working.
- ↘ Promote a 'Let's get Digital' strategy to our workforce and stakeholders.
- ↘ PMR - records management solution to cater for increased capacity. Collaborative work with system suppliers for warehouse management system (£80k).

Previously in 18-19 not yet secured



To achieve this we will need:



Procurement

- IT Equipment and /or services
 - Primary care contractor payments solution
 - PMR records management solution.
 - Scanner software solution.
 - 2 x Mid-level document scanners.
- Appropriate training services if not able to support from our NWSSP corporate options or if we are not able to support under current resources.
- Procurement of a replacement GMS payments system.



Processes

- Introduction of strategy for self-service of systems by customers.
- Introduction of social media services.
- An IMTP lifetime implementation plan (year 1) in respect of compliance with the Welsh Language Standards requirements.
- Audit and rollout of bilingual facing communications to customers, including posters and leaflets to contractors.



Dependencies (Internal and External)

- Reliance on NWIS to provide both internal and external IT support. As processes are automated and developed reliance increases across all directorates within NWSSP as well as with External parties.
- NWIS to recognise and acknowledge NWSSP requirements and incorporate these in to their IMTP.
- Agreement of a future PMR model to support National service delivery to support GP practice sustainability.
- Reliance on Health Courier Service (HCS) to support the PMR Programme.
- Reliance on WG to prioritise the Legislative review in order to support delivery of the PCS objectives.
- Reliance on partnership working within NWSSP to ensure key objectives are prioritised.
- Obligation to delivery services in line with the Welsh Language Standards.
- Reinvestment in to Primary Care and not back to Centre.



WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <p>Development of self-service on-boarding/accreditation processes for contractors and performers.</p> <p>To remove burdensome paper processes and support once for Wales processes.</p>	<p>How & When</p> <p>Implementation of a solution for NHSW delivered internally, complimented by the 2019-2020 performer list development.</p> <p>March 2021.</p>	<p>Who</p> <p>PCS, WG, HBs professional committees and contractors.</p>	<p>Risks/Limitations</p> <p>Investment - Funding and development costs.</p> <p>Reduction in assurance. Stakeholder support.</p>	<ul style="list-style-type: none">
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Success will be: Self-service arrangements deployed within NHSW to all contractor professions

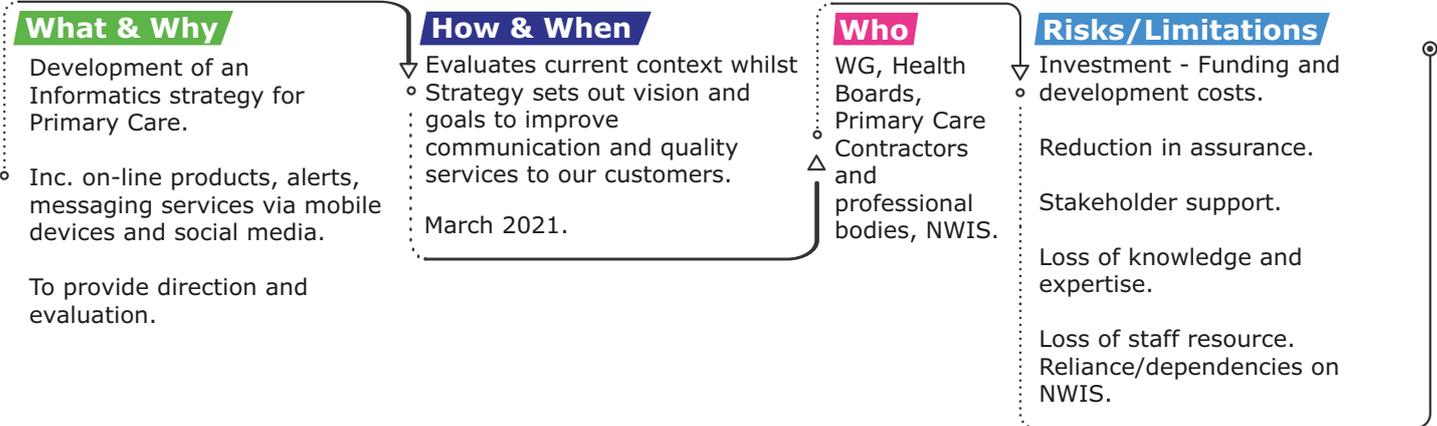
<p>What & Why</p> <p>Continued Streamlining of processes such as GOS Key from image process and electronic prescription declarations.</p> <p>To ensure efficient and quality service to customers and partners.</p>	<p>How & When</p> <p>Identify processes with most frequent least value added steps and develop strategy for improvement.</p> <p>March 2021</p>	<p>Who</p> <p>PCS, NWSSP, Primary Care Contractors. HBs.</p>	<p>Risks/Limitations</p> <p>Investment - Funding and development costs.</p> <p>Reduction in assurance. Stakeholder support.</p>	<ul style="list-style-type: none">
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Success will be: additional support services fully costed and deployed within Primary Care

<p>What & Why</p> <p>Transformation Programme embedded and operational.</p> <p>Inc. Provision of N3 spine smartcard service to GP practices.</p> <p>A direct result of NHSE privatisation.</p> <p>Direct impact on Welsh systems and processes. Opportunity to deliver a cost effective and efficient solution and workforce.</p>	<p>How & When</p> <p>Continued dialogue and SLA review with NHS Digital for deployment of Patient Demographic Services.</p> <p>Introduction of a potential Legal contract with CAPITA via NHSE framework agreement for introducing GOS services.</p> <p>Continued collaboration and partnership working with the wider NHS, e.g. Northern Ireland for the supply and continuous development of a GMS payments system.</p> <p>March 2021.</p>	<p>Who</p> <p>NHSE, NHS Digital, Capita, NWIS, WG, professional committees and contractors.</p>	<p>Risks/Limitations</p> <p>Funding and development costs.</p> <p>Legal framework obstacles in respect of partnership working/procurement rules with Northern Ireland</p> <p>Reliance on NHSE solutions.</p> <p>Reduction in Assurance.</p> <p>NWIS dependencies.</p>	<ul style="list-style-type: none">
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Success will be: Operational transformation model embedded within NHSW

WHAT WILL WE DELIVER IN 2020-21?



Success will be: Informatics strategy drafted and agreed by all key stakeholders

To achieve this we will need:



Workforce

- ↘ Staff training programmes.
- ↘ Develop a strategy to make sure we can retain experienced, skilled and knowledgeable staff – recognising the value in the tacit knowledge and experience of staff embedded in the organisation.
- ↘ Staff engaged service improvement programmes.
- ↘ Evaluation of professional level staff and or requirement.
- ↘ Further investment in staff resource to enable compliance with the Welsh Language Standards.
- ↘ Increased ability to provide services in Welsh.
- ↘ Continued staff Welsh language awareness sessions.
- ↘ Ensure all appointments ‘think Welsh’ before recruitment is started, and to ensure this is reflected in a bilingual JD/PS.



Finance & Capital

- ↘ Appropriate funding for NWSSP development for self-service and any other service improvements. Such as GOS Key from image and electronic prescription declarations development.
- ↘ Replacement of the IBML scanning hardware based on PCS requirements and other NWSSP service requirements.



IT

- ↘ SLA with NWIS to ensure continued service delivery – e.g. also to include historic data systems.
- ↘ Continued investment to support an agile working strategy.
- ↘ • SLA with NHS digital.



To achieve this we will need:



Procurement

- ↘ Support for the potential introduction of Ophthalmic services/ systems via the NHSE framework contract with CAPITA.
- ↘ Re procurement of scanning systems/services.



Processes

- ↘ Review and alignment of a site services programme taking into account national requirements, benefits and risk to reputation on office closures.
- ↘ Introduction of social media services.
- ↘ Communication process review and introduction of modern methods for real time messaging to staff, customers and stakeholders.
- ↘ An IMTP lifetime implementation plan (year 2) in respect of compliance with the Welsh Language Standards requirements.



Dependencies (Internal and External)

- ↘ Availability of Capital.
- ↘ NWIS to recognise and acknowledge NWSSP requirements and incorporate these in to their IMTP.
- ↘ Ability to support developments due to competing demands.
- ↘ Reliance on partnership working within NWSSP to ensure key objectives are prioritised.
- ↘ PMO support.
- ↘ Obligation to delivery services in line with the Welsh Language Standards.
- ↘ Reliance on NWIS to provide both internal and external IT support. As processes are automated and developed reliance increases across all directorates within NWSSP as well as with External parties.
- ↘ Reinvestment in to Primary Care and not back to Centre.



What Will We Deliver In 2021-22?

-  Review of the position in relation to the development of a full Electronic Prescription Service (Cloud Based).
-  Remote access to clinical and administration systems across the wider NHSW.
-  Delivery of the on line/informatics strategy.
-  Review of overall PCS future strategy (5 Years).

The risks to achieving this could include;

-  Unstable NHS Wales with potential restructure; Political influence/ interference;
-  Quality degradation of demographic data;
-  Limited technical capability;
-  Lack of Co-production/Partnership working with NWIS, WG and the variable requirements of NHS Wales HBs.
-  Skills deficiency;
-  Competition;
-  Lack of capital investment holding up service development to support sustainable primary care services;
-  Compliance with Welsh Language Standards.

To achieve this we will need:

Resources

-  Transformation Programme development costs associated with potential contract with private sector provider (CAPITA) in NHSE or alternate in-house solution development programme and associated costs.
-  Financial support to enable robust succession planning.
-  Capital funding to support key prioritises.
-  To turn Welsh Language impact assessments in to operational success.

We will continue to engage with;

Customers and Stakeholders

- 📄 Primary Care Contractors (including mature Cluster networks and federations).
- 📄 Professional representative bodies.
- 📄 Welsh Government.
- 📄 Health Boards.
- 📄 NHS Wales Informatics Service (NWIS).
- 📄 Northern Ireland

Beyond 2022



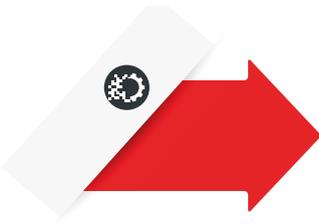
Greater partnership working and incentives. Pan public sector services delivered.



Paper light/paperless NHS Wales. Proposal for a digital public sector Wales.



Transformation programme fully embedded in NHS Wales. Market test services.



NWSSP services provided at cluster/ confederation level.

Key Milestones In Our Journey To World Class



2018/19

- ❏ Site rationalisation project consolidating service functions to reduce regional presence.
- ❏ ETC – 95% Rollout achieved.
- ❏ Storage & Scan on Demand continues.
- ❏ Review Primary Care Informatics Services across all contractor professions.
- ❏ Continued implementation of NHS Wales Primary Care Services modernisation /transition programme through in house provision or contracted out facilities.
- ❏ Electronic Customer Relationship Management (CRM) strategy developed.

- ❏ PPV integrated partnership arrangements with Audit and Assurance Services and counter fraud services.
- ❏ Strategy developed for the increase in automation of ALL transaction services.
- ❏ Continued delivery of a financially stable business model.

2019/20

- ❏ Full rollout and deployment of ETC services across Community Pharmacies in Wales.
- ❏ Extended delivery of the Store and Scan on demand Service (40% and 50% uptake).
- ❏ Rollout of revised services to Primary Care Contractors utilising benefits delivered by the NHSE privatisation programme.
- ❏ Including a new registration service provision through SPINE and automated claims processing.

- ❏ Revised provision of traditional services to Primary Care Contractors utilising modern communications tools to improve services
- ❏ Improved provision of NWSSP services into Primary Care Cluster networks and federations.
- ❏ Integrated Primary Care Informatics Services across all contractor professions.
- ❏ Launch of Primary Care Ophthalmic data warehouse and informatics service system.



Key Milestones In Our Journey To World Class



2020/21

-  Operational review on the impact of ETC services across Community Pharmacies in Wales to inform further efficiencies.
-  National Programme delivery - Store and Scan on demand Service supporting GP Sustainability.
-  Digital NHS Wales – Paper light/paperless Patient medical records programme.
-  Continued rollout of revised services to Primary Care Contractors utilising benefits delivered by the NHSE privatisation programme.
-  Deployment of a registration service provision through SPINE and automated claims processing.

-  Rollout of the GMS and GOS payments services across Wales should in house system development be undertaken.
-  Review and redefine the Patient Registration process from a national perspective.

2021/22

-  Supporting Welsh Government policy on sustainability.
-  Support Welsh Government in the introduction/appraisal for a cloud based Electronic Prescription Service (EPS).
-  Delivering process and system improvements and efficiencies across the transactional processes.
-  Continuing support of the HB/Trust and Welsh Government aims.
-  Excellent relationships with our customers adding value.

-  Development and launch of Cluster/GP Practice service catalogue
-  Primary Care Services estate review and potential rationalisation.

Description of Key Performance Indicator	2018-19	2019-20	2020-21
		Target	Target
KPI 1 - Primary care payments made accurately and against payment timescales.	100.00	100.00	100.00
KPI 2 - Patient assignment requests are actioned within 24 hours.	100.00	100.00	100.00
KPI 3 - Medical record transfers to/from GPs and other primary care agencies within 6 weeks - an indicator on practice performance for management review.	97.00	98.00	98.00
KPI 3A - Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days.	100.00	100.00	100.00
KPI 4 - Acceptance/deduction to/from GPs lists for linked/non linked practices processed within an average of 2 working days except when an allocation of NHS number is required.	100.00	100.00	100.00
KPI 5 - Additions to or variations or removals/amendments to Medical, Dental and Ophthalmic Performers Lists and the Pharmaceutical List processed within 10 weeks of receipt of full application.	100.00	100.00	100.00
KPI 6 - Category A Cascade alerts to contractors to be issued within 4 hours of receipt.	100.00	100.00	100.00
KPI 6A - Category B Cascade alerts to contractors to be issued within 1 working day of receipt.	100.00	100.00	100.00
KPI 7 - Bi-annual SLA meetings with HBs.	100.00	100.00	100.00
KPI 8 - Produce KPIs quarterly and post to share point within 5 working days of the quarter end.	100.00	100.00	100.00
KPI 9 - Post Payment Verification visits against programme of visits.	100.00	100.00	100.00
KPI 10 - PPV practice files to be completed and closed within 3 months of the date of visit.	100.00	100.00	100.00
KPI 11 - PPV practice files to be completed 2 weeks prior to the visit date.	100.00	100.00	100.00
KPI 12 - Action point / service point queries resolved / closed within an agreed response time.	99.00	99.00	100.00
KPI 13 - GP locum reimbursement claims assessed and passed to HBs within 3 working days of receipt.	98.00	100.00	100.00
KPI 14 - Student Bursary applications processed within 15 days.	100.00	100.00	100.00
KPI 15 - Prescription Keying Accuracy Rates.	99.75	99.85	99.85
KPI 16 - Uptake of Electronic Prescription Returns System.	98.50	99.00	100.00
KPI 17 - Uptake of Open Exeter claiming by Practice.	90.00	100.00	100.00
KPI 18 - Uptake of Open Exeter claiming by overall amount of different service claims.	90.00	100.00	100.00
KPI 19 - ETC uptake in Community Pharmacy.	40.00	80.00	85.00



SPECIALIST ESTATES SERVICES (SES)

Specialist Estates Services (SES) deliver 'Once for Wales' advice and support on estate and facilities matters to NHS Wales and the Welsh Government (WG) as well as specialist services in areas such as business case scrutiny, construction procurement frameworks, property management, the development of estates related guidance and information for NHS Wales and facilities and environmental management support. In addition, SES deliver specialist engineering services to NHS Wales – such as the provision of Authorising Engineers (AE) for a range of disciplines including decontamination, high voltage (HV), low voltage (LV), ventilation, water, medical gases, fire safety and specialist imaging services. Services are formally defined by service level agreements (SLAs) with NHS Wales and WG.



Purpose

To champion modern, sustainable, safe and efficient healthcare environments to meet the needs of our customers and broader stakeholder communities through the application of our professional and technical estates and facilities related knowledge and skills.



Lease management savings of **£1.949m** achieved during 2017/18.



208 triennial rental reimbursement reassessments at GP surgeries were completed in 2017/18.



Staff – establishment of **47, 21** Chartered professionals.



Customer satisfaction **95%** in 2017/18.



Designed for Life: Building for Wales Construction Procurement Frameworks saved **£8.5m** in 2017/18.



How have we engaged with our partners?

- ▶ Quarterly meetings with Health Board/Trust Planning Directors.
- ▶ Bi-monthly meetings with the Health and Social Care Department at Welsh Government (WG).
- ▶ Quarterly NHS Estates Group meetings with senior Health Board/Trust estates officers.
- ▶ Meetings with Health Board Primary Care Directors.
- ▶ Quarterly meetings with counterparts at NHS Improvement in England, NHS Scotland and NHS Northern Ireland.
- ▶ Participated in ongoing meetings/ stakeholder groups e.g. Endoscopy Decontamination Forum (Wales); Welsh Government Capital Reviews with NHS Wales' Health Boards/Trusts; National Fire Concordat Group, Welsh Health Environmental Forum, Velindre New Cancer Centre and the Grange Hospital.
- ▶ Sought customer feedback via an annual survey and through the capture of verbal or written feedback.

What do our partners want?

- ▶ High quality independent specialist estates and facilities advice and support.
- ▶ Effective estates leadership from the centre.
- ▶ Service accessibility through simple and effective channels of communication.
- ▶ Excellent service from request to completion of the process.
- ▶ Confidence that the service received is reliable, consistent and safe.
- ▶ Quality accredited services to satisfy our partners' requirements.
- ▶ Access to a suite of technical guidance publications applicable to NHS Wales.
- ▶ Lead on collaborative working within the NHS Wales estate and understand wider benefits of estates collaboration specifically with Primary Care providers.

How will we deliver high quality services to our partners?

- ▶ Being responsive to the needs of our partners by providing a range of fit for purpose services.
- ▶ Responding positively to feedback.
- ▶ Embedding a service improvement culture into the organisation and up-skilling staff eg. time taken to issue reports following decontamination tests.
- ▶ Communicating with our partners in a timely and effective manner through a variety of media.
- ▶ By constantly reviewing our quality management system (ISO9001:2015) procedures to ensure that they continue to meet our partners' requirements.

What are the significant benefits we achieved for NHS Wales?

- ▶ Facilitated the recovery of over £39m of rate rebates in the primary care sector for the 2010/17 revaluation period.
- ▶ £1.949m saved in 2017/18 through the negotiation of revised building lease terms on behalf of the NHS Wales' Health Boards/Trusts.
- ▶ The delivery of stronger collaboration, construction time and cost efficiencies through the creation and maintenance of the Designed for Life (DfL) procurement frameworks generated savings of £8.28m in 2017/18.
- ▶ £13.59m was realised from the disposal of surplus health related property in 2017/18.
- ▶ Deployed professional authorising engineer (AE) roles in order to secure significant safety assurance in specialist engineering areas.
- ▶ Created a uniformity of approach across NHS Wales to the rental reimbursement reviews of General Practice (GP) occupied properties.
- ▶ Established an estates related benchmarking approach for service improvement and capital investment prioritisation purposes.
- ▶ Provision of professional support, advice and guidance in relation to estates matters generally and major capital projects.



What do we do well?

- ▶ Meet NHS Wales’ demand for independent expert advice and insight on a wide range of estate and facilities issues by providing a critical mass of experienced chartered professionals and technicians.
- ▶ Engage with our customers through a variety of communication channels to better understand and satisfy their requirements and inform improvement activities.
- ▶ Inform the management, maintenance and development of the estate through the development and issue of NHS Wales’ specific technical guidance.
- ▶ Improve investment decision-making due to the application of professional expertise in the scrutiny of business cases.
- ▶ Customer satisfaction was at 95% in 2017/18.

Opportunities to do more

- ▶ A Healthier Wales provides an opportunity for SES to contribute to the health and social care agenda through collaborative working with non-NHS organisations focussed on providing the right support services for people e.g. property support for smaller Welsh Government funded bodies.
- ▶ Assess the feasibility of the following:
 - ▶ Provision of decontamination verification services to the primary care sector, dental service and endoscopy washer disinfectors.
 - ▶ The development of an Authorising Engineer (AE) Fire Alarms role.
 - ▶ Contribute to the development of a modern laundry service within NHS Wales.
 - ▶ Further embed Wellbeing and Future Generations goals into construction procurement processes through the implementation of project bank accounts (PBA), community benefits and ethical employment guidelines.

KEY PRIORITIES 2019-22

Value for Money



- ✓ Through the utilisation of available professional expertise, the following potential savings have been identified for 2019/20:
 - ✓ £2m associated with the effective management of property leases.
 - ✓ a projected £10m of efficiency savings in respect of the use of the Designed for Life (DfL) and NHS Building for Wales (BfW) construction frameworks.
- ✓ In addition, the use of specialist knowledge and experience is likely to result in a capital receipt benefit of £18m from the disposal of surplus NHS Wales property, the majority of which associated with the new Velindre Cancer Centre.
- ✓ The cost of SES providing Property Surveyor services is also reviewed annually to ensure that the hourly rate continues to be below the level of comparative providers. This is to be extended to other professional disciplines where data for comparison purposes exists.

Our Customers



- ✓ Meet our customer's expectations across all services and achieve the aims of the NWSSP Customer Charter.
- ✓ Seek positive interactions with our customer's at every opportunity, informally and formally, to stimulate discussion on service delivery.
- ✓ Via our websites, communication and promotional activities continue to improve accessibility to technical guidance and our range of services.
- ✓ Utilise attendance at ongoing stakeholder groups to promote SES services and gather feedback for service improvement and development purposes.
- ✓ Contribute to the establishment of an NWSSP Helpdesk approach to better manage customer service calls and also to act as a first responder in order to meet Welsh language requirements.
- ✓ Embed the goals of the Well-being of Future Generations (Wales) Act 2015 into our services in support of our partner's activities in this regard.



KEY PRIORITIES 2019-22

Service Development



Develop the following services:

- ✓ a space utilisation service through the implementation of a workspace analytic and diagnostic tool.
- ✓ Public sector wide asset survey in the Cardiff and Vale region.
- ✓ Project Bank Account (PBA) pilot study.
- ✓ A certification process for supply chain partners (SCPs) to meet ethical employment requirements.
- ✓ A business scrutiny approach for the mutual investment model (MIM) currently being used on the new Velindre Cancer Centre scheme.
- ✓ Community Benefits guidance in the form of revised schedule of duties for Project Managers (PMs), Cost Advisors (CAs) and Supply Chain Partners (SCPs).



KEY PRIORITIES 2019-22

Our Staff

- ✓ Promote a strong team briefing process involving structured and unstructured interactions between management team members and staff, engendering service improvement and development activities.
- ✓ All staff have personal appraisal development review (PADR) plans that identify training and support needs. Training is one of the main tenets of the organisation and all staff are required to participate in continuing professional development (CPD) and also complete professional refresher training as required.
- ✓ Promote staff feedback from customers, awards and achievements through internal briefings and the SES customer newsletter.
- ✓ For succession planning purposes and service resilience where feasible, develop support roles and an appropriate professional training approach to augment single-handed services.
- ✓ Utilise the Network75 scheme operated by the University of South Wales (USW) to support the development of future engineers for SES and Health Boards/Trusts in NHS Wales.
- ✓ Respond to the 2018 Staff Survey, focusing on areas for action and improvement.

Excellence

- ✓ Invest in the ISO9001:2015 quality accreditation and Customer Service Excellence (CSE) award to drive process excellence, automation and service improvement.
- ✓ Develop key performance indicators (KPIs) to support service measurability for improvement purposes eg. number of rental reimbursements completed per annum.
- ✓ Utilise the Improving Quality Together (IQT) - Silver award qualified resource within SES for service improvement activities eg. improve the time taken from test to issue of decontamination test reports.
- ✓ Identify opportunities to modernise services through the use of technology.

OUR JOURNEY

In 3 Years We Will Be



Exploring further opportunities for SES to undertake a broader range of services.



Supporting the transformational needs of Health Board/Trusts through the maintenance of the NHS Building for Wales (BfW) construction procurement frameworks aimed at improving the built environment.



Providing professional high quality, property, engineering, facilities management, business case scrutiny, diagnostic imaging and fire safety related services.



Playing a lead role as technical subject matter experts in the development and publication of UK-wide estates related guidance adapting the same as required for NHS Wales.

The risks to achieving this could include:

- ➔ Loss of expertise due to key staff leaving the organisation.
- ➔ Inability to recruit to vacant positions from the market due to the scarcity of estates professionals in some areas and the restrictions of the A4C system.
- ➔ A lack of available capital for the modernisation of equipment and IT systems.
- ➔ A lack of buy-in from our customers to a 'Once for Wales' approach.

Path to Prudent and Once for Wales



CARE FOR those with the greatest health need FIRST

Deploy our professionally qualified engineers, surveyors and other specialists to work with our partners to ensure that primary and secondary healthcare facilities are modern, fit for purpose, adequately equipped, sustainable and safe.



Do only WHAT IS NEEDED and do NO HARM

Enable our partners to deliver modern and safe healthcare environments through the issue of best practice estates and facilities related guidance documents including the timely issue of hazard alerts and estates and facilities alerts. The guidance is supported by professional advice and expertise from SES staff.



Public and professionals are EQUAL PARTNERS through CO-PRODUCTION

Co-produce service level agreements (SLAs) with our NHS Wales and Welsh Government partners to ensure that their needs and expectations are fully captured and met. Further embed the goals of the Wellbeing and Future Generations Act in everything we do.



Reduce INAPPROPRIATE VARIATION through EVIDENCE-BASED approaches

Continually seek to improve our service quality and process consistency through accreditation to the ISO9001:2015, the maintenance of the Customer Service Excellence (CSE) award and utilisation of the Improving Quality Together (IQT) approaches.

WHAT WILL WE DELIVER IN 2019-20?

Strategic Objectives

Service Development  Staff

 Excellence

 Value for Money

 Customers



What & Why

The existing portfolio of high quality specialist estates and facilities services.

- To satisfy customer requirements at the Welsh Government and NHS Wales SLAs.

How & When

Through the application of professional and technical resource.

March 2020.

Who

Head of each functional service section.

Risks/Limitations

Inability to recruit to specialist positions.



Success will be: providing quality assured services to customer satisfaction

What & Why

Provide professional property support to strengthen GP practice sustainability, develop the primary care estate and integrate a whole system approach to health and social care.

Support customers in their management of primary care through the provision of professional estate, facilities and property related services.

How & When

Providing innovative solutions to address estate-related barriers to partnership in relation to the GMS model; Supporting the implementation of the outcome of the 'last person standing' discussions; Supporting the development of the 19 primary care pipeline schemes including the integration of Social Services, the 3rd sector and other services relevant to a whole systems approach.

March 2020.

Who

Head of Property.

Risks/Limitations

Insufficient resources available within SES.



Success will be: improvements in the primary care estate and collaborative approach to the provision of services

What & Why

Utilise estates and facilities benchmarking data to promote best practice and improve operational efficiency.

To assist in the achievement of the objectives of the Lord Carter review, generate benchmarking, reduce the environmental footprint and generate savings from space reduction.

How & When

Through the use of specialist space utilisation hardware and software; working with the UK Health Departments and the NHS Wales Estates Group to Identify and promote best practice; reviewing benchmarking metrics and definitions and improving data quality.

March 2020.

Who

Head of Property.

Risks/Limitations

Assets Collaboration Programme Wales.

Limited demand from customers.



Success will be: improvement in benchmarking outcomes linked to the impact of the approach in this area



WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <p>Lead the Cardiff & Vale regional Ystadau Cymru public sector asset survey and delivery plan to help identify opportunities for greater collaboration, better estate utilisation and improved efficiency.</p>	<p>How & When</p> <p>Provide specialist property support to Cardiff & Vale Regional Ystadau Cymru.</p> <p>September 2019.</p>	<p>Who</p> <p>Head of Property.</p>	<p>Risks/Limitations</p> <p>Poor survey response.</p> <p>Funding restrictions.</p>
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To maximise benefits from the public sector estate.

Success will be: the survey results to inform a delivery plan for a cross public sector collaborative approach to asset management and to act as an exemplar across NHS Wales.

<p>What & Why</p> <p>Initiate a project bank account (PBA) pilot project for a capital scheme within NHS Wales.</p> <p>Welsh Government issued PBA policy in December 2017 with the aim of pioneering a quicker more effective way of paying construction project SCPs. If fully implemented PBAs can deliver almost 1% savings in the cost of construction projects.</p>	<p>How & When</p> <p>Work with our partners to identify a project where the benefits of a PBA can be fully realised.</p> <p>March 2020.</p>	<p>Who</p> <p>Head of Designed for Life: Building for Wales.</p>	<p>Risks/Limitations</p> <p>Buy-in from the pilot Health Board/Trust.</p>
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Success will be: the timely payment of supply chain members

<p>What & Why</p> <p>Establish a certification process with all supply chain partners (SCPs) in respect of the requirements of the Welsh Governments Ethical Employment code of practice.</p> <p>To ensure that workers on NHS Wales construction schemes developed through the Building for Wales (BfW) supply chain are employed fairly.</p>	<p>How & When</p> <p>Work closely with supply chain partners to establish an appropriate mechanism to ensure compliance.</p> <p>March 2020.</p>	<p>Who</p> <p>Head of Designed for Life: Building for Wales.</p>	<p>Risks/Limitations</p> <p>Possible resistance from supply chain partners.</p>
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Success will be: ensuring that measures are in place to prevent unfair employment practices

WHAT WILL WE DELIVER IN 2019-20?

Strategic Objectives

Service Development 

Staff

Excellence 

Value for Money 

Customers 



What & Why

To meet the requirements of the new Community Benefits guidance generate a revised schedule of duties for Project Managers (PMs), Cost Advisors (CAs) and Supply Chain Partners (SCPs).

Compliance with the current Community Benefits requirements.

How & When

Review existing schedule of duties against the new requirements.
March 2020.

Who

Head of Designed for Life: Building for Wales.

Risks/Limitations

No risk envisaged.



Success will be: the delivery of a revised schedule of duties as above

What & Why

Undertake a feasibility study in order to assess the benefits of developing an annual verification service for NHS dental washer disinfectors.

To potentially achieve financial savings in the provision of an in-house service and improved compliance with decontamination standards.

How & When

Outline the benefits for Health Boards/Trusts of developing an in-house service in this regard. Liaise with NHS Scotland who provide this service to health bodies in Scotland and SMTL who have the capability to take on the microbiological testing as part of the overall service.
December 2019.

Who

Head of Engineering.

Risks/Limitations

Funding.
Availability of trained resource in the marketplace.



Success will be: improving compliance with current standards and achieving savings for Health Boards/Trusts

What & Why

Explore the benefits of a Once for Wales approach in the management and delivery of major construction projects across NHS Wales.

To improve the management and delivery of NHS Wales major capital schemes.

How & When

Establish a group tasked with generating benefits of a 'Once for Wales' approach to the management and delivery of major construction projects across NHS Wales.
March 2020.

Who

Director.

Risks/Limitations

Lack of support from Health Boards/Trusts.



Success will be: the development of a 'Once for Wales' approach to the management and delivery of major construction projects across NHS Wales



WHAT WILL WE DELIVER IN 2019-20?



What & Why

Undertake a feasibility study in order to assess the benefits of establishing an Authorised Engineer (AE) for fire alarms and a supporting network of Approved Persons (AP) at Health Boards/Trusts.

To ensure a professional approach to the management and maintenance of fire alarm.

How & When

- Appoint an AE Fire Alarms within SES and establish a process for assessing, appointing and monitoring APs at Health Board/Trust level.

December 2019.

Who

Head of Estates Development.

Risks/Limitations

- Lack of support from Health Boards/Trusts.
- Insufficient resources available within SES.

Success will be: the establishment of fire alarm approved persons at Health Boards/Trusts

What & Why

Establish customer demand for the development of an in-house or framework based strategic estate and healthcare planning service.

To provide easy access for Health Boards/Trusts to independent strategic estate and healthcare planning services.

How & When

- Contact NHS Wales customers to establish demand.

September 2019.

Who

Head of Estates Development.

Risks/Limitations

- No demand from NHS Wales customers.

Success will be: the provision of planning support commensurate with Health Board/Trust requirements

What & Why

Work with Aneurin Bevan University Health Board (ABUHB) to identify SES resources required in 2019/20 to support the development of The Grange Hospital.

To ensure that the Health Board has access to advice from a multi-disciplinary client-side support team as the scheme develops during 2019/20.

How & When

- Establish the support requirements of ABUHB for 2019/20 and provide resources to meet the same.

April 2019.

Who

SES Management Team.

Risks/Limitations

- Insufficient resources available within SES.

Success will be: deliver appropriate services to Aneurin Bevan HB commensurate with progress on site



WHAT WILL WE DELIVER IN 2019-20?



What & Why

Promote the use of alternative funding opportunities to Health Boards/Trusts, such as supported by the Welsh Government Energy Service, to drive operational efficiencies and improved environmental performance.

To drive operational efficiency and environmental performance within Health Boards/Trusts.

How & When

Establish the alternative funding models available and provide advice on how to access the same assisting in the development of the bid as required.

March 2020.

Who

Head of Estates Development.

Risks/Limitations

No risk envisaged.

Success will be: the development by Health Boards/Trusts of alternatively funded projects to improve environmental performance and operational efficiency

What & Why

Develop a scrutiny function to adapt to the demands of NHS Wales' new revenue funded investment model, Mutual Investment Model (MIM). The pilot model is Velindre's new Regional Cancer Centre scheme.

To ensure that the MIM funding approach is subject to same level of business case scrutiny and rigour as a scheme being procured through a framework or via traditional tendering.

How & When

Develop an approach to MIM business case scrutiny providing training to the Estates Advisors as appropriate.

September 2019.

Who

Head of Estates Development.

Risks/Limitations

Insufficient clarity around the new funding method preventing the creation of an adequate scrutiny process.

Success will be: Introduction of a MIM business case scrutiny service to ensure the use of the model represents value for money

What & Why

Lead the delivery of a fully compliant BS EN 14068 Laundry Service to support NHS Wales.

To ensure that laundries comply with the requirements of Welsh Health Technical Memorandum (WHTM) 01/04 – Decontamination of linen for health and social care - Management and provision.

How & When

Establish a Programme Management Structure to support the development of a Laundry Services Full Business Case and explore the opportunities to provide a decontamination service in respect of contaminated laundry related linen services.

March 2020.

Who

Director

Risks/Limitations

Limited capital available.

Success will be: the delivery of a modern laundry solution for NHS Wales that meets current standards



To achieve this we will need:



Workforce

- ↘ Review resources in order to ensure that Health Boards/Trusts with major construction projects such as the New Velindre Cancer Centre and The Grange Hospital are adequately supported through the development and construction process respectively.
- ↘ Review the resource implications of developing services in relation to decontamination, ventilation verification, health and safety, diagnostic imaging, environmental management and facilities management.
- ↘ Provide training opportunities for staff.
- ↘ In the Property section assess the resource implications associated with the ongoing primary care pipeline of 19 schemes.
- ↘ Review succession planning approaches.



Finance & Capital

- ↘ Sufficient pay and non-pay budget required to maintain existing services and to invest in periodic professional and technical refresher training.
- ↘ If beneficial to SES's suite of services capital will be required to purchase tablet computers (£8-10k) and a document management system (£10k).



IT

- ↘ Invest in technology improvements to improve customer service.
- ↘ Further reduce reliance on paper at site visits through the trial of tablet computers and supporting software.
- ↘ Evaluate the benefits of operating a document management system within SES.
- ↘ Implement as a service development specialist space utilisation hardware and associated software.



To achieve this we will need:



Procurement

- ↘ Work in conjunction with Procurement Services to purchase capital items referred to above ie. tablet computers and document management.



Processes

- ↘ Utilise internal and external audits to continue to improve services covered by the SES ISO9001:2015 quality management system.
- ↘ The Customer Service Excellence award is subject to review in January/February 2020.



Dependencies (Internal and External)

- ↘ NHS Wales Informatics Service eg. desktop services support.
- ↘ All Wales Capital Programme.
- ↘ Innovative funding models being developed by the Welsh Government, particularly around primary care facilities.
- ↘ Support of NHS Wales estates and facilities operational expertise in order to facilitate the completion of SES services.
- ↘ Department of Health (DoH) funding for the national technical publication programme.
- ↘ Continued key stakeholder support.
- ↘ Support for estates related 'Once for Wales' initiatives.



WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <ul style="list-style-type: none"> Assist with the delivery of the Laundry project. Provide professional support. 	<p>How & When</p> <ul style="list-style-type: none"> Through participation in the laundry review project team. In line with the programme once developed. 	<p>Who</p> <p>Director</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Project delays. 	
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Success will be: a modern laundry service fully compliant with current standards

<p>What & Why</p> <ul style="list-style-type: none"> Work with Aneurin Bevan University Health Board (ABUHB) to identify SES resources required in 2020/21 to support the development of The Grange Hospital. To ensure that the Health Board has access to advice from a multi-disciplinary client-side support team during 2020/21. 	<p>How & When</p> <ul style="list-style-type: none"> Establish the support requirements of ABUHB for 2020/21 and provide resources to meet the same. April 2020. 	<p>Who</p> <p>SES Management Team.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Insufficient resources available within SES. 	
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Success will be: the project meets the needs of the Trust

<p>What & Why</p> <ul style="list-style-type: none"> Continue to support Velindre NHS Trust in the development of the new Cancer Centre. To provide independent professional services for the project. 	<p>How & When</p> <ul style="list-style-type: none"> Commissioned by Velindre NHS Trust as required. March 2021. 	<p>Who</p> <p>Section Heads.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Lack of appropriate resources. 	
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Success will be: the project meets the needs of the Trust



To achieve this we will need:



Workforce

- ↘ Review resources in order to ensure that Health Boards/Trusts with major construction projects such as the New Velindre Cancer Centre are adequately supported through the development and construction process respectively.
- ↘ Review the resource implications of developing services in relation to decontamination, ventilation verification, health and safety, diagnostic imaging, environmental management and facilities management.



Finance & Capital

- ↘ Sufficient pay and non-pay budget required to maintain existing services and to invest in periodic professional and technical refresher training.



IT

- ↘ Invest in technology improvements to improve customer service.



To achieve this we will need:



Procurement

- ↘ Support from Procurement Services as required.



Processes

- ↘ Utilise internal and external audits to continue to improve services covered by the SES ISO9001:2015 quality management system.
- ↘ The Customer Service Excellence award is subject to review annually in January/February.



Dependencies (Internal and External)

- ↘ NHS Wales Informatics Service eg. desktop services support.
- ↘ All Wales Capital Programme.
- ↘ Innovative funding models being developed by the Welsh Government, particularly around primary care facilities.
- ↘ Support of NHS Wales estates and facilities operational expertise in order to facilitate the completion of SES services.
- ↘ Department of Health (DoH) funding for the national technical publication programme.
- ↘ Continued key stakeholder support.
- ↘ Support for estates related 'Once for Wales' initiatives.



What Will We Deliver In 2021-22?

- 📄 Provide specialist estates and facilities services in line with agreed SLAs.
- 📄 Support major capital schemes with specialist estates related resource.
- 📄 Service development and quality improvement activities.
- 📄 Provide opportunities to train engineers.
- 📄 New projects/services from the ongoing estates and facilities benchmarking work.

The risks to achieving this could include;

- 📄 Loss of expertise due to key staff leaving the organisation.
- 📄 Inability to recruit to vacant positions from the market due to the scarcity of estates professionals in some areas and the restrictions of the A4C system.
- 📄 A lack of available capital for the modernisation of equipment and IT systems.
- 📄 A lack of buy-in from our customers to a 'Once for Wales' approach.

To achieve this we will need:

Resources

- 📄 Sufficient funding to support pay and non-pay budgets.
- 📄 Capital funding to support technical equipment and software purchases as required.
- 📄 Funding to support professional and technical refresher and development training.
- 📄 Review of succession-planning approaches.



We will continue to engage with;

Customers and Stakeholders

-  Welsh Government.

 NHS Wales Health Boards/Trusts.

 Planning Directors.
-  Estates, facilities and clinical managers at NHS Wales Health Boards/Trusts as required.

 Department of Health, NHS Scotland and NHS Northern Ireland.

Beyond 2022



Provide improved services through the continued modernisation of equipment and service delivery processes.



Utilise maturing estates and facilities benchmark information to generate service improvement projects.



Explore options around training the next generation of engineers for NHS Wales.



Listen to our customers and develop new services as required.

Key Milestones In Our Journey To World Class



2018/19

-  Review the Welsh Government Service Level Agreement (SLA) and NHS SLA format and content to ensure it continues to meet customer requirements.
-  Review the effectiveness and frequency of stakeholder groups attended by staff to ensure that customer relationship requirements are adequately covered.
-  Improve performance management information for SES management team decision-making purposes.
-  Utilise ISO9001:2015 to drive service consistency.

-  Consider the use of technology to modernise current approaches and services.
-  Better understand how SES is currently working with the Wellbeing of Future Generations (Wales) Act.

2019/20

-  Promote innovation in order to drive service improvement and development.
 -  Improve approaches and processes through the ISO9001:2015
 -  Collect customer feedback to ensure that services are meeting requirements.
 -  Invest in IT developments and technical equipment modernisation.
 -  Ensure the effective use of business performance information.
 -  Continue the drive to a paper light approach.
-  Review the use of the Network75 scheme to ensure it is the best vehicle to train the next generation of engineers.
 -  Utilise maturing estates and facilities benchmark information to inform service improvement projects for Health Boards/Trusts.



Key Milestones In Our Journey To World Class



2020/21

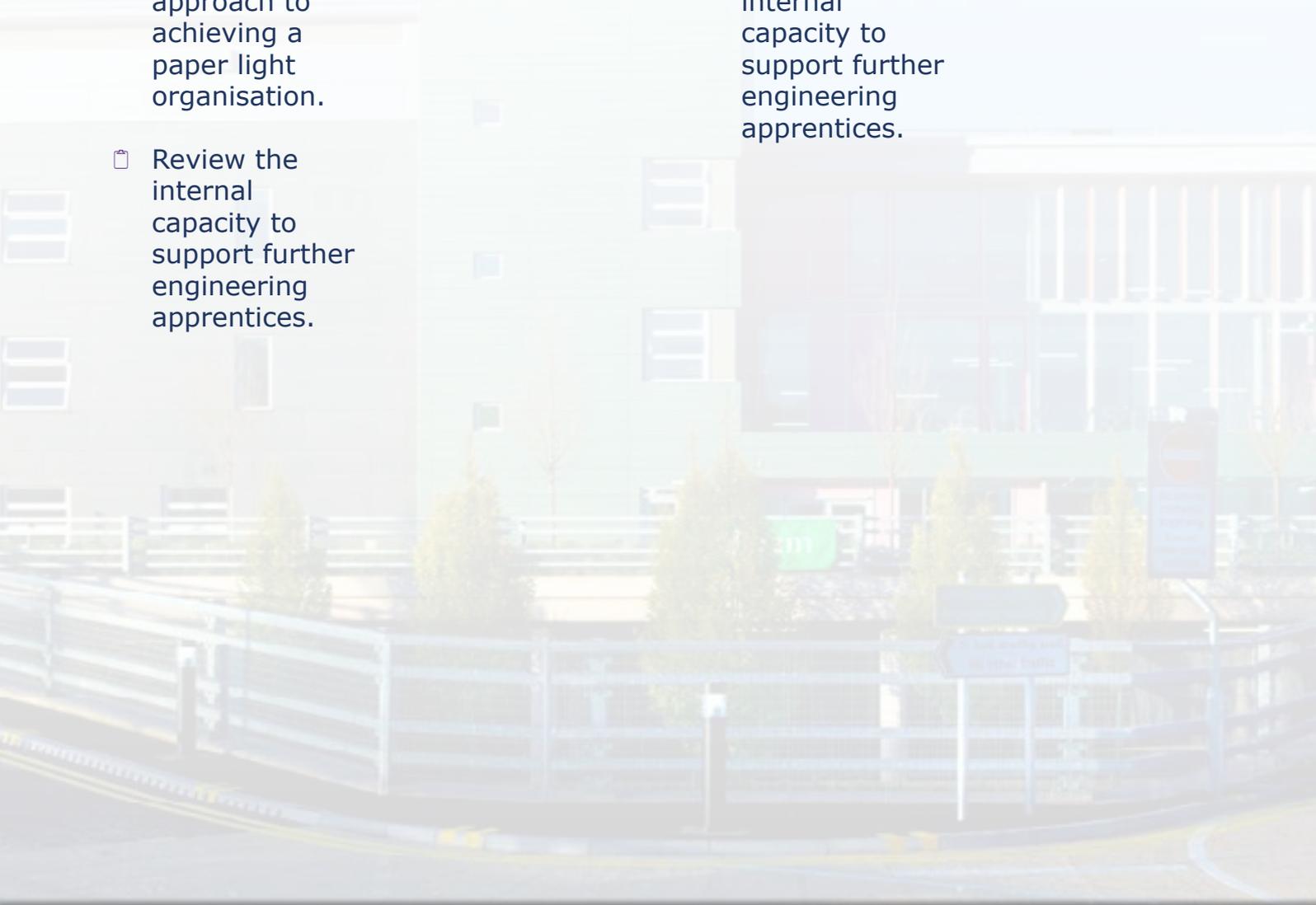
- 
 Promote innovation in order to drive service improvement and development.
- 
 Invest in IT developments and technical equipment modernisation.
- 
 Review the approach to achieving a paper light organisation.
- 
 Review the internal capacity to support further engineering apprentices.

- 
 Utilise the estates and facilities benchmark information to target more effectively cash-releasing service improvement projects.

2021/22

- 
 Generate and implement service improvement and development opportunities.
- 
 Invest in IT developments and technical equipment modernisation.
- 
 Review the internal capacity to support further engineering apprentices.

- 
 Utilise the estates and facilities benchmark information to target more effectively cash-releasing service improvement projects.



Description of Key Performance Indicator	2018-19 Target	2019-20 Target	2020-21 Target
Percentage of tests completed against the annual validation and verification performance testing programme for sterilizers, washer disinfectors to the requirements and standards of the appropriate healthcare guidance.	150 tests	90%	92%
Percentage of annually available triennial rental reimbursement assessments on General Practitioner (GP) premises completed on behalf of Health Boards.	200 assessments	85%	87%
Percentage of completed Land and Property Portfolio (LAPP) reviews compared to the planned number.	115 LAPP reviews 68 LAPP surveys	137 LAPP reviews 85%	165 LAPP reviews 86%
Percentage of reports issued within 6 weeks of the end of the validation process as required by Paragraph 4.42 of Welsh Health Technical Memorandum (WHTM) Decontamination of medical devices within acute services Part B: Common elements.	-	90%	95%
Timeliness of advice	-	95% of advice provided within 3 days or within the timescale agreed with the customer	95% of advice provided within 3 days or within the timescale agreed with the customer
Customer Satisfaction: % of customer satisfaction based on survey information Target: 85% satisfaction rating	85%	90%	90%
Efficiency - % of available time spent on productive work as against non-productive (overhead) work (Target: 75% productive)	75%	80%	80%
Sickness – sickness levels below the NWSSP target of 2.0% (Target: Sickness below 2.0%)	<2.0%	<2.0%	<2.0%
Issues and Complaints – deal with the same in line with the requirements of the Issues and Complaints Management Protocol (number of complaints) (Target: 5 or less complaints)	<5	<5	<5
Charge comparison – compare property surveyor hourly rate to the private sector rate (Target: <Average Commercial Rate)	< ACR	< ACR	< ACR



Workforce & OD, Digital Workforce Solutions

The Digital Workforce Solution Team manage the Electronic Staff Record (ESR) workforce system and integrated workforce solutions including the definition and implementation of data standards and the development of e-Learning resources for NHS Wales and the wider public sector.

The ESR Hire to Retire programme of work provides an end to end streamlined solution to manage the employee journey from recruitment through to retirement.



Our mission is to provide 'Once for Wales' world class electronic workforce solutions and support to NHS Wales. Where applicable, the wider public sector through maximising mobile technologies and business intelligence.

Our aim is to replace paper dependant manual workforce transactions with mobile technology and robotic solutions and be the NHS Wales Centre of Excellence in developing and maximising technology to deliver a range of improvements to support current and future workforce requirements.

About us

- ✓ Manage the ESR contract for NHS Wales and the national ESR Hire to Retire programme of work.
- ✓ Over **95%** of NHS Wales employees using ESR Self Service for workforce transactions releasing efficiencies.
- ✓ **15%** increase in Statutory and mandatory compliance across NHS Wales (Aug 17 – Aug 18).
- ✓ Safer workforce through maximisation of e-Learning (approx. **1 million** Statutory & Mandatory e-Learning modules undertaken over a 12 month period)
- ✓ Over **30** New ESR BI Dashboard analysis reports developed for Wales.
- ✓ **£1.2 million** cost avoidance savings through technology enabled learning solutions.
- ✓ E-Learning resources developed 'Once for Wales' and shared across NHS Wales and the wider public sector.
- ✓ Established ESR Support Hub providing ESR support to **70,000** employees.



How have we engaged with our partners?

- ▶ Through a formal ESR Hire to Retire Programme Board established to oversee and manage a national programme of work. Chaired by WOD this PB includes representatives from all organisations.
- ▶ ESR Hire to Retire (H2R) audits and reviews with individual Health Boards and Trusts.
- ▶ Improved integration with Employment Services to align deliverables for NHS Wales.
- ▶ Promote ESR and digital solutions providing advice and implementation support to local ESR H2R Programme Boards.
- ▶ Provision of a formally managed programme structure that is functionally organised, project driven and encompasses national and local agendas.
- ▶ Targeted communications that include workshops, education, information bulletins, e-learning, guidance documents and use of social media.
- ▶ Through listening and representing NHS Wales at national ESR project and special interest groups.
- ▶ Establishing a Hire to Retire work programme which underpins the changes needed by T/HB, Finance Academy, WODs, DoFs and wider public sector.

What do our partners want?

- ▶ An intuitive, easily accessible modern workforce system that removes paper processes, duplication and waste.
- ▶ A national system that accurately processes payroll transactions and enables organisations to report on key workforce performance measures within safe governance parameters.
- ▶ Timely, accurate workforce intelligence available to inform business decisions at the 'touch of a button'.
- ▶ Simple, standardised workflows and processes.
- ▶ Guidance and support to enable a consistent approach to maximising ESR functionality in line with world class standards.
- ▶ Once for Wales ESR Support Hub to manage the high demand for support generated by the extensive use of ESR Self Service.
- ▶ Continued ESR enhancements in line with organisational priorities and NHS Wales policies and procedures.
- ▶ Continued enhancements to ESR to meet NHS Wales requirements including Welsh Language standards.



How will we deliver high quality services to our partners?

- ▶ By understanding user requirements and working in partnership.
- ▶ By understanding the end to end processes associated with maximised digital and modern workforce systems and negating rework.
- ▶ Supporting organisations to deliver the services they require.
- ▶ By removing unnecessary duplication of data entry and unnecessary processes through use of technology and robotic solutions.
- ▶ Through a professional digital workforce solutions team that centrally supports the national and local agendas through an expert knowledge base.
- ▶ Through improving the accessibility of ESR through mobile technology and Apps.
- ▶ By evidencing efficiencies and opportunity cost avoidance savings through academically robust opportunity cost modelling.
- ▶ Providing easily accessible and responsive end user support.
- ▶ By ensuring the ESR workforce requirements of NHS Wales is supported nationally with timely solutions deployed.

What are the significant benefits we achieved for NHS Wales?

- ▶ Full deployment of ESR Self Service Portal across NHS Wales that enables real time digital workforce interactions and remove paper dependency.
- ▶ Highest user of ESR e-Learning across England and Wales.
- ▶ Working in partnership with NHS England through the new ESR contract to agree ESR solutions that reflect Wales policy and pay scales effectively enabling costs avoidance for NHS Wales of £3 million.
- ▶ Releasing cost avoidance opportunities of £0.5 million through the new ESR contract to fully access and utilise the e-learning solution.
- ▶ Enabled ease of access to personal data and e-learning via internet and Apps.
- ▶ Removal of variation and waste through maximising ESR interfaces and robotic solutions to improve processes.
- ▶ Improved quality and completeness of workforce data to inform business critical decisions.
- ▶ Improved visibility of assurance, productivity and compliance.
- ▶ Significant cost efficiencies and cost avoidance savings through deployment of ESR e-Learning.
- ▶ Improved skills and capacity across NHS Wales through provision of ESR and e-learning resources.
- ▶ Provision of end user support via the Once for Wales ESR Support Hub.

What do we do well?

- ▶ Maximise the ESR contract through a co-productive partnership with the DH ESR Team and NHS key stakeholders.
- ▶ Programme manage the NHS Wales Hire to Retire strategic workforce improvement agenda.
- ▶ Support and deploy national projects that deliver workforce capabilities and solutions that meet service requirements.
- ▶ Sharing best practice through formal conferences and all Wales events, ESR bulletins, Local ESR Programme Boards.
- ▶ Catalyst for collaboration between WODs and DoFs.
- ▶ Manage the contract and interface with Department of Health for NHS Wales.
- ▶ Collaborate with the wider public sector.
- ▶ Challenge the status quo to drive change and innovation.

Opportunities to do more

- ▶ Implement Phase 2 and 3 of the ESR Support Hub.
- ▶ Extend the Zen Desk software support contract to other support functions across NWSSP.
- ▶ Extend and enhance the functions supported by the Hub to include e-rostering and HR support.
- ▶ Utilise technology and robotics to transfer data and remove duplication to improve the timeliness of processes.
- ▶ Full deployment of the ESR Intrepid Interface to streamline and automate the doctors and dentists in training rotation.
- ▶ Continue to extend the provision of e-learning resources to the wider NHS Wales public sector.



KEY PRIORITIES 2019-22

Value for Money



- ✓ Maximised value from ESR contract through effective use of ESR and solutions architecture.
- ✓ ESR effectively utilised to accurately pay 82,000 employees.
- ✓ e-Learning resources developed 'once for Wales' in-house realising significant cost avoidance opportunities and aligned with prudent principles.
- ✓ Opportunities to extend the all Wales support provided by the ESR Support Hub to include general HR & rostering queries.
- ✓ Significant opportunity cost efficiencies enabled through best use of Hire to Retire work programme aligned with NHS Wales workforce priorities with effective governance models.
- ✓ Enhance the ESR solution to underpin the NHS Wales succession planning strategy.
- ✓ Once for Wales best in class OH system that streamlines, standardises and simplifies Occupational Health processes and enables a future proofed technical solution for Wales.
- ✓ Maximised use of ESR Interfaces and robotics to provide innovative solutions.

Our Customers



- ✓ Continue to increase the ESR capacity and capability of workforce and OD practitioners so ESR can be deployed throughout organisations in line with world class standards.
- ✓ Enhance the ESR governance to provide a service that is agile and responsive to the requirements of stakeholders.
- ✓ Improve stakeholder engagement with Local Government and Social Care Wales to identify collaborate initiatives.
- ✓ Continue to champion the workforce solutions requirements of NHS Wales at national forums including ESR Programme Boards, Special Interest Groups, National User Groups etc.
- ✓ Ensure we are supporting our customers to deliver services in line with the Well-being of Future Generations and Social Care (Wales) Acts.
- ✓ Provide an effective and responsive ESR support function through continued enhancements in the solution and support model to meet organisations evolving requirements.



KEY PRIORITIES 2019-22

Service Development



- ✓ Working in collaboration with key stakeholders to enhance the design and capability of the ESR.
- ✓ Provide digital and interfacing solutions including use of robotic software to streamline processes.
- ✓ Maximise the development and deployment ESR Self Service functionality to ultimately negate the requirements for e-forms.
- ✓ Automate transactional processes and remove duplication & variation through maximised use of ESR, workforce interfaces, digital solutions and use of robotics.
- ✓ Promote and maximise 'Once for Wales' solutions and support models to release capacity through effective to transactional processes.



KEY PRIORITIES 2019-22

Our Staff

The Digital Workforce Solutions Team have:

- ✓ ESR & digital learning technical expertise.
- ✓ Qualified to industry best practice in project and programme management.
- ✓ Expertise in use of Blue Prism robotic software.
- ✓ Ability to influence national ESR and data quality developments.
- ✓ Moodle software solutions.
- ✓ Succession plans.
- ✓ Responded to the 2018 Staff Survey, focusing on areas for action and improvement.

Excellence

- ✓ Programme delivered in line with Managing Successful Programmes (MSP) standards.
- ✓ Formal governance established to manage the complexity and diversity of the Hire to Retire work programme.
- ✓ National recognition received.
- ✓ Regarded 'best in class' for management of a national ESR programme of work.
- ✓ Procurement and use of Zen Desk to effectively manage the ESR Support Hub including use of Live Chat.
- ✓ Working with Health Boards and Trusts to maximise the benefits and using full functionality of ESR.

OUR JOURNEY

In 3 Years We Will Be



A paperless, mobilised and digitally competent workforce, interacting directly with ESR and interfacing other workforce systems through workplace technology and mobile devices.



Fully maximising ESR to inform strategic decisions and manage service improvements. Will include full use of notification alerts using a range of workflow and process triggers.



Fully maximising digital workforce solutions across health and social care. A digital learning strategy underpinned by Moodle that encompasses the Wales wider public sector and NHS service users.



Fully utilising all ESR capability, digital solutions and robotic technology to improve efficiencies, remove waste and variation, standardise processes and provide 'Once for Wales' solutions.

The risks to achieving this could include:

- ➔ Competing demands on strategic partners NWIS to deliver required infrastructure support.
- ➔ Non-compliance with required IT standards and capability.
- ➔ Lack of capacity and capability within Health Boards and Trusts to fully deploy ESR and integrated systems.
- ➔ Health Boards not fully owning the ESR solution and effectively progressing the national programme of work locally.
- ➔ Failure to maximise 'Once for Wales' solutions and financially 'pump prime' enabling projects.
- ➔ Lack of agility within the ESR system development process to meet policy requirements of NHS Wales e.g. Wales landscape including welsh language.
- ➔ Failure to implement standard operating processes.

Path to Prudent and Once for Wales



Service Redesign
Remove duplication and non-added value workforce transactions through effective use of ESR and digital workforce technology.



Maximisation of interfaces
Development and implementation of interfaces and robotic solutions that remove manual data input, rework and non-value added processes.

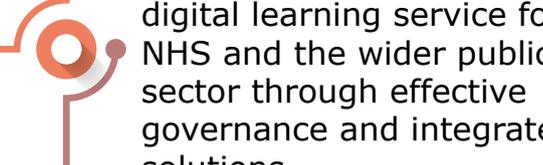


Expansion of Services
Establishment of an integrated ESR support function to support NHS Wales employees that can be upscaled to encapsulate all transactional HR related queries and systems.

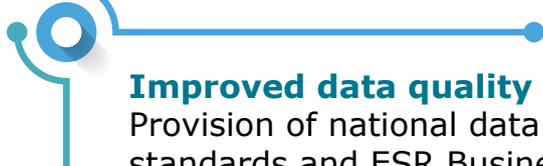
Look to enhance the range of services offered within NHS Wales.



Once for Wales Technology
Provision of an 'all wales' digital learning service for NHS and the wider public sector through effective governance and integrated solutions.



Reduction of service variation
Standardisation of workforce processes in line with world class standards through published operating procedures and process maps.



Improved data quality
Provision of national data standards and ESR Business Intelligence analysis and dashboards that trigger email workflows based on NHS Wales KPIs.



Improving capacity and capability of the NHS Wales Workforce family
Provision of guidance, support, education and conferences to ensure the skills of the workforce family are enhanced in line with the requirements of the ESR Hire to Retire work programme

WHAT WILL WE DELIVER IN 2019-20?



What & Why

An agile ESR Hire to Retire Programme of work, that underpin the workforce element of a 'Healthier Wales'.

Implement continuous enhancements to the ESR solution to meet NHS Wales requirement.

To maximise return on investment from the ESR contract and new ESR capability.

To release opportunity cost avoidance through the removal of waste and duplication.

How & When

Through a NHS Wales wide work programme of prioritised workforce projects that meet the priorities of the NHS Wales Workforce and Finance Directors.

Between Apr 19 and Mar 20.

Who

NWSSP Digital Workforce Solutions Team, NHS Execs, NHS Service, NWSSP Service Improvement Team, WG, Suppliers, Workforce and ESR Users.

Risks/Limitations

Requirement for agile governance that can influence change and implement resulting solutions at pace

There is no mandate for organisation to comply with this programme of work.

Success will be: deployment of ESR Hire to Retire Programme of Work and Project Deliverables Within Timescales

What & Why

Launch Phase 2 (all absence queries) and Phase 3 (all manager and learning queries) within the ESR Support Hub to improve the support model for NHS Wales and release capacity and time back to organisations.

To provide a comprehensive support model that improves users experience with ESR and releases organisational capacity.

Accreditation of ESR Support Hub.

How & When

Extend the capacity and capability of the existing ESR Support Hub.

Maintain service support through the medium of Welsh.

By Dec 2019.

Who

NWSSP Digital Workforce Solutions Team.

Risks/Limitations

Adoption of a standardised process by all organisations is required.

Success will be: extended end user support model enabled through an integrated Support Hub and use of Zen Desk technology



WHAT WILL WE DELIVER IN 2019-20?



What & Why

Improved use of ESR and demonstrable process efficiencies through use of robotics, ESR email workflow notifications, ESR single sign-on and maximised use of interfaces.

To maximise efficiencies, improve process flow, remove variation & waste and standardise workforce processes across NHS wales.

How & When

Through use of Blue Prism robotics expertise.

Between Apr 19 and Mar 20.

Who

NWSSP Digital Workforce Solutions Team, NWSSP robotics team, NHS Service.

Risks/Limitations

Capacity of the Robotics Team and robotic software.

Dependent upon NWIS for provision of single sign-on & ESR workflow notifications.

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Success will be: maximised use of ESR, Digital Solutions and Robotic Capability

What & Why

Improved use of ESR Self Service functionality that includes use of ESR Hire, Terminations, Questionnaires, Appraisal, Talent Management, Inter authority transfers and customised use of the ESR Portal.

Enable ESR self service interaction through the medium of Welsh.

To improve efficiencies, introduce standardisation of processes and remove e-forms & duplication.

How & When

Maximised use of existing ESR capability. Development of business justifications to enhance the solution where required.

Between Apr 19 and Mar 20.

Who

NWSSP Digital Workforce Solutions Team, Service Improvement team, NHS Wales Service and ESR stakeholders.

Risks/Limitations

Lack of alignment with Service Improvement could result in different solutions that conflict with ESR capability.

-
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Success will be: maximised use of ESR capability through use of ESR Self Service

What & Why

Procurement and deployment of an electronic Employee Relations solution that will interface with ESR.

To provide a consistent solution to managing ER, enhance the quality of data in ESR and remove duplication of data entry.

How & When

Through a 'Once for Wales' procurement that include an interface with ESR. Consistent deployment of solution.

Between Apr 19 and Mar 20.

Who

Digital Workforce Solutions, Service Improvement, NWSSP Procurement, NHs Wales Service.

Risks/Limitations

Lack of finance.

-
-
-
-
-

Success will be: improved management of Employee Relations Case work and reduced duplication of processes and data entry



WHAT WILL WE DELIVER IN 2019-20?



What & Why

Improved use of ESR and demonstrable process efficiencies through use of robotics, ESR email workflow notifications, ESR single sign-on and maximised use of interfaces.

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Success will be: maximised use of ESR, Digital Solutions and Robotic Capability

What & Why

Improved use of ESR Self Service functionality that includes use of ESR Hire, Terminations, Questionnaires, Appraisal, Talent Management, Inter authority transfers and customised use of the ESR Portal.

Enable ESR self service interaction through the medium of Welsh.

To improve efficiencies, introduce standardisation of processes and remove e-forms & duplication.

How & When

Maximised use of existing ESR capability. Development of business justifications to enhance the solution where required.

Between Apr 19 and Mar 20.

Who

NWSSP Digital Workforce Solutions Team, Service Improvement team, NHS Wales Service and ESR stakeholders.

Risks/Limitations

Lack of alignment with Service Improvement could result in different solutions that conflict with ESR capability.

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Success will be: maximised use of ESR capability through use of ESR Self Service

What & Why

Procurement and deployment of an electronic Employee Relations solution that will interface with ESR.

To provide a consistent solution to managing ER, enhance the quality of data in ESR and remove duplication of data entry.

How & When

Through a 'Once for Wales' procurement that include an interface with ESR. Consistent deployment of solution.

Between Apr 19 and Mar 20.

Who

Digital Workforce Solutions, Service Improvement, NWSSP Procurement, NHs Wales Service.

Risks/Limitations

Lack of finance.

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Success will be: improved management of Employee Relations Case work and reduced duplication of processes and data entry

WHAT WILL WE DELIVER IN 2019-20?



What & Why

Deployment of an prioritised programme of ESR e-Learning resources for NHS Wales, improved services and solutions to the Moodle learning solution with maximum usage by the wider public sector with robust governance and quality assurance processes.

To maximise efficiencies & economies of scale. Reduce variation, improve quality and portability.

How & When

Through effective governance and engagement and visibility of project scope and deliverables.

Development of a suite of e-learning resources that aligned to stake holder priorities

Between Apr 19 and Mar 20.

Who

NWSSP Digital Workforce Solutions Team, NHS L&D e-learning leads, Public Sector e-learning leads, TEL SMB, Welsh Government.

Risks/Limitations

NHS Wales organisational capacity to support the delivery schedule.

Capacity of the NWSSP Digital Workforce Solution Team to meet demand.

NWIS capacity to improve server capacity and support developments including improved reporting.

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Success will be: an agile e-learning development programme for NHS Wales and the wider public sector with improved governance and increased uptake

What & Why

Delivery of an enhanced Learning@Wales reporting solution and ESR Learning Server hosted within NWIS DMZ with full service support model.

Provision of single sign on through Nadex for GPs.

To stabilise and enhance the IT infrastructure, improve the reporting solution and maximise the security of the e-learning hosting Servers.

How & When

Through a project managed approach that has been agreed and resourced by NWIS.

Between Apr 19 and Mar 20.

Who

NWSSP Digital Workforce Solutions Team, NWIS, Identified Suppliers.

Risks/Limitations

Capacity of the NWIS to resource the project work.

Financial implications not yet identified.

Scarcity of Moodle experience.

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Success will be: fully supported e-Learning Server and Support through NWIS in line with NWSSP specifications integrated with NWIS IMTP

What & Why

Maximised use of ESR to effectively manage appraisal, performance, talent & succession planning pan NHS Wales.

To ensure sufficient capacity and capability safely provide Services aligned with IMTP and workforce plans.

How & When

Using ESR as the solution and the provision of support, education and training so this ESR capability is maximised.

Between Apr 19 and Mar 20.

Who

NWSSP Digital Workforce Solutions Team, ESR DH Team, ADoDS Trust & Health Boards L&D and ESR Leads.

Risks/Limitations

Lack of capability within ESR within existing solution.

Lack of capacity within organisations to fully utilise the ESR solution.

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Success will be: OLM fully utilised to Manage Performance, Talent and Succession Planning

WHAT WILL WE DELIVER IN 2019-20?



What & Why

Implementation of the ESR Occupational Health (OH) bi-directional interface across T/HBs.

Will include deployment of Cohort Version 10, hosting technology and use of electronic OH questionnaires.

To reduce recruitment times, speed up OH clearance processes, enable safer recruitment and improve the employee on-boarding experience.

How & When

Deploy Cohort Version 10 to release improved technology that will enable portability of data and digital processes.

By Mar 19.

Between Sept 19 and Sept 20.

Who

NWSSP Digital Workforce Solutions, NWSSP Recruitment Team, ESR DH Team, Medgate (Cohort Supplier), NHS Wales OH Service, Medical Workforce, Resourcing & ESR Teams.

Risks/Limitations

- Lack of standardised procedures across NHS Wales OH services.
- Adherence and compliance with required IT specifications.
- Compliance and commitment to ESR actions plans by organisations.

Success will be: improved OH processes through effective deployment of Cohort Version 10 hosted solution across all OH provider NHS Wales

What & Why

Develop ESRBI with use of trigger workflow notifications e.g. sickness absence triggers Dashboard analysis in line with NHS Wales Workforce Policies and priorities.

ESRBI analysis enables quick, consistent and easy reporting for Organisations and Managers.

How & When

Small T&FG to develop BI Business Justifications in line with the BI development flowchart.

Apr19 – Mar20.

Who

NWSSP Digital Workforce Solutions Team, NHS Wales ESR professionals users; DHS ESR BI Central Team.

Risks/Limitations

- Failure to maximise ESR BI reporting capability to meet NHS Wales requirements.

Success will be: improved ESRBI reporting capability and use of workflow alerts

What & Why

Implement Workforce Data Standards in line with National Workforce Dataset changes.

Improve consistency in data quality and reporting for effective management of NHS Wales services.

How & When

Develop implementation Guidance based on the National Workforce Dataset changes. Monitor compliance.

Apr19 – Mar20.

Who

DWS Programme Manager – Data Standards.

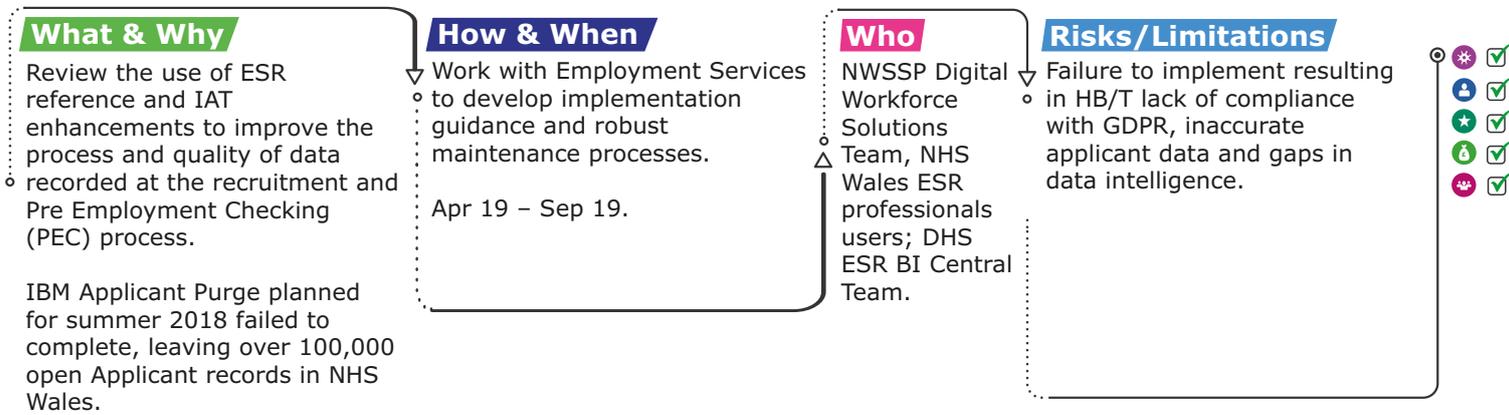
Implemented by HB/T Workforce Information and named Leads.

Risks/Limitations

- Failure to implement NWD changes.
- Data recording and reporting remains inconsistent.
- Poor Workforce Planning data.

Success will be: accurate and consistent use of ESR workforce data aligned with defined data standards

WHAT WILL WE DELIVER IN 2019-20?



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Success will be: accurate ESR records for all applicants through maximised use of existing data available

To achieve this we will need:



Workforce

- ✎ Financially robust Digital Workforce Solutions team.
- ✎ Welsh Language speakers to provide bi-lingual support.
- ✎ ESR, e-Learning development and Moodle expertise.
- ✎ NWIS support as defined in SLA. To include support of e-Learning solutions to the wider Wales public sector.
- ✎ Robotic, PMO and Zendesk software expertise.
- ✎ Programme Management and service improvement skills.
- ✎ Customer services and Help desk expertise.



Finance & Capital

- ✎ Annual financial support from Welsh Government to secure the Digital Learning Solutions element of the ESR Hire to Retire programme.
- ✎ Robust funding model to extend ESR Hub services.
- ✎ Capital funding where appropriate to maintain use of existing software critical to provide services from the DWS Team.



IT

- ✎ Standard MS Office (min 2016).
- ✎ Skype and Project management software.
- ✎ NWIS service support for ESR and e-Learning solutions.
- ✎ Bespoke software and systems solutions including Blue Prism & Zen Desk.
- ✎ NWIS server provision and support for ESR e-Learning Server.
- ✎ Full NWIS service support and server capacity for Learning@Wales (Moodle).
- ✎ Maintel telephone software for Support Hub.
- ✎ Improved network and server capacity @ Nantgarw.



To achieve this we will need:



Processes

- ↘ Ensure there are standard operating processes and enhanced governance that encapsulates all the deliverables of the Digital Workforce Solutions work programme.
- ↘ Established process maps, escalation and business continuity processes and robust governance and financial controls for all ESR transactions.
- ↘ Identify the benefits realised from all ESR self-service transactions.
- ↘ Developed KPIs within Zen Desk (support software) for monitoring service and support provided to Trusts and Health Boards.
- ↘ Compliance with Welsh Language standards as required. Will include translation of e-learning resources and other publications.



Dependencies (Internal and External)

- ↘ NWIS for Moodle and server support, software updates and maintenance.
- ↘ ESR DH Team & IBM for ESR developments that reflect Wales policy and legislation.
- ↘ Adherence by NHS Wales organisations to the ESR MM-0100 minimum IT requirements.
- ↘ NHS Wales stakeholder engagement with ESR Hire to Retire programme deliverables.
- ↘ Technology Enabled Learning (TEL) Service Management Board.
- ↘ Public Sector networks to ensure alignment with e-Learning strategy.
- ↘ Finance Academy; ADODs; L&D Managers.
- ↘ NWSSP Employment Services, RPA Project Board and key software suppliers.



WHAT WILL WE DELIVER IN 2020-21?



What & Why

Develop ESRBI Dashboard analysis in line with NHS Wales Workforce Policies and priorities.

ESRBI analysis enables quick, consistent and easy reporting for Organisations and Managers.

How & When

Small T&FG to develop BI Business Justifications in line with the BI development flowchart.

Apr 2020 – Mar 2021.

Who

DWS Programme Manager – Data Standards in partnership with NHS Wales ESR professional users; DHS ESR BI Central Team.

Risks/Limitations

Failure to maximise ESR BI reporting capability to meet NHS Wales requirements.

Success will be: improve the ESRBI reporting capability

What & Why

Implement Workforce Data Standards in line with National Workforce Dataset changes.

Improve consistency in data quality and reporting.

How & When

Develop Implementation Guidance based on the National Workforce Dataset changes.

Apr 2020 – Mar 2021.

Who

DWS Programme Manager – Data Standards

Implemented by HB/T Workforce Information and named Leads.

Risks/Limitations

Failure to implement NWD changes.

Data recording and reporting remains inconsistent.

Poor Workforce Planning data.

Success will be: accurate and timely information in ESR to inform workforce strategies

What & Why

Maximised use of ESR self service functionality and reduced dependency of e-forms and duplication.

Maximise ESR contract value, reduced duplication & waste, improved quality of data in ESR.

How & When

Continued ESR solution development and effective ESR Hire to Retire Programme Management.

Apr 2020 – Mar 2021.

Who

NWSSP Digital Workforce Solutions Team, ESR DH Team. Workforce and ESR stakeholders.

Risks/Limitations

Restricted ability to influence – NHS Wales accounts for only 7% of the overall contract value.

Success will be: maximised deployment and use of ESR and interfacing technology across NHS Wales

WHAT WILL WE DELIVER IN 2020-21?



What & Why

Deployment of a suite of e-Learning Resources, increased user base and improved user experience through digital learning work programme.

To optimise a 'Once for Wales' solution and extend access to wider public sector Wales.

How & When

Through improved collaboration, robust governance and effective engagement models.

Apr 2020 – Mar 2021.

Who

NWSSP Digital Workforce Solutions Team, TEL Service Management Board, Local authorities, learning and development stakeholders across NHS Wales and Public Sector.

Risks/Limitations

Restriction of Moodle software

- Support from NWIS to deliver work programme Engagement from local authorities.

Success will be: suite of effective e-learning resources and 'Once for Wales' digital learning platform for NHS Wales and wider public sector

What & Why

Deliver next phase of ESR Hire to Retire Programme of work.

To deploy ESR capability that promotes the redesign of workforce processes that maximise.

How & When

Deployment of a range of prioritised workforce projects that meet the priorities of the NHS Wales Workforce and Finance Directors.

Between Apr 20 and Mar 21.

Who

NWSSP Digital Workforce Solutions Team, NHS Execs, NHS Service, WG, Suppliers, Workforce and ESR Users.

Risks/Limitations

Requirement for agile governance that can influence change and implement resulting solutions at pace.

Success will be: deployment of ESR Hire to Retire Programme of Work and Project Deliverables Within Timescales

What & Why

Implementation of Workforce Support Hub to provide support wider than ESR & include wider HR advice and other workforce systems e.g. e-Roster.

Improved use of ESR and interfacing workforce systems.

Once for Wales solutions and increased capacity for NHS Wales organisations.

How & When

Extending the support model provided by the existing ESR & TEL Support Hubs.

Between Apr 20 and Mar 21.

Who

Digital Workforce Solutions Team, WEDs, ESR DH, NHS Wales organisations.

Risks/Limitations

Support from NHS Wales organisations.

Success will be: improved and reactive end user support model with increased capacity released to NHS Wales organisations

To achieve this we will need:



Workforce

- ↘ Existing WTE workforce.
- ↘ Ability to provide a support service and ESR Self Service in Welsh.
- ↘ A flexible team to provide consistent and high quality end user support and flex between digital learning and ESR support to meet demand.
- ↘ Effective succession plans.



Finance & Capital

- ↘ As already stated plus ongoing financial support from WG to deliver the digital learning strategy and system solution for Wales and the wider public sector.



IT

- ↘ NWIS dependency to deliver agile support.
- ↘ As previously determined.



Processes

- ↘ All workforce processes underpinned by ESR or interfacing technology.



Dependencies (Internal and External)

- ↘ As previously stated.
- ↘ Welsh Language translation support.
- ↘ Welsh Language support to enhance the skills mix of the team.



What Will We Deliver In 2021-22?

- 📄 Full deployment of the defined ESR solution across NHS Wales including education support and training.
- 📄 Management of a new programme of ESR and workforce enhancements to reflect NHS Wales requirements
- 📄 Improved capacity and capability of the NHS Wales workforce with regards to talent management and succession planning.
- 📄 Defined, prioritised e-learning development programme of work available in both English and Welsh (as required).
- 📄 Enhanced use of ESR business intelligence reporting and alerting capability for improved operational management and efficiencies.
- 📄 Continued communications, support and engagement with NHS wales organisations to ensure maximised use of ESR.
- 📄 Continued implementation of data standards in line with the national workforce data sets.
- 📄 Integrated Support Hub providing extended workforce support aligned with NWSSP KPIs and able to easily flux to meets peaks in demand.

The risks to achieving this could include;

- 📄 Capacity of Digital Workforce Solutions Team to deliver full efficiencies and maximise all benefits available.
- 📄 Lack of capacity, skills and prioritisation by organisations to implement ESR capability to defined timescales.
- 📄 Lack of 'Once Wales' approach and centrally funded programme support.
- 📄 Failure to secure NWIS support.
- 📄 Competing NWSSP agendas and priorities.
- 📄 Non engagement with national and local IT to maintain the required IT specification to maximise ESR capability.
- 📄 NWIS ability to deliver dependencies and requirements.

To achieve this we will need:

Resources

- 📄 Fully resourced central Digital Workforce Solutions Team to lead and deliver ESR Hire to Retire outputs.
- 📄 NHS Wales organisational compliance with IT minimum specifications (locally and nationally).
- 📄 Executive engagement and support from Workforce and finance Directors.

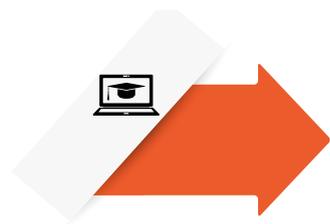


We will continue to engage with;

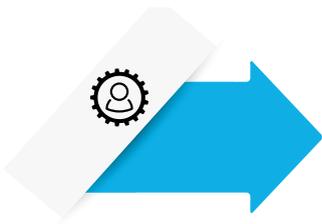
Customers and Stakeholders

- 📄 Finance and Workforce Directors.
- 📄 NHS wales organisations and wider public sector.
- 📄 ESR DH Central Team / IBM.
- 📄 NWIS.
- 📄 ESR professional stakeholders.

Beyond 2022



Once for Wales digital learning strategy embedded within NHS Wales and wider public sector Wales.



ESR fully utilised, a digitally competent workforce interfacing directly with digital workforce solutions.



NHS Wales and primary care workforce data and analytics accessible real time to inform business decisions enabled by triggers and workflows.



A 'pan Wales' digital workforce solution' aligns with WL standards and reflects the Healthier Wales 10 year strategy.

Key Milestones In Our Journey To World Class



2018/19

-  Full deployment of ESR Self Service and digitised workforce transactions.
-  Hosted 'once for Wales' occupational health system that standardises, automates and streamlines processes that reduce time to hire.
-  Extended use of ESR support Hub to Phase 2 and 3 support levels with maximum support provision for organisations.
-  Development of ESR PADR templates that underpin pay progression and succession plans.

2019/20

-  Digital workforce transactions delivered completely through ESR and electronic workforce interfaces.
-  Enhanced ESR support service model that extends outside office hours and maximises robotics.
-  Once for Wales mature and quality assured digital learning resources used across NHS Wales and the wider public sector.
-  Processes that transfer the occupational health data of students within Wales universities to the on-boarding NHS employer.
-  Mature use of talent management and succession planning across NHS Wales.

Key Milestones In Our Journey To World Class



2020/21

-  Continued enhancement and developments to the NHS ESR workforce solution to meet WG workforce policies.
-  A digital workforce maturely using ESR and interfacing workforce solutions across NHS Wales.
-  Maximised use of 'Once for Wales' solutions and avoidance in variation of processes.
-  Clearly defined specification for the replacement or re-procurement of the ESR workforce solution.

2021/22

-  Streamlined on boarding and reduced time to hire.
-  Effective use of workforce tools including job plans, succession plans & management of talent.
-  Effective use of ESR Business Intelligence and Workflow notifications.
-  Improved integration and portability of university and denary data with ESR.
-  Once for Wales solutions is the norm.
-  Digital learning maximised across NHS Wales and the wider public sector.

-  An extended range of workforce support functions provided by NWSSP.
-  All organisations across NHS Wales aligned with world class workforce processes.

Description of Key Performance Indicator	2019-20 Target	2020-21 Target	2021-22 Target
Digital Workforce Solutions Indicators			
KPI 1: 100% of ESR & TEL Support Hub emails responded to (first reply during working hours).	Urgent: 2 Hr High: 7 Hrs Std: 14Hrs	Urgent: 1Hr High – 6 hours Normal – 14Hrs	Urgent: 1Hr High – 6 hours Normal – 14Hrs
KPI 2: 100% of ESR & TEL Customer Live Chat responded to.	3 minutes	2 minutes	2 minutes
KPI 3: ESR & TEL Support Hub Customer Phone Calls responded to in line with NWSSP defined Service level agreement.	80% calls answered within 2 minutes	80% calls answered within 2 minutes	80% calls answered within 2 minutes
KPI 4: Automation of Help queries enabled.	30%	40%	40%
KPI 5: Volume of capacity enabled for NHS Wales.	150 days	200 days	200 days
KPI 6: Provision of conferences to enhance education and capability.	Bi-annually	Bi-annually	Bi-annually
KPI 7: ESR & TEL Support SLA Review Meetings.	Quarterly	Bi-annually	Bi-annually
KPI 8: ESR & TEL Support dashboard reporting.	Monthly	Monthly	Monthly
Health Board / Trust Indicators:			
KPI 9: All Statutory Clinical Professional Registrations recorded within ESR	100%	100%	100%
KPI 10: Compliance with the Workforce Information Verifier Data Standard	99%	99%	99%
KPI 11: Sickness absence recorded in ESR within 11 days	100%	100%	100%
KPI 12: All personal changes undertaken through ESR Self Service	100%	100%	100%
KPI 13: Terminations undertaken through ESR Self Service	80%	80%	80%
KPI 14: Compliance with statutory & Mandatory Level 1 & Level 2 CSTF competences	85%	90%	95%
KPI 15: Utilisation of ESR for new hires in (aligned with agreed and appropriate vacancies)	70%	80%	90%



EMPLOYMENT SERVICES

Delivering a prudent, efficient, cost-effective hire to retire modern service through our Trusted Partnership Approach 'Once for Wales.



About us

Staff

- ✓ **11.19FTE** Student Awards
- ✓ **76.22FTE** Recruitment Services
- ✓ **213.78FTE** Payroll Services
- ✓ **7.79FTE** Service Improvement and Development



Student Bursary Applications processed in <20 days

- ✓ **99.9%** completed Bursary Applications



Customer Support Call Activity

- ✓ **389,000** calls a month at **91%** Service Level



NWSSP Payroll Services Accuracy

- ✓ **99.9%** Accuracy



Payroll Produce

- ✓ **1.4 million** payslips



Advertised Vacancies on behalf of NHS Wales

- ✓ **14,130**



How have we engaged with our partners?

- ▶ Eminent in our area of expertise influencing discussions and developing strong working solutions through stakeholder co-production.
- ▶ Monthly operational performance reviews to frequently understand service needs.
- ▶ Quarterly performance reviews facilitating collaboration of service modernisation.
- ▶ Customer Pulse Surveys and enabling workshops.
- ▶ Service development and modernisation through NHS Wales Shared Services Partnership Committee.
- ▶ National innovation sharing Efficiency Board.
- ▶ Advisory stakeholder to Welsh Government.
- ▶ Effective management of complaints and compliments ensuring sharing of lessons learnt and quicker application of change.

What do our partners want?

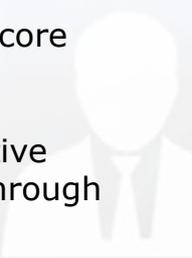
- ▶ Service based on quality interactions, strong governance, innovation and Welsh Language.
- ▶ Transparent service modernisation that sets out individual HB/T implementation plans.
- ▶ Maximise process and cost efficiencies to deliver safer employment practices e.g. pre-employment check passport, mandate DBS update service.
- ▶ Avoidance or reworking through effective processes and technology e.g. reduction of over payments.
- ▶ Extended workshops and roadshows to resolve local hire to retire inefficiencies e.g. time to hire.
- ▶ Professional guidance and tips in specialist areas.
- ▶ Transform transactional processes using technology and social media.

How will we deliver high quality services to our partners?

- ▶ Quickly cease all non-value-added activity to drive quicker and more effective processing.
- ▶ Understanding our customer needs through pulse surveys and peer groups.
- ▶ Transactional recruitment process for Medical appointments and Bank.
- ▶ Increase capacity to operate through Welsh Language.
- ▶ Consistent safer recruitment service for Primary Care Sector.
- ▶ Effective management of NHS Wales Bursary aligned to student streamlining scheme providing retention and quicker recruitment of graduate students in NHS Wales.
- ▶ Limit commitment of clinical time to transactional processing to maximise patient focus.

What are the significant benefits we achieved for NHS Wales?

- ▶ Advisory stakeholder and responsive delivery of NHS Wales Pay Awards.
- ▶ 37% new registrants to NHS Wales Bursary.
- ▶ Delivered the first Student Streamlining Scheme matching graduates with employment.
- ▶ Savings to HB/T through reduced cost per payslip and recruitment FTE.
- ▶ Change processes driving efficiencies and governance through technology e.g. 90% e-Payslips, transactional e-Forms and scheduled robotic processing.
- ▶ Reduced costs and risk through Certificate of Sponsorship and Medical relocation management.
- ▶ Customer Service Excellence Compliance+ recognising two core areas of customer focus.
- ▶ Pro-active approach to legislative compliance e.g. recruitment through welsh language.
- ▶ Absorbed additional service demands e.g. enablement focus on local delays, IR35.



What do we do well?

- ▶ Our Teams are innovative and solution driven.
- ▶ Listen to our customer needs providing a pro-active approach to local pressures and national programmes supporting delivery of service plans through real solutions.
- ▶ We are a catalyst for change – Recognition as an exemplar service sharing best practice and experience hosting UK wide shared service visits.
- ▶ Forged strong relationships performing an advisory and professional influencing role to Welsh Government, Department of Health and 3rd party system providers.
- ▶ Hub of excellence driving system development and procuring Once for Wales e.g. Primary Care Workforce Tool.
- ▶ Capture and monitor performance against benefit outcomes releasing savings to HB/T.

Opportunities to do more

- ▶ Remove non-value-added local process and policy variations.
- ▶ Improved use of data intelligence to assist HB/T achieve greater local service performance and quality.
- ▶ Extend workshops and enabling work throughout Wales focusing on hot-spot services to remove process delays and improve customer understanding.
- ▶ Once for Wales process and policy redesign resulting in financial reinvestment delivered with pace.
- ▶ Investing in technology to provide customers with greater communication choice.
- ▶ Expand Mental Health First Aid Role across regions to support staff wellbeing and attendance.

KEY PRIORITIES 2019-22

Value for Money



- ✓ Collectively working with stakeholder groups to establish quality pathways that are efficient, cost effective and 'Once for Wales'.
- ✓ Deployment of enabling resource funded with pump-priming investment to drive down local process inefficiencies aimed at increasing pay accuracy, further reducing recruitment timeline to release clinical time.
- ✓ Establishment of Mental Health First Aid Role to pro-actively work with staff increasing overall attendance.
- ✓ Once for Wales Certificate of Sponsorship savings to HEIW, HB/T, Primary Care and individual.
- ✓ Robust Student Bursary recovery process.
- ✓ Direct savings from robotic technology and Once for Wales redesign delivering re-investment opportunities to expand service.
- ✓ Create opportunities to drive down costs on contract negotiations and improve governance.
- ✓ Cost avoidance and efficiencies with increased time deployed to patient care through retention and matching of healthcare graduates with employment in NHS Wales.

Our Customers



- ✓ Collaboration on a simplistic Hire to Retire cycle facilitating quicker movement of staff during winter pressures and clinical service redesign.
- ✓ Greater interaction with local teams offering bespoke meet and greet workshops.
- ✓ Develop comprehensive customer journeys that empower our service users with improved interactive sign-posting 'what we will deliver' and 'what is required of them'.
- ✓ Performance framework that measures the consistency of our service delivery based on quality and customer experience.
- ✓ Ensure we are supporting our customers to deliver services in line with the Well-being of Future Generations and Social Care (Wales) Acts e.g. Duty of Care, Salary Sacrifice Lease Cars, paid Student Placements.
- ✓ Greater staff development increasing service delivery through welsh language e.g. preferences.
- ✓ Expanding our customer profile and offerings into Primary Care Practices to support Workforce and sustainability and Welsh language standards.



KEY PRIORITIES 2019-22

Service Development

- ✓ Establishing data standards to extract further benefit efficiencies through pro-active data analysis.
- ✓ Enable Primary Care sustainability through collaboration and fit for purpose Hire to Retire arrangements through a single recruitment platform providing Certificate of Sponsorships and aligning GP Trainees to vacancies on a 'Once for Wales' basis.
- ✓ Interactive and transparent Customer Portal to monitor activity flow and service performance.
- ✓ Enabling approach supporting HB/T achieve 75- day reduction in recruitment timeline and fulfilment of Student Streamlining graduates with employment.
- ✓ Once for Wales opportunities e.g. Bank service across all staff groups, single ESR Record and pre-employment checks for Medical and Dental staff.



KEY PRIORITIES 2019-22

Our Staff

- ✓ Understand Staff Survey outcome formulating robust action plan focusing on enhancing staff morale and participation in service change.
- ✓ Expand on 2017/18 wellbeing initiatives with Staff Focus Group.
- ✓ Evaluation of Mental Health First Aid Role to inform future needs for staff.
- ✓ Staff development programme, succession planning and launch of apprenticeship role.
- ✓ Problem solvers embracing NWSSP Core Values.
- ✓ Strengthened team working identifying and extending talent across service boundaries.
- ✓ Modernised team structure to balance service innovation calling for the development of new roles such as business analysts, pay modelling and customer enablers.

Excellence

- ✓ 'Go-to' Employer for local Higher Education establishments for paid Student Placement experience and Apprenticeship opportunities providing ongoing commitment to future generations.
- ✓ Professional influence informing financial and qualitative opportunities through modernisation and consistency of policy and terms and conditions translating to NHS Wales being the place to work.
- ✓ Service decisions driven by quality data enhanced through technology automation.
- ✓ IQT approach to planned service change utilising evidence based drivers, measurable outcomes effective KPI's.
- ✓ Quality Service measured by improved EFQM assessment and full compliance Customer Service Excellence and external benchmarking opportunities.

OUR JOURNEY

In 3 Years We Will Be



Providing our customer group with a **quality service** offering single point of contact with a first response within 10 seconds and transparent e-monitoring of all customer transactional activity.



Hire to retire service performance with **quicker Student Bursary outcomes, quicker recruitment timelines** and **increased pay accuracy** fortifying our position as a world class benchmarking beacon.



Fully **skilled workforce** with strong succession planning, achieving our learning pathway aligned to our strategic delivery plan providing expertise out of Centre of Excellence operating from four regional offices.



Evidence based service developments supplying innovative technological solutions that deliver modern process and policy standardisation **Once for Wales.**

The risks to achieving this could include:

- ➔ Impact of Brexit e.g. Right to Work.
- ➔ ESR Contract extension to Primary Care Services.
- ➔ Unforeseen in-year customer and Welsh Government requests.
- ➔ Business continuity and loss of skilled staff as a result of cessation of excess travel and age profile.
- ➔ Inability to achieve succession planning.
- ➔ Capacity to redirect resource to support unpredictable peaks in activity and support to service redesign.
- ➔ Commitment to reinvest technology and infrastructure in parallel with demand to improve services.
- ➔ Lack of timely collaboration from customers.
- ➔ Telephone infrastructure essential to Customer needs.

Path to Prudent and Once for Wales



Quality Service:

Safe recruitment and employment of staff in accordance with employment best practice ensuring staff are safely and quickly recruited.

Improved pay accuracy and standardisation.

Interactive Customer Portal and efficiency tracker delivering transparency and improved performance.

Redesigned processes based on improved data intelligence and robotic efficiencies.



Once for Wales

Application of Student Bursary terms and conditions supported by efficient recovery process and payment via ESR.

Time released by streamlining hire to retire record for M&D Trainees, Bank and Primary Care to single lifetime record.

Duty of Care deployment to ensure staff remain compliant with legislation to claim expenses.

Sustainable Primary Care Workforce planned through Primary Care Workforce Reporting Tool.

Savings and portability by extending Certificate of Sponsorship management and pre-employment check passport.



Skilled Workforce:

Successful staff development programme delivering succession planning, quality PADR and apprenticeships supported by strong Health and Wellbeing infrastructure.



Reducing Recruitment Timeline

Synchronised to Student Bursary commitment to work in NHS Wales increase conversion rate of students into posts through Student Streamline Scheme.

Technology enabled hire process where pre-employment checks are passport portable therefore complete prior to commencing work with no delay in payment.

Collaborative working with primary care sector extending hire to retire service delivery through single advertising platform and workforce system to Primary Care in Wales.



WHAT WILL WE DELIVER IN 2019-20?



What & Why

Once for Wales:

- Consistent application of NHS Wales Pay Framework.
- Pro-active data analysis e.g. pay bill forecasting
- Consistent application
- Ensure all future elements applied.

How & When

- Data analysis and modelling.
- System and process change.
- 2019-2020.

Who

- Director ES
- Payroll Managers
- NHS Confederation
- Welsh Government
- Directors of WF&OD.

Risks/Limitations

- Adherence to new system and processes e.g. management of sickness absence; pay progression.

Success will be: Full implementation of Pay Award

What & Why

Once for Wales:

- Single lifetime record for Medical Dental Trainees.
- Single lifetime record Bank.
- Duplication Peaks of transactional volume Multiple Bank Records/payslips Avoid over and under payments
- Improve cross boundary working.

How & When

- Establish single ESR record and supporting systems.
- Utilise ESR transfer process.
- Engagement stakeholders.
- 2019-2020.

Who

- Payroll Managers.
- Head of Recruitment.
- HB/T M&D HR Team.
- Directors WF&OD.

Risks/Limitations

- Agreement on single ESR platform.
- IBM transfer process schedule.
- Availability of cloud to enable visibility of multiple rostering system shift availability.

Success will be: medical and Dental and Bank hire to retire managed through single lifetime record

What & Why

Once for Wales:

- Extend Hire to Retire service to Primary Care GP Practices.
- Response to Welsh Government and Primary Care to generate and redirect local capacity to patient care.

How & When

- Single Advertising Platform.
- Procure & Implement Workforce Tool.
- Implement Hire to Retire pathway.
- Certificates of Sponsorship.
- 2019-2020.

Who

- Penybont Health.
- NWSSP T&FG.

Risks/Limitations

- Ability to extend ESR contract to include primary care sector.
- Current process and T&C variations.
- Expectations of customers – NHS Wales Safer Recruitment Standards.

Success will be: Safe and cost effective hire to retire service delivered within KPI's



WHAT WILL WE DELIVER IN 2019-20?



What & Why

Once for Wales:

- Medical and Dental transactional recruitment by NWSSP.
- Directors WOD priority
- Remove duplication

Single capture

Pre-Employment Checks.

How & When

- Develop single process aligned to NHS Standards.
- Sept 2019.

Who

- Head of Recruitment.
- Director WOD.

Risks/Limitations

- Request for local variation.
- Scheduled go-live to limit impact.

Success will be: M&D Transactional Recruitment proof of concept for CTUHB and ABMUHB undertaken by NWSSP within KPI's

What & Why

Once for Wales:

- Duty of Care Compliance.
- Ensure all staff claiming expenses hold appropriate levels of certification.

How & When

- Deployment of expenses functionality across NHS Wales.
- 2019-20 Organisation Rollout plan.

Who

- Business Support Alder House.

Risks/Limitations

- Timely adoption by HB/T.
- Financial investment in resource and functionality roll-out costs – agreed contractual / SLA arrangements.

Success will be: 99.9% of staff claiming expenses holds vehicle licence, MOT, business insurance at point of claim

What & Why

Once for Wales:

- Extend licencing provision
- Certificates of Sponsorship management.
- Maximise Once for Wales portability.
- Reduced costs to NHS Wales, HEIW and individual.

How & When

- Develop process, roles and responsibilities under memorandum of association.
- Dec 2019.

Who

- Certificate of Sponsorship Officer in partnership with operational leads.

Risks/Limitations

- Financial impact of £1,000 pa government levy per individual.
- Timely change of circumstances by HB/T.

Success will be: extend provision of current Licencing



WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <p>Once for Wales:</p> <ul style="list-style-type: none"> Student Bursary. NHS Wales Bursary Scheme. Recovery of bursary and Payment via Electronic Staff Record. 	<p>How & When</p> <ul style="list-style-type: none"> Maintain and development of Student Award System. Alignment Student Streamlining. 2019-2020. 	<p>Who</p> <ul style="list-style-type: none"> Student Award Service. HEIW. Welsh Government. ES Service Improvement Team. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Allocation of capital funding for critical system development. University notification – Students no longer training. Recovery of funds e.g. no income. Availability of suitable vacancies. 	
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Success will be: applications processed in <20 days; Matching of Bursary Students to post in NHS Wales

<p>What & Why</p> <p>Once for Wales:</p> <ul style="list-style-type: none"> Train.Work.Live Single Point of Contact (SPOC). Extend SPOC to AHP's. Alternative pathway for overseas recruitment. 	<p>How & When</p> <ul style="list-style-type: none"> Co-ordinated management of professionals seeking to train.work.live in wales. 2019-2020. 	<p>Who</p> <ul style="list-style-type: none"> NWSSP SPOC in partnership with Welsh Government and HB/T Leads. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Successful registration with UK professional bodies. Impact of Brexit. Agreement on alternative pathway for overseas recruitment. 	
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Success will be: increased appointments to NHS Wales via Train.Work.Live campaign

<p>What & Why</p> <p>Once for Wales:</p> <ul style="list-style-type: none"> Student Streamlining – GP Trainees Allied Health. Avoid unnecessary duplication – associated costs. Quicker start times. 	<p>How & When</p> <ul style="list-style-type: none"> Adopt NWSSP Student Streamlining Scheme. Sept 2019. 	<p>Who</p> <ul style="list-style-type: none"> Service Improvement Team GP Trainee Lead Prof Peer Groups 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> System development. High Volume. Consistent collaboration from peer groups. 	
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Success will be: GP Trainees and Allied Health Professionals appointed through Streamlining Scheme

WHAT WILL WE DELIVER IN 2019-20?



What & Why

Once for Wales:

- Single Customer Service Point for Employment Services – exploration NWSSP.
- Remove duplication Economies of scale.
- Clear customer pathway and response times.

How & When

- Capital Investment – call recording & activity tracking platform.
- NWSSP model.
- Sept 2019.

Who

NWSSP T&FG.

Risks/Limitations

- NWSSP Model fits divisional needs.
- Allocation Capital funding.
- Telecoms infrastructure.

Success will be: single NWSSP Customer Service Point

What & Why

Quality Service:

- Benchmarking and Peer Assessment.
- Peer review of service delivery and quality by industry standard and benchmarked performance.

How & When

- Wales Quality Centre
- Customer Excellence
- Benchmarked Industry Standards.
- Nov 2019.

Who

Service Improvement Team in partnership with Senior Team.

Risks/Limitations

- Availability of Assessor.
- Identifying comparator service.

Success will be: benchmarking evidencing value for money; Improved Assessment

What & Why

Quality Service:

- Improved Data Intelligence.
- Effective use of data intelligence to inform business redesign – realise financial savings.

How & When

- Use core system data inform policy and process change
- Delivered through Customer Portal.
- Dec 2019.

Who

Service Improvement Team.

Risks/Limitations

- Investment in role design.
- Adoption of data standards e-enabled technology and portal deployment.
- Maximising ESR 3rd party interfaces.

Success will be: performance platform that informs business redesign and financial savings



WHAT WILL WE DELIVER IN 2019-20?



What & Why

Quality Service:

- 95% reduction in paper transactions.
- Remove manual paper processes to deliver data validation and timely submission all activity outside ESR MSS.

How & When

- Customer Portal development e-Form.
- Regional scanning and document management.
- Feb 2020.

Who

- Heads of Service.
- Service Improvement Team.

Risks/Limitations

- Server capacity.
- Funding for additional scanner licences.
- Allocation of dedicated system developer / 3rd party solution procurement.

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Success will be: GP Trainees and Allied Health Professionals appointed through Streamlining Scheme

What & Why

Quality Service:

- Process efficiencies through Robotics.
- Enable standardisation and automation of core hire to retire processes.
- Redirect resource.

How & When

- Identify suitable processes for automation.
- Process map applied to live environment.
- Mar 2020.

Who

- Heads of Service.
- Service Improvement Team.
- NWSSP RPA Team.

Risks/Limitations

- New skill set – effective training and capacity to support roll-out.
- Availability of capital funding.
- Allocation of NWSSP RPA Team.

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Success will be: improved quality, quicker processing routine tasks

What & Why

Quality Service:

- Interactive Customer Portal and modernisation tracker.
- Missed opportunities -financial savings.
- Performance monitoring – achieve quicker outcomes.

How & When

- Development of Portal and modernisation programme
- Standardisation of policy / process.
- Dec 2019.

Who

- Service Improvement Team in partnership with Heads of Service.

Risks/Limitations

- Timely uptake of process change.
- Allocation of dedicated system developer / 3rd party solution procurement.
- Server capacity.

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Success will be: transparent tracker of performance

WHAT WILL WE DELIVER IN 2019-20?

Strategic Objectives

Service Development 

Staff

Excellence 

Value for Money 

Customers 



What & Why

Quality Service:
 Cease non-added-value activity.
 Duplication.
 Release time clinical /department resource.

How & When

e-Payslips.
 NWSSP Extract References.
 Manual Payment Policy.
 Remove CSD.
 e-WLI payments.
 Cease unnecessary letters.
 Retention appointment files
 Portable PECs.
 Mar 2020.

Who

DOW; DOF
 Employment Services.

Risks/Limitations

Not supported by NIP.
 Commitment by local teams to adopt.



Success will be: all non-added-value activity ceased

What & Why

Reduce Recruitment Timeline:
 Mandate DBS Update Service.
 Remove duplication and cost of multiple DBS checks.
 60 day refresh update.
 Graduates already subscribe.
 Negate 3 year check requirement.
 DBS Capita contract expired May 18.

How & When

Policy decision to mandate subscription.
 Change safer recruitment standard.
 Replacement Capita contract.
 Jul 19.

Who

Head of Recruitment in consultation with AWOD.

Risks/Limitations

Reliant on NHS Wales Policy decision to mandate.
 Requirement to procure replacement Capita e-DBS.



Success will be: financial savings and quicker recruitment – ESR Notification DBS Status Change



WHAT WILL WE DELIVER IN 2019-20?



What & Why

- Reducing Recruitment Timeline:
- 75 day process efficiencies.
- Local steps in process exceed agreed performance levels.
- Cost of agency and locum expenditure.
- WOD objective
- Enablement proof of concept.
- 20 day reduction.
- ID verification resource intensive.

How & When

- Maximise technology.
- Appointing.
- Manager Workshops.
- KPI focus on hot spot areas.
- Enablement intervention by NWSSP driving outcomes.
- 2019-2020.

Who

- Head of Recruitment.
- Appointing manager.
- AWOD.

Risks/Limitations

- Commitment of appointing managers to achieve performance targets.
- Re-direct NWSSP recruitment teams from non-value added tasks.
- Support Digital ID verification.

Success will be: enablement delivering reduction in HB/T KPI's

What & Why

- Skilled Workforce:
- Payroll Restructure
- Succession planning / Apprenticeships.
- Sustainable skilled workforce.
- Wellbeing of future generations act.

How & When

- Educational links to provide work experience, summer placements.
- Staff training Programme.
- Quality PADR.
- Staff Action Plan.
- July 2019.

Who

- Senior Team in collaboration with Head of OD.

Risks/Limitations

- Engagement of educational providers.
- Uptake of schemes and Apprenticeship.
- Consistency of Apprenticeship salary.

Success will be: annual Appointment to placement programme



To achieve this we will need:



Workforce

- ↘ Personal objective for all staff to attend Welsh language Awareness session.
- ↘ Staff who declare interest to learn Welsh will be encouraged and supported to do so.
- ↘ Review of key roles to identify where Welsh language is a requirement of role to increase delivery of fully bilingual service.
- ↘ Direct involvement of staff in change processes building on understanding and wider application of lean principles in service modernisation.
- ↘ Establishment of Apprenticeship Roles to compliment succession planning.
- ↘ Establish Mental Health First Aid Role to support staff and managers understanding of working and living with mental health issues.
- ↘ Training requirements: Customer Services; Lean Techniques IQT Silver and Gold, Telephone Conflict Training, HCL – increased Welsh Language capacity.
- ↘ Payroll Service Review (reinvestment opportunities) exploration of apprenticeship role.



Finance & Capital

- ↘ Budget setting to support known workforce expansion.
- ↘ Fluid financing model to meet in-year opportunities quickly.
- ↘ Training costs for staff incl H&W initiatives.
- ↘ Business continuity review including expiry of Software Europe e-expenses (May 19).
- ↘ Additional system set-up and annual costs in region of £12,000p.a. per primary care cluster for recruitment through Trac
- ↘ Additional system set-up and annual costs in region of £12,000p.a. to support Trac and Expenses for HEIW.
- ↘ Introduction of £1,000 p.a. government levy per individual for Certificate of Sponsorships.
- ↘ £217,550 Capital requirement to support:
- ↘ Call Recording & Customer Portal (£90,775).
- ↘ Document Management (£36,000).
- ↘ Digital ID Verification (£90,000).
- ↘ Primary Care sustainability Advertising & Workforce Tool (£150,000).
- ↘ Single ESR Platform for Bank and Primary Care (£100,000).



To achieve this we will need:

 **IT**

- Extension of ESR IBM contract to primary care services.
- Dedicated developer to deliver agile track able transactional processes via web-based Customer Portal supported by 'apps', interactive FAQ's and web-chat functionality.
- Agile working through external development of social media, 'apps' and web-based forms.
- Evaluation of e-solution to support matching of Graduates to employment opportunities – inform permanent solution.
- Expertise and developer access to deliver process modernisation through Robotics.
- Resolution of project management software specification to strengthen project management.
- NWSSP telephone upgrade to support call recording and infrastructure upgrade NWRO and SWRO – Licensing to support model.
- Move to laptops to support agile working and business continuity.

 **Procurement**

- Technology to deliver our Interactive Customer Portal including App developments and web-based e-forms.
- Call Recording technology.
- Primary Care Web-based Workforce Tool and single advertising platform.
- Extend capacity to roll-out Student Streamlining across all professions.
- Investment in software to facilitate performance management of transactional activity and sharing of workforce intelligence.
- Scoping single e-Rostering System specification.
- Duty of Care roll-out to all expense users where supported by NHS Wales organisations.
- e-Expenses contract extension.
- Annual maintenance support agreement to Contact Centre Management software.
- Establish new e-DBS contract outside of Trac to deliver single bank on boarding.

To achieve this we will need:



Processes

- Unknown effects of EU exit on legislation and operational impact.
- Effective NHS Wales Student Bursary recovery and appeal process.
- Evaluation of Student Streamlining end to end process and matching algorithm including adaptability of model to GP Trainees.
- Adoption of recruitment timeline efficiencies by all stakeholders.
- Alternative recruitment process to support Overseas appointments.
- Strategic requirement to support Single Bank e.g. increased demand for weekly pay and annualised hours.
- Change management methodology aligned to NWSSP Programme Management Office (PMO).
- Process redesign to support 'Once for Wales' certificate of Sponsorship; Single Bank; Salary Sacrifice and Duty of Care.



Dependencies (Internal and External)

- Continued timely access to robotic developments.
- Primary care terms and conditions and long term considerations against national NHS terms.
- Timescales and operational support to TUPE transfers e.g. Bridgend Boundary Change.
- Sufficient allocation of capital funding to advance service change through technology.
- Collaboration of HB/T to adopt innovation in a timely manner.
- Impact of legislative changes e.g. bursary and government levy being applied to certificate of sponsorship.
- Compatibility of telephone infrastructure upgrade with Contact Centre Software.
- Uptake of Welsh Language functionality for Applicants.
- NWIS/IT expertise; NHSJ 3rd party provider for Primary Care; Core operations.



WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <p>Once for Wales:</p> <ul style="list-style-type: none"> Certificates of Sponsorship management – non Medical. Portability. Reduced costs to NHS Wales and individual. 	<p>How & When</p> <ul style="list-style-type: none"> Develop process, roles and responsibilities under memorandum of association. Mar 2020. 	<p>Who</p> <p>Service Improvement Team in partnership with operational leads.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Financial impact of £1,000 pa government levy per individual Timely change of circumstances from HB. Home Office Audit. 	
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Success will be: Portability of Certification and reduced costs

<p>What & Why</p> <p>Once for Wales:</p> <ul style="list-style-type: none"> Pay Element Review. Improved data governance of all elements NHS pay bill. 	<p>How & When</p> <ul style="list-style-type: none"> Standardisation of pay elements across all organisations. User of robotics to apply new standard once for wales. Mar 2020. 	<p>Who</p> <p>Payroll Managers.</p> <p>AWOD.</p> <p>NHS Confederation</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> NHS Wales agreement to streamline and standardise elements. Capacity of automation available to service to support transition. 	
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Success will be: robust pay bill data based on standard definitions and application of pay elements

<p>What & Why</p> <p>Once for Wales:</p> <ul style="list-style-type: none"> Roll-out Hire to Retire across all Primary Care Sector. Response to Welsh Government and Primary Care to generate and redirect local capacity to patient care. 	<p>How & When</p> <ul style="list-style-type: none"> Implement Hire to Retire pathway. Certificates of Sponsorship. Mar 2021. 	<p>Who</p> <p>Primary Care Practices</p> <p>NWSSP T&FG.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Ability to extend ESR contract to include primary care sector. Current process and T&C variations. Expectations of customers – NHS Wales Safer Recruitment Standards. 	
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Success will be: Primary Care Hire to Retire process delivered within KPI's



WHAT WILL WE DELIVER IN 2020-21?

Strategic Objectives

Service Development  **Staff**

Excellence 

Value for Money 

Customers 



What & Why

Quality Service:
Maximise Technology through Robotics.
Standardise and automate hire to retire processes releasing and redirecting resource capacity.

How & When

Identify core hire to retire processes appropriate for automation
Develop new process flows.
Dec 2020.

Who

Service Improvement Team in partnership with operational leads.

Risks/Limitations

New skill set – effective training and capacity to support roll-out.
Availability of capital funding to fulfil migration of transactional activity to automation.



Success will be: improved quality, quicker processing routine tasks

What & Why

Quality Service:
Benchmarking and Peer Assessment.
Peer review of service delivery and quality by industry standard and benchmarked performance.

How & When

Wales Quality Centre
Customer Excellence.
Benchmarked Industry Standards.
March 2020.

Who

Service Improvement Team in partnership with Senior Team.

Risks/Limitations

Availability of Assessor
Identifying comparator service.



Success will be: benchmarking evidencing value for money; Improved Assessment



To achieve this we will need:



Workforce

- ↘ Certificate of Sponsorship: 1FTE B3.
- ↘ Expansion Primary Care: 1FTE B3 Recruitment; 1FTE Band 5 and 4FTE B4 Payroll.
- ↘ Expand dedicated Enabler Roles within operational teams.
- ↘ Apprenticeship Role and Summer Student Placement.
- ↘ Training Requirements: Lean techniques, IQT Silver and Gold, Telephone Conflict Training, Team Building days, Healthcare Leadership Training.



Finance & Capital

- ↘ Sustained e-system.
- ↘ Capital investment Once for Wales e-rostering systems.
- ↘ Continued access to robotics software/server, developer training and subject matter expert.
- ↘ Maximise automation through Robotics (£12,000).
- ↘ Agile Working and Business Continuity Plan through Laptop migration (£55,440).
- ↘ Once for Wales procurement e-Rostering system (£150,000).



IT

- ↘ Maintenance and ongoing development of payroll performance module.
- ↘ Internal development of e-training platforms through ESR.
- ↘ Web-enabled forms managing activity outside of ESR Self Service through customer portal and aps.
- ↘ Collaborative working with Department of Health scoping NHS Jobs Platform requirements.
- ↘ Operational system support to core systems and software upgrades e.g. Zylab and CCM.



To achieve this we will need:

 **Procurement**

- Web-enabled technology
- e-Rostering procurement

 **Processes**

- Cost effective processes comply with legislation changes affected by EU exit.
- Document Management supports electronic personal files.

 **Dependencies (Internal and External)**

- Access to dedicated developer/web-enabled forms and customer portal.
- Upgrade to regional telecommunications.
- Ongoing investment in technology to deliver process automation.

What Will We Deliver In 2021-22?

-  Safe and consistent Hire to Retire Service to Primary Care Sector.
-  Further reduction of the Recruitment Timeline enabling local hot spots.
-  Single Bank Service to NHS Wales.
-  Comprehensive Customer Portal combining transactional efficiencies with customer transparency and performance.
-  Enriched data intelligence detailed activity forecasting to support planning and greater Benchmarking with Service Industry Standards.

The risks to achieving this could include;

-  True partnership approach by stakeholders.
-  Transparency of future legislative changes with direct impact on hire to retire service.
-  Detailed forecasting and workforce planning by HB to inform activity volumes and service demand.
-  Allocation of Capital Funds to develop technological efficiencies.

To achieve this we will need:

Resources

-  Reinvestment of monies to deliver continued process and policy redesign through technologies and IT platforms.
-  Continuous development of workforce skills e.g. data analysts and enablers.
-  Co-operation of local resource to apply agreed process and performance measures.

We will continue to engage with;

Customers and Stakeholders

-  Continued professional influence and engagement with core workforce system providers, Welsh Government, HMRC, Pension Agency, Primary Care, Health and social care sector.

Beyond 2022



World Class Hire to Retire performance benchmarking achieved through full use ESR functionality and 3rd party contracts.



Single Point of Contact for customers and stakeholders via Interactive Customer Portal and Aps.



Development of NHS Jobs advertising platform.



Once for Wales e-Systems e.g. procurement of single rostering system.

Key Milestones In Our Journey To World Class



2018/19	2019/20
<ul style="list-style-type: none"> 📌 Ongoing reduction of recruitment timeline. 📌 Student Bursary Recovery Process. 📌 Nurse Student Streamlining. 📌 Scoping Primary Care Service Offerings. 📌 Customer Portal Specification 📌 Application NHS Wales Pay Framework. 📌 Commence roll-out Duty of Care. 📌 Single lifetime record for Medical Dental Trainees and Bank. 📌 Robotic Automation. 📌 Certificates of Sponsorship management. 	<ul style="list-style-type: none"> 📌 Medical Dental. 📌 Train.Work.Live. 📌 Primary Care Workforce & Advertising Tool. 📌 Staff Survey Action Plan. 📌 Launch Mental Health First Aid Role. 📌 Bridgend Boundary Transition. 📌 Remove non-added-value activity. 📌 Expand enablement roles to address local low performance hot-spots. 📌 Digital Employment ID Validations. 📌 Student Streamlining GP Trainees and Allied Health Professionals. 📌 Sustained payroll accuracy rate of 99.8%. 📌 Fully bilingual service (welsh lang). 📌 Reduction in over and under payments. 📌 Roll-out Duty of Care Model. 📌 95% reduction of paper transactions to payroll. 📌 Deliver Apprenticeship and succession planning. 📌 CSE and EFQM Excellence Model. 📌 Ongoing Robotic Automation. 📌 2019 Customer Pulse Survey. 📌 Single NWSSP first line response team to Customers.

Key Milestones In Our Journey To World Class



2020/21	2021/22
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|---|--|---|---|
| <ul style="list-style-type: none"> 📋 Payroll service delivery accuracy rate of 99.9%. 📋 Internal Audit assessment achieve Substantial Assurance. 📋 Full review of NHS Wales Pay bill and standardisation of elements. 📋 Full roll-out of services to Primary Care. 📋 Certificates of sponsorship to non-medical staff. 📋 Customer service strategy delivering a customer focused service. 📋 Professional, highly skilled workforce aligned to service improvement. | <ul style="list-style-type: none"> 📋 Robust benchmarking demonstrating sustained reductions in key business performance areas. 📋 Continued transformation through robotics and technology. 📋 Full use of ESR Talent Management. 📋 CSE and EFQM Excellence Model. 📋 Impact assessment of exiting EU. | <ul style="list-style-type: none"> 📋 Sustained payroll service accuracy rate of 99.9%. 📋 Resolution of EU Impact Assessment. 📋 Paper-lite transactional processes to support hire to retire activities to all stakeholder groups. 📋 Continuous service improvements to meet internationally recognised management standards. 📋 Maximise transformation through robotics. | <ul style="list-style-type: none"> 📋 Innovative Policy development driven by evidence based intelligence 📋 CSE and EFQM Excellence Model. |
|---|--|---|---|

Description of Key Performance Indicator	2018-19 Target	2019 -20 Target	2020-2021 Target
Digital Workforce Solutions Indicators			
KPI 1: Time to Place Advert (2 working days)*	2	2	2
KPI 2: Send Applications to Manager (2 working days)	1.6	1.6	1
KPI 3: Send Conditional Offer Letter (5 working days)	5	4	3
KPI 4: Send Unconditional Offer Letter (2 working days)	2	2	2
KPI 5: NWSSP Pay Processing Accuracy	99.92%	99.94%	99.97%
KPI 6: Reduce Manual Payments Produced (impact on accuracy)	99.97%	99.98%	99.99%
KPI 7: Reduce Over Payments Produced (impact on accuracy)	99.97%	99.98%	99.99%
KPI 8: Customer Calls Answered – Recruitment	97.5%	98.5%	98.5%
KPI 9: Customer Calls Answered – Payroll	95%	97.5%	98.5%
Health Board / Trust Indicators:			
KPI 10: Time to Approve Vacancy (10 working days)	10	8	6
KPI 11: Time to Shortlist Applicants (3 working days)	8	7	6
KPI 12: Time to Notify of Interview Outcome (3 working days)	4	3	2
KPI 13: HB/T Pay Processing Accuracy	99.8%	99.94%	99.97%
KPI 14: Reduce Manual Payments Produced (impact on accuracy)	99.83%	99.91%	99.97%
KPI 15: Reduce Over Payments Produced (impact on accuracy)	99.86%	99.91%	99.97%

CENTRAL TEAM eBUSINESS SERVICES (CTeS)

Deliver value to our customers, be an enabler to support the delivery of world class processes whilst acting as the Centre of Excellence on service, change and programme management on all matters pertaining to enterprise digital technologies for 12,000 Finance and Procurement users (FMS Services) across the NHS in Wales and potentially broader.



The scope of FMS Services include the ERP transactional platform (Oracle eBusiness Suite), BI Reporting platforms (QlikView and APEX BI), Document Management OCR Scanning platform, robotic intelligent automation and a range of ancillary services.

CTeS are a small team of 11 staff (9.4 wte), governed and funded by the Strategy and Development Board (STRAD) which is represented by all Health Organisations.

STRAD work in partnership with CTeS to determine and sign off the CTeS work programme and priorities.

The Teams achievements in 2018:

- ✓ Awarded BAC's Bureau status.
- ✓ FMS Retender Programme Management, including hardware refresh - minimum customer impact reported to services during transition and no overall increase in costs for the Consortium.
- ✓ On boarded the HEIW Organisation onto FMS Services and provided early life support.
- ✓ Organised and facilitated a 'Horizon Scanning' and 'Art of the Possible' Workshop for digital technologies attended by Stakeholders across NHS Wales to support agreeing the future roadmap for the next 10 years.
- ✓ Developed a replacement for the legacy reporting solution due to end of life support - Consortium cost avoidance saving £70k+

The Teams activities include:

- ✓ Monitoring the FMS contract and SLAs.
- ✓ Managing change requests and financial costs.
- ✓ Taking forward strategic programmes/projects.
- ✓ Service desk - providing operational and technical support for users across Wales.
- ✓ BAC's Bureau for NHS Wales payments (non-pay).
- ✓ Supporting the largest QlikView Reporting Solution deployment in Europe.



How have we engaged with our partners?

- ▶ Horizon Scanning workshop organised and facilitated by CTES to help shape the future FMS Services roadmap attended by 40+ colleagues across NHS Wales. The objectives were to start considering decisions that need to be made to ensure we remain on supported platforms but also to start reviewing the 'Art of the Possible' aligning to digital transformation strategies.
- ▶ Attendees from FMS Governance Groups, including DDoFs but also wider stakeholders from the NHS Wales Finance Academy, NHS Wales Informatics Services and local IT departments.
- ▶ Customer Satisfaction Surveys, Annual Visits held with individual Health Organisations, with feedback presented to STRAD.
- ▶ Quarterly STRAD meetings to review and develop work plan in partnership. Agree improvements, projects and priorities based on operational requirements and wider strategies.
- ▶ CTES facilitates and is represented on all FMS Governance Groups (STRAD, Accounting, Service Support, Business Intelligence and Contract Group).
- ▶ Regular engagement with DoFs through meeting updates via the STRAD Chair.

What do our partners want?

- ▶ To use leading edge digital technologies, business intelligence and continuous improvement methodologies to provide standardised user centric, automated, and real time solutions to our customers.
- ▶ Input into and agree the CTES work programme through quarterly STRAD Meetings in partnership with CTES.
- ▶ Confidence that all systems remain on supported platforms with proactive monitoring and cyber vulnerabilities managed and addressed.
- ▶ Access to FMS Services that are fit for use and purpose and achieve contractual SLA targets.
- ▶ FMS Services supported by CTES and by Version 1 Solutions Ltd.
- ▶ Continual Service Improvement support to enhance existing services and deliver modern digital services:
 - ▶ 15 change requests / CSI requests submitted per month.
- ▶ For CTES to take a wider and lead role in market research, benchmarking and recommending options to enhance the digital footprint and roadmap for FMS Services.
- ▶ Support simplification of Finance and Procurement processes through greater use of automation options including Robotics, Artificial Intelligence or Chatbots and lean processing reviews.

How will we deliver high quality services to our partners?

- ▶ To be a centre of excellence in terms of skills, knowledge and expertise on relevant digital services.
- ▶ Quality controls, procedures and maintaining high professional standards.
- ▶ Horizon scan and benchmark services against similar structured departments in NHS England and other Public Sector Organisations.
- ▶ Ensure the delivery of benefits using the principle 'Once for Wales' where customisations are available to all organisations in a standard way and a Common Operating Model (COM) has been extended and used for all services supporting collaboration and adopting best practice. The COM approach was successfully used for on- boarding and supporting Health Education Improvement Wales into FMS Systems.

What are the significant benefits we achieved for NHS Wales?

- ▶ Working in partnership with NWSSP Procurement Services and Health Organisation leads have awarded the FMS Services Contract resulting in the same level of support being offered to NHS Wales with no increase in contributions for Consortium members.
- ▶ Provide QlikView 2nd Line Support and complete developments in house.
- ▶ Developed a Reporting solution in house which when fully rolled out will replace Discoverer.
- ▶ Implemented a Service Desk providing 2nd line support for Business Intelligence, general operational technical support and a BAC's Bureau Service to NHS Wales including Primary Care:
 - ✓ 200 support tickets raised per month.
 - ✓ 200 BAC's request per month.
 - ✓ 200 All Wales data Maintenance requests per month.
 - ✓ Manage £4bn BAC's payments per annum.
 - ✓ Saving £60k per annum (including in- house developments savings).
- ▶ Successfully deployed robots ("bots") to assist nurse rostering processes in Cardiff and Vale uLHB, initially as a pilot site but to be rolled out to other Health Organisations, saving front line clinical staff considerable time and providing valuable management information.



What do we do well?

- ▶ Proven track record of project, programme and risk management.
- ▶ Change Management in line with ITL best practice - supporting change whilst controlling the risk and maintaining a stable service.
- ▶ Drive Continual Service Improvement Planning to enhance the quality of service.
- ▶ Horizon Scanning, benchmarking and networking to support CSI:
 - ✓ Members of the Oracle UK OUG and attendance at the annual events – A hub for connecting, learning, sharing and shaping conversation for the mutual benefit of the community.
 - ✓ Chair or present at the Version 1 Focus Group Meeting attended by Version 1 customers in UK and Ireland - established to encourage the sharing of Oracle E-Business Suite related knowledge.
 - ✓ Represented on the UK Women in Technology Group.
- ▶ Manage and support the FMS Governance Groups – including preparing agenda, papers & meeting notes.
- ▶ All aspects of Contract and Service Management – with third party supplier recommending the CTes approach to their other customer base.
- ▶ Work collaboratively and act as a conduit between Health Organisations and Suppliers.
- ▶ Comprehensive documentation and procedures.

Opportunities to do more

- ▶ Provide services to wider Public sector bodies for example BACs.
- ▶ Provide and support systems for use in wider NHS Wales:
 - ✓ Reporting for other NWSSP divisions.
 - ✓ Extending the use of Oracle to support wider Health Organisation functions.
- ▶ Extending the use of software robotic ('Bots') automation – commencing with the deployment of a COM solution for the Cardiff and Vale Rostering proof of concept onto a supported production environments, followed by an NHS Wales roll out, as requested by STRAD.
- ▶ Extending the present service support offering thereby providing greater value to our customers e.g. 2nd Line Support for all FMS Services.
- ▶ Develop enhancements, working in partnership with Managed Service Provider to deploy.
- ▶ Developing enhanced Qlik offering for NHS Wales Finance and Procurement and standardised WG reporting.
- ▶ Provide local systems and development support for Organisations as requested by HEIW.
- ▶ Extending the use of robotic software - used for completing automated business critical test scripts during system changes and automating user audit reporting.



KEY PRIORITIES 2019-22

Value for Money



- ✓ Agree the FMS Services Roadmap for the next 10 years, including key decision points and the Art of the Possible.
- ✓ Deliver developments in-house, previously completed by 3rd parties, based on Consortium approved scope via STRAD.
- ✓ Continue to benchmark against and engage with other Health Organisations outside Wales, public sector bodies and private sector companies.
- ✓ Review automating BAC's processing to improve efficiencies and to support any wider offering to other Public Sector bodies.
- ✓ Expand 2nd line support to all FMS Services.
- ✓ Fully replace current Reporting solution with a replacement delivered in-house, saving at least £70k development costs on 3rd party proposal and recurring support costs.
- ✓ Business Case to inform the NHS Wales Cloud vs Public Cloud Migration decision.

Our Customers



- ✓ Presence at all FMS Governance groups to agree work programme with all NHS Wales Organisations, including NWSSP.
- ✓ Review of all Governance Groups to ensure they align to the FMS Retender requirements and business needs.
- ✓ Provide a value added conduit between our customers and Service Providers – provide a single point of contact with CTES where possible.
- ✓ Complete annual customer service excellence reviews and enhance KPIs to measure quality and ensure they align with requirements.
- ✓ Provide timely updates to Customers on key Programme deliverables through a range of communication platforms such as Newsletters and Howis updates.
- ✓ Ensure we are supporting our customers to deliver services in line with the Well-being of Future Generations and Social Care (Wales) Acts.



KEY PRIORITIES 2019-22

Service Development



- ✓ Qlik enhancements (using QlikView and Qlik Sense) to support reporting needs - implement role based Business Intelligence reporting applications driven by user requirements. Provide a month end WG reporting template using the Qlik platform.
- ✓ Ensure any developments are delivered in accordance with the Common Operating Model (COM) and documentation remains up to date.
- ✓ Enhance the COM to ensure further alignments of settings and processes for FMS Services.
- ✓ Review Service Desk tools to ensure CTeS can deliver services as required to customers.
- ✓ Expand the use of 'BOTS'.
- ✓ Evaluate the benefit of Mobile Applications and Self Service.
- ✓ Simplify footprint of FMS Services and customisations – easier transition during upgrades and supports being 'cloud ready' at a future point.
- ✓ Upgrade all Systems to ensure platforms are supported.
- ✓ Consider Cloud Hybrid support model.



KEY PRIORITIES 2019-22

Our Staff

- ✓ Ensure PADR's, Statutory and Mandatory Training are completed.
- ✓ Retain full complement of staff.
- ✓ Ensure staff development and training is provided where necessary, particularly to support broadening of support and services provided to customers.
- ✓ Continue to review our existing internal lean activities, agile approach, skills and expertise to ensure we continue to add value.
- ✓ Develop staff to support retention, progression and succession planning.
- ✓ Ensure all staff are trained in ITIL Foundation.
- ✓ Respond to the 2018 Staff Survey, focusing on areas for action and improvement.

Excellence

- ✓ Continuous Service Improvement policies in place to facilitate and drive CSI whilst maximising use of existing toolset.
- ✓ Ensuring all services remain on fully supported versions and plan to replace legacy systems and upgrades include cyber security updates where necessary.
- ✓ Align to ITIL Best practice methodologies.
- ✓ Implement SIEM a security analytics tool for proactive vulnerability / access monitoring.

OUR JOURNEY

In 3 Years We Will Be



Supporting and developing a comprehensive suite of robotic processes which underpin efficient service delivery, simplification and standardisation.



ISO 20000 Accredited (IT service management) - delivering to ITIL best practice with a mature and embedded set of processes, ensuring Value is delivered to our customers.



Using Chatbots to support the Service Desk responding to standard requests and beyond.



Providing an Automated BACs service to Public bodies in Wales.



Providing 2nd Line Support for All FMS Services as well as undertaking more developments in-house.



Providing support to NWSSP Divisions and offering a wider support model to Health Organisations.



Supporting a Business Intelligence Solution which provides users with analytics-ready information and Augmented Intelligence (Artificial Intelligence combined with human intuition).



Using an Oracle eBusiness Suite Platform (12.2.x) which will be supported until 2030 – allowing the focus to remain on process improvements and not technical upgrades with no compelling business benefit.



Support at least 1 system in the cloud to start the journey to become cloud ready via the hybrid cloud model.

The risks to achieving this could include:

- ➔ Team resources and skills.
- ➔ Team funding.
- ➔ Ability to attract and retain staff with required expertise to support systems – may require alternative recruitment techniques.
- ➔ STRAD agreement on priorities and support for the COM standardisation vision.
- ➔ Health Organisation resources.

Path to Prudent and Once for Wales



WHAT WILL WE DELIVER IN 2019-20?



What & Why

An agreed roadmap and work programme for the next 7-10 years, endorsed by the STRAD Board.

Confirm the CTeS work priorities and SIP requirements.

How & When

Output from the Horizon Scanning Workshop.

May 2019.

Who

STRAD.

Risks/Limitations

Insufficient funds or willingness of NHS colleagues.

Success will be: an agreed work programme and priorities driven by the approved road map

What & Why

BI/reporting solution enhancements - move to user-centric Qlik applications in either QlikView or Qlik Sense delivering KPIs & Dashboards tailored to specific user groups.

Current solution is not sustainable.

Provide visual dashboards for faster decision making and easy access to information required.

Allow delivery of enhanced functionality as required by the business.

How & When

Technical implementation by CTeS .

Incremental roll out starting in mid-2019.

Who

CTeS Health Organisations.

Risks/Limitations

Need to consider any license impact.

Development resources in CTeS

Availability of users and BI Group.

Ideally will require a started user interface.

Success will be: a BI solution delivering within the SLA requirements for availability and performance with an increased user up take

What & Why

Use software automation ('BOTS') solutions more extensively – review use in OCR Scanning and month end processes.

Release resources to focus on more value adding tasks, reduce errors, increase productivity.

How & When

Configure BOTS to replicate relevant activities to create a "virtual" workforce.

Implementation by end of 2019.

Who

CTeS Health Organisations Version 1

Risks/Limitations

Insufficient funds to purchase additional software robot licences.

Requires processes to be simplified and standardised processes.

Success will be: reducing workers undertaking non value adding activities and carrying out more value added tasks

WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <p>Upgraded V1 OCR Scanning system to 4.5 (or later) and Windows Software upgrade to Windows 2016 or implement an alternative solution.</p> <p>To remain on a supported software platform Provide greater GDPR compliance.</p>	<p>How & When</p> <p>Technical upgrade or implementation of new software.</p> <p>January 2020.</p>	<p>Who</p> <p>Version 1 CTeS</p> <p>NWSSP-PS.</p> <p>NWSSP-Prescribing Services.</p>	<p>Risks/Limitations</p> <p>May not have enough time and resources to evaluate other software options before decision point in April 2019.</p> <p>Will require wider consideration of procurement strategies and integration / exchanges.</p>
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Success will be: users on a supported platform for OCR Scanning Services

<p>What & Why</p> <p>Automate BACs Processing.</p> <p>BACs processing requests are increasing to support the Finance Academy FiscalTech rebate project and will not be sustainable.</p>	<p>How & When</p> <p>Review the current process.</p> <p>February 2020.</p>	<p>Who</p> <p>CTeS.</p> <p>Wales Audit Office / Local.</p> <p>Audit.</p> <p>3rd Party vendors.</p> <p>STRAD.</p>	<p>Risks/Limitations</p> <p>Audit and control reviews.</p> <p>CTeS resources to review and implement automation options.</p>
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Success will be: no limitations on the number of BACs requests and ability to offer service to wider Public Sector bodies.

<p>What & Why</p> <p>A standard Reporting Pack for Month End reporting.</p> <p>Once for Wales approach and an enablers to standardise and simplify month end processing.</p>	<p>How & When</p> <p>Establish Task Finish Group to review the requirements and CTeS to develop.</p> <p>Feb 2020.</p>	<p>Who</p> <p>CTeS Health Organisations</p>	<p>Risks/Limitations</p> <p>Insufficient resources in Health Organisations and CTeS Willingness of NHS colleagues.</p>
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Success will be: all Organisations using a standard Month end Reporting pack for WG reporting

<p>What & Why</p> <p>An upgraded Qlik Reporting Solution to 12.x and Windows Software upgrade to Windows 2016.</p> <p>To remain on a supported software platform.</p> <p>Provide enhanced functionality.</p>	<p>How & When</p> <p>Technical upgrade.</p> <p>Dec 2019.</p>	<p>Who</p> <p>CTeS Health Organisations.</p>	<p>Risks/Limitations</p> <p>Insufficient resources in Health Organisations and CTeS.</p>
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Success will be: users on a supported platform for OCR Scanning Services using enhanced functionality (subject to evaluation)



To achieve this we will need:

 **Procurement**

- ↘ Specialised Contract Management support for the FMS Contract.

 **Processes**

- ↘ Team familiar with PRINCE 2 methodology, ITIL and Managing Successful Programmes (MSP), Management of Risk (MoR) and Lean Six Sigma processes

 **Dependencies (Internal and External)**

- ↘ Managed Service Provider and other 3rd parties.
- ↘ Continued collaboration and standardisation of operating processes.
- ↘ Continuation of a Once for Wales approach.

WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <ul style="list-style-type: none"> Upgrade Oracle eBusiness Suite to 12.2.x. Ensure we remain on a supported platform until 2030 – no business benefit in migration to Oracle Cloud SaaS offering. 	<p>How & When</p> <ul style="list-style-type: none"> Technical upgrade. Prior to 2021. 	<p>Who</p> <ul style="list-style-type: none"> Version 1. CTeS. All Organisations. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Testing resources. SIP Funding. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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Success will be: users on a supported platform for Oracle eBusiness Suite with the Service performing within SLA's

<p>What & Why</p> <ul style="list-style-type: none"> Commence Phase 2 - Using software automation ('BOTS') or Chatbot solutions more extensively. Release resources to focus on more value adding tasks, reduce errors, increase productivity. 	<p>How & When</p> <ul style="list-style-type: none"> Configure BOTS to replicate relevant activities to create a "virtual" workforce. Working with wider NHS on non-clinical administrative processes by April 2020. 	<p>Who</p> <ul style="list-style-type: none"> CTeS. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Insufficient funds to purchase additional software robot licences. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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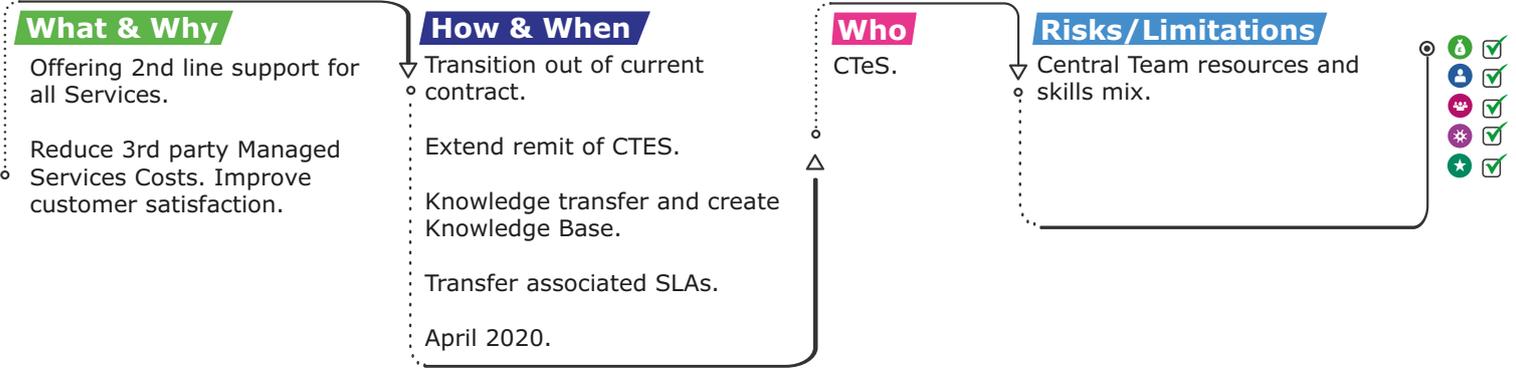
Success will be: reducing workers undertaking non value adding activities and carrying out more value added tasks

<p>What & Why</p> <ul style="list-style-type: none"> Reduce footprint of FMS Services. Simplify support and upgrades whilst becoming cloud ready. Support simplification and standardisation. 	<p>How & When</p> <ul style="list-style-type: none"> Review of customisations, interfaces and ancillary systems. Feb 2021. 	<p>Who</p> <ul style="list-style-type: none"> CTeS. Health Organisations. Version 1. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Lack of willingness to change by NHS Wales colleagues. Resources. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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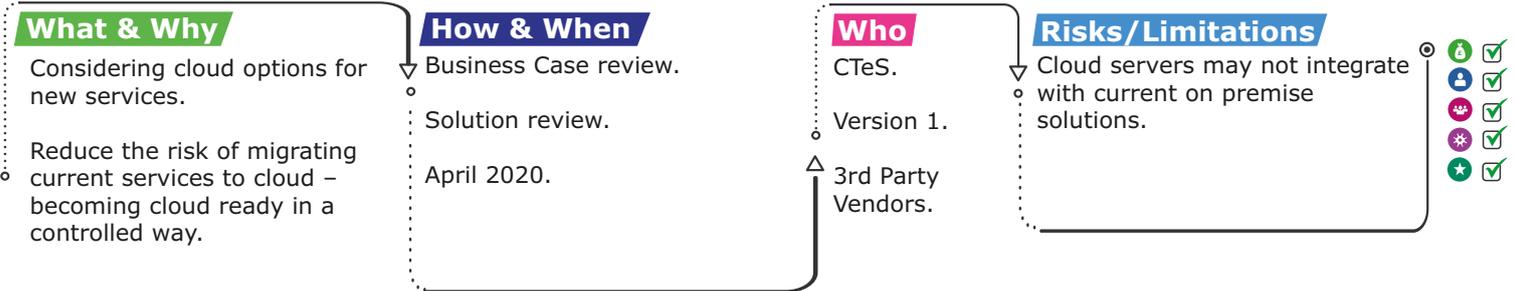
Success will be: a reduction in the number of Customisations and Interfaces in the COM – simplified COM



WHAT WILL WE DELIVER IN 2020-21?



Success will be: CTeS response and resolution times for Service desk tickets within contractual SLA's and reduction in 3rd Party Managed Services Costs



Success will be: implementing new services in the Cloud with no audit concerns raised and at reduced cost than on premise offerings

To achieve this we will need:



Workforce

- ↘ Given the nature of the specialist expertise and skills provided, it is important we continue to enhance skills through professional training courses and research / development.
 - ↘ To review the current skills mix and resource within the team.
- ↘ Extra resources to support developments and initiatives required.



Finance & Capital

- ↘ A review of existing funding and staff resources will be required to support the deliverables.
 - ↘ Securing additional funding has continued to remain a challenge for the department.
- ↘ BOTS licensing costs.
 - ↘ Consider Cloud CapEX/OpEX impact.



IT

- ↘ Service Desk Tool that's fit for purpose and use to enable timely call resolution and reporting for enhanced call volumes and priority calls.
 - ↘ NWSSP IT to support bi-annual Penetration Testing for all Oracle, QlikView and OCR services in order to ensure no vulnerabilities are introduced.
- ↘ Cardiff and Vale IT for support, including data centre hosting.
 - ↘ NWIS for All Wales security certificates, DNS requests etc.
 - ↘ Access to the latest digital technologies.



To achieve this we will need:



Procurement

- ↘ Specialised Contract Management support for the FMS Contract.



Processes

- ↘ Ongoing review of revised internal support processes in line with ITIL to support providing extended services to include 2nd line support and BAC’s processing.
- ↘ Finalising and enhancing processes to align with any new Managed Service provider.
- ↘ Consideration of any processes which can be automated through the use of BOTS.
- ↘ Engagement with Organisations to complete process reviews to support the COM/process simplification/standardisation.



Dependencies (Internal and External)

- ↘ Managed Service Provider and other 3rd parties.
- ↘ NHS Wales Colleagues.
- ↘ Continuation of a Once for Wales approach.

What Will We Deliver In 2022-23?

-  Either a hardware refresh or migration to the public cloud.
-  Digital technologies.
-  Processes to ISO 20000.
-  More developments in-house.
-  Ongoing support for further Continuous Service Improvement.
-  Excellent relationship with our Customers adding expected Value.

The risks to achieving this could include;

-  CTeS Resources to deliver.
-  Lack of Organisation engagement to develop All Wales solutions.
-  Team Skills.

To achieve this we will need:

Resources

-  Financial Support.
-  An adequately resourced team with specialist skills.
-  Agreed procurement strategy.

We will continue to engage with;

Customers and Stakeholders

-  Health Organisations.
-  NWSSP.
-  3rd Party Providers.
-  Public Sector Bodies.

Beyond 2023



Be cloud ready and implement new services in the Public Cloud – Hybrid Cloud Approach initially to minimise risk and maximise cost benefits.



Continue to Horizon Scan and keep abreast of digital technologies to support FMS Services and potentially other services.



Support wider Public Sector for FMS Services and beyond.



Be realising the benefits of standardisation, simplification and automated processes as well as an improved Business Intelligence platform.

Key Milestones In Our Journey To World Class



2018/19	2019/20
<ul style="list-style-type: none"> ☐ Continued training and professional development to enhance existing expertise. 	<ul style="list-style-type: none"> ☐ Robotics to support Rostering process for all Organisations in Wales. ☐ Provide greater intelligence to customers on calls being raised to reduce repeat failures. ☐ Review new service requirements as a cloud offering first – reduce risk and review efficiencies.
<ul style="list-style-type: none"> ☐ Provide greater automation through the use of 'BOTS'. 	<ul style="list-style-type: none"> ☐ Enhance the Qlik Reporting platform. ☐ Excellence in ISO 20000 processes. ☐ Once for Wales Month end reporting pack.
<ul style="list-style-type: none"> ☐ Expertise in IT and enterprise systems and technical architecture. 	<ul style="list-style-type: none"> ☐ Consolidation of systems and IT service skills. ☐ Offer Services to other divisions (NWSSP or Health Organisation) Professional highly skilled workforce.
<ul style="list-style-type: none"> ☐ Enhance internal KPI's with customers to ensure support meets requirements. 	<ul style="list-style-type: none"> ☐ Broader cross functional expertise. ☐ Seamless infrastructure, technology and application boundaries.
<ul style="list-style-type: none"> ☐ Extended team service offering. 	<ul style="list-style-type: none"> ☐ Enhanced process automation and appropriate management of administrative activities.
<ul style="list-style-type: none"> ☐ Staff development plan fully implemented. 	<ul style="list-style-type: none"> ☐ Enhance in-house support offering to 2nd line support for all services.
<ul style="list-style-type: none"> ☐ Critical review of standards and practices against industry best practice. 	

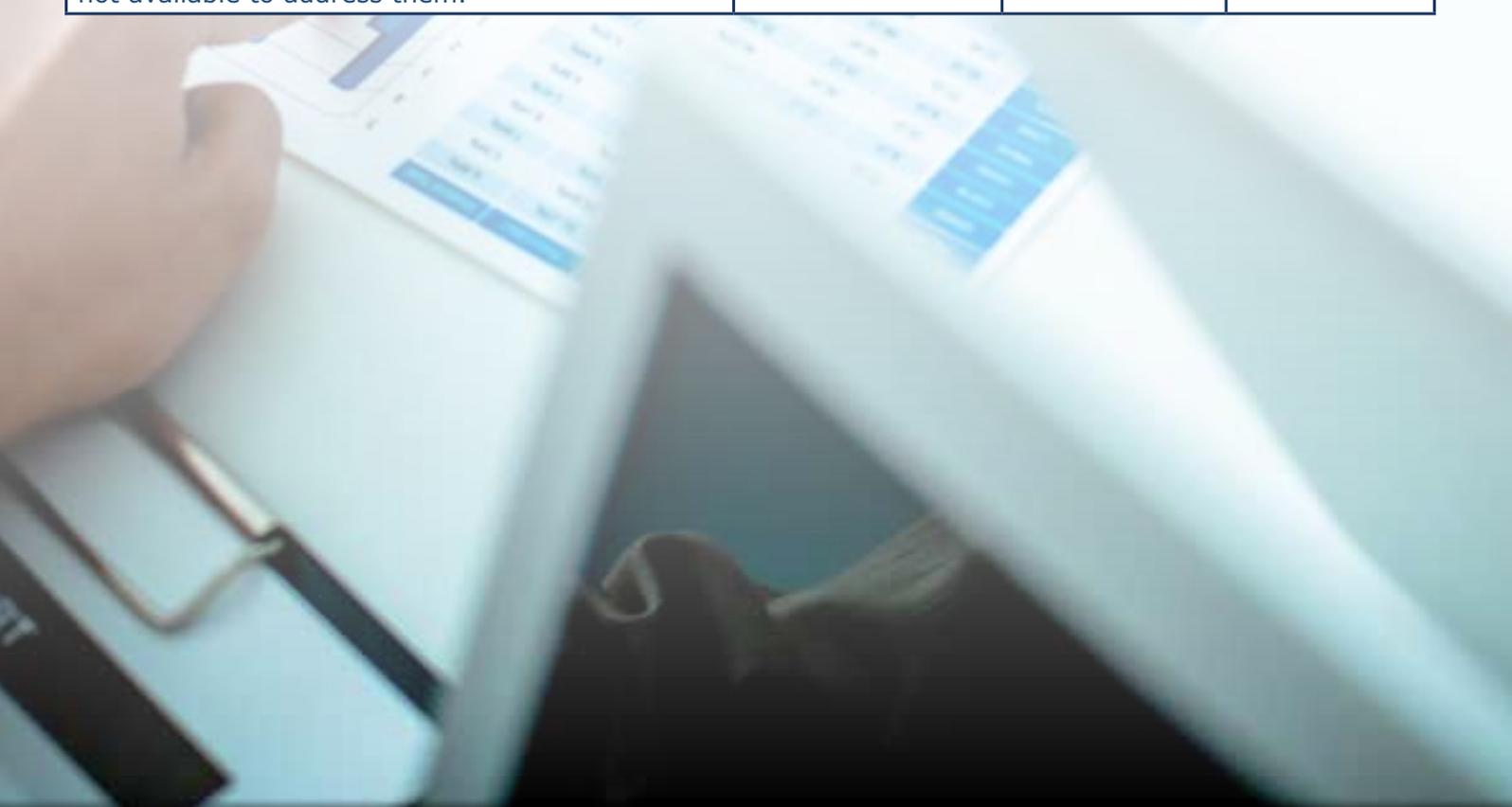


Key Milestones In Our Journey To World Class



2020/21	2021/22
<ul style="list-style-type: none"> ☐ Reduced customised footprint of FMS Services. ☐ Maximise existing toolsets. ☐ Strategic IT and systems services integrated with NHS Wales policy and strategy. ☐ Agile department structure. ☐ Ongoing modernisation to improve service quality and standardisation of processes or services. ☐ BACs Bureau for the Public Sector. ☐ Simplify clinical interfaces with systems allowing then focus on clinical tasks. 	<ul style="list-style-type: none"> ☐ Broaden offerings to wider Public Sector if and where appropriate, within the context of the COM. ☐ ISO 20000 Accredited (IT service management) - delivering to ITIL best practice with a mature and embedded set of processes, ensuring Value is delivered to our customers. ☐ Ability to freely innovate and provide enabling technologies and IT services for businesses. ☐ Implement a hybrid Cloud model to limit risk of big – bang migration. ☐ Value chain optimisation. ☐ Robotic and AI Centre of Excellence - Supporting and developing a comprehensive suite of robotic processes which underpin efficient service delivery, simplification and standardisation. ☐ Mobile Workforce – access systems and reporting through Mobile Apps. ☐ Innovation to inform service development to drive improvement and reduce cost of ownership of IT services. ☐ Mature partnerships with Public Sector Organisations driving change for mutual benefit. ☐ Supporting a Business Intelligence Solution which provides users with analytics-ready information and Augmented Intelligence (Artificial Intelligence combined with human intuition).

Description of Key Performance Indicator	2018-19 Target	2019 -20 Target	2020-2021 Target
KPI 1 - Successfully process All Wales Oracle standing data item requests and document imaging errors within 48 hours of the request being received and to 100% accuracy rate.	100%		
KPI 2 - Support FMS Services governance groups. Circulate agendas at least 5 working days before the meeting and minutes within 5 days of meeting with the Chair of the Group.	90%		
KPI 3 - Complete monthly FMS service reviews with managed service provider.	100%		
KPI 4 - Deliver CTeS services within allocated annual department budget (quarterly).	100%		
KPI 5 - Achieve a customer satisfaction index of good (80%) or better in annual survey.	95%		
KPI 6 - Achieve a customer satisfaction index of good (80%) or better for service desk.	95%		
KPI 7 - All incidents raised with the Central Team are responded to within 2 hours between the time of 9am-5pm.	95%		
KPI 8 - All P1 and P2 incidents raised with the Central Team are resolved within 8 hours (within capability).	95%		
KPI 9 - Agreed All Wales developments delivered by the Central Team are implemented in the next Central Team change release to ensure momentum of CSI is maintained.	95%		
KPI 10 - Process all BAC's payment requests received before 14.00 the same working day unless issues are identified and the requestor is not available to address them.	100%		



SURGICAL MATERIALS TESTING LABORATORY (SMTL)

SMTL's core service is to provide professionally lead testing and technical services of medical devices to the Welsh NHS, supporting the Welsh NHS in the selection of safe and appropriate devices, especially with regards to Procurement Contracts. SMTL is internationally recognised as a centre of excellence for testing disposable medical devices, whose reports are accepted and respected worldwide. The majority of SMTL's 21 staff are graduate scientists in the fields of chemistry, microbiology, pharmacy and related disciplines, of which 4 have post-graduate PhDs. SMTL staff are recognised for their expertise in the field of medical device testing internationally, through participation in International, European and British standard committees (where we Chair UK and CEN committees) and representing Welsh Government at various medical device related forums.



- ✓ SMTL has published widely on areas such as dressings and wound management, latex allergy, medical gloves, silver dressings, and safer sharps devices. The Laboratory is UKAS accredited to ISO 17025, the international standard for Testing laboratories.
- ✓ SMTL is involved in standards development such as gloves, gowns & drapes, dressings, and Luer/non-Luer connectors. They have developed a number of methods which are published as British or European standards, or pharmacopoeia monographs.
- ✓ SMTL undertake device incident investigations on behalf of NHS Wales and in the previous year investigated 255 device incidents.
- ✓ In recent years the laboratory has developed expertise in Health Technology Assessments and Human Factors testing, and supports the new Evidence Based Procurement Board (EBPB) run by NWSSP. The laboratory also generates income from commercial testing for the international medical device community.
- ✓ In the last 2 years, SMTL have been providing testing services to the Department of Health's post-Carter Clinical Evaluation Team, running test programmes for a range of medical devices to enable cost effective procurement in the English NHS, similar to the services we provide to Wales.



How have we engaged with our partners?

- ▶ Supporting procurement process linking with HB clinical procurement and clinical leads and EBPB supporting WG with adverse incident investigation.
- ▶ Working with WG and 1000 lives on SepsisBox and ROTEM.
- ▶ Engaging with NHSSC on testing devices that may be used NHS Wales.
- ▶ Liaising with Professional Groups, Welsh Universities / WWIC.
- ▶ Evidence Based Procurement Board meetings.
- ▶ Liaison with Procurement colleagues on a weekly basis;
- ▶ Supporting decontamination agenda with Specialist Estates Services (SES).
- ▶ Colleagues;
- ▶ Representation of Welsh Government at Medicines and Healthcare Products Regulatory Authority (MHRA).
- ▶ MDR External Expert Group, Safe Anaesthetic.
- ▶ Liaison Group (SALG).
- ▶ Chairing and co-managing the deployment of ISO small bore connectors.
- ▶ Joint meetings with MHRA AIC and ABMU HB.

- ▶ Interlaboratory testing and audits.
- ▶ Working in partnership Health Technology Wales.

What do our partners want?

- ▶ Expert support and technical advice.
- ▶ Reliable test data to support contract decisions.
- ▶ High quality test and technical reports.
- ▶ Timely and appropriate incident investigations.
- ▶ Support for contract challenges.
- ▶ Expertise on medical device regulations and standards.
- ▶ R&D support to aid decision making.
- ▶ Ensuring that only high quality medical consumables and devices are used in NHS Wales that support positive patient outcomes.



How will we deliver high quality services to our partners?

- ▶ Continue to provide expert advice.
- ▶ Increase testing & R+D capacity for Procurement.
- ▶ Expand the range of devices we can test.
- ▶ Expand the types of testing we offer, such as Human Factors testing.
- ▶ Continue to maintain a high performing.
- ▶ Quality Management System.
- ▶ Continue to lead on development of British, European and International standards.
- ▶ Working with new teams managing NHS England Category Towers.

What are the significant benefits we achieved for NHS Wales?

- ▶ Investigated 255 medical device defect reports, including contacting manufacturers to check they are taking appropriate action and detection of systematic problems, some examples include;
 - ✓ Supporting procurement processes.
 - ✓ Investigating Talley Topical. Negative Pressure devices;
 - ✓ Testing Lymphodema arm sleeves to ensure they deliver clinically appropriate pressures.
 - ✓ pH papers for NG tube placement.
 - ✓ Liaising with MHRA.
 - ✓ pH testing for contract and change of supplier to ensure continuity of safe products.
 - ✓ Delivered Health Technology Assessment advice for the EBPB on Antimicrobial dressings, sepsis boxes, Offloading devices, Capsule Endoscopy.

What do we do well?

- ▶ Provision of high quality, reliable, and robust test data.
- ▶ Provision of expert technical advice.
- ▶ Develop and maintain good relationships with clinicians and other NHS users.
- ▶ Good liaison with NWSSP PS and SES personnel.
- ▶ Provide a nationally and internationally recognised service.
- ▶ Represent NHS Wales at National and International levels.
- ▶ Undertaken extensive QA assessment of reusable tonsillectomy instruments for all NHS Health Boards prior to clinical implementation.
- ▶ Hosted meetings with Department of Health (DoH) and NHS Clinical Evaluation regarding the review of clinically effective products.
- ▶ The OECD review into UK Health Care Quality recognised the work of SMTL as an interesting example for other OECD countries.

Opportunities to do more

- ▶ Develop user assessment (human factors usability testing) services alongside laboratory testing.
- ▶ Simplify defect investigations and reduce investigation periods.
- ▶ Increase level of support to EBPB.
- ▶ Revise key European and British standards such as Hosiery and Dressings standards to reflect modern practice and clinical requirements.
- ▶ Develop alternative pressure measurement systems to evaluate medical devices which are not possible to be assessed using existing standard equipment and methods e.g. compression wraps.
- ▶ Potential to assist with Protein monitoring system for AW HSDU departments.
- ▶ Increase capability to assess other small bore connectors to the recently published 80369 series.
- ▶ Increasing support for the wider NHS Opportunities for teaching for NHS staff with colleagues such as Lymphoedema network Wales and WWIC.



KEY PRIORITIES 2019-22

Value for Money



- ✓ Provide support to NHS Wales to enable the procurement of cost effective, clinically acceptable and standards compliant products.
- ✓ Provide support to the Evidence Based Procurement Board (EBPB) to reduce variation and enable compliance with contracts.
- ✓ Continue to undertake income generation activities to help fund SMTL development activities and services which drives Value for NHS Wales.
- ✓ Provide support for the Value Based Procurement agenda.

Our Customers



- ✓ Reduce time taken to investigate defect reports.
- ✓ Increase resource to Evidence Based Procurement Board.
- ✓ Pilot usability testing to assess clinical acceptability of devices.
- ✓ Provide support documentation to Procurement and wider NHS Wales to improve readiness for MDR changes.
- ✓ Liaison with manufacturers through standards.
- ✓ Committees.
- ✓ Work with SSDs across NHS Wales to allow them to contract for notified body services.

KEY PRIORITIES 2019-22

Service Development



- ✓ Move to an R Markdown test report system to reduce the risk of errors and non-conformity levels.
- ✓ Develop a new defect reporting system to increase efficiency and reduce investigation time.
- ✓ Develop new test methods to diversify testing to NHS Wales and Medical Device industry e.g. odour containment testing, leak-testing of connectors, administration set/ syringe accuracy, compression wraps and viral barrier testing for medical gloves;
- ✓ Explore opportunity to centralise funding of testing services for SSDs;



KEY PRIORITIES 2019-22

Our Staff

- ✓ Maintain core-competency training compliance.
- ✓ Enable role development where appropriate.
- ✓ Explore training opportunities.
- ✓ Developing management skills of essential staff members.
- ✓ Succession planning for appropriate roles.
- ✓ Grow the IT team to expand analytical and programming capabilities to support increased throughput.
- ✓ Respond to the 2018 Staff Survey, focusing on areas for action and improvement.

Excellence

- ✓ Continue to lead in the UK for testing medical devices that feed into the NHS.
- ✓ SMTL is the only dedicated NHS test lab aligned with a Procurement Programme.
- ✓ Continue to lead in Europe on revision and development of dressings standards.
- ✓ which reflect modern wound care practices TC/205/1 WG14, WG15 and WG15PG1.
- ✓ Continue to deploy and manage a United Kingdom Accreditation Services (UKAS) accredited quality management system (QMS) to ISO 17025.
- ✓ Lead on rationalisation for compression profiles relating to Drug Tariff.
- ✓ SMTL are continuing to lead on the UK implementation for ISO 80369-6, and provide advice for industry and NHS England.

OUR JOURNEY

In 3 Years We Will Be



Explore novel medical device areas where new testing can be undertaken. Deployment of new test methods in field of medical devices.



Providing usability testing to medical device industry (development and deployment). Improved liaison with Procurement including the newly set up Value Based Procurement Team.



Supporting medical device procurement through an enhanced evidence-based procurement programme (combined testing, technical and literature review).

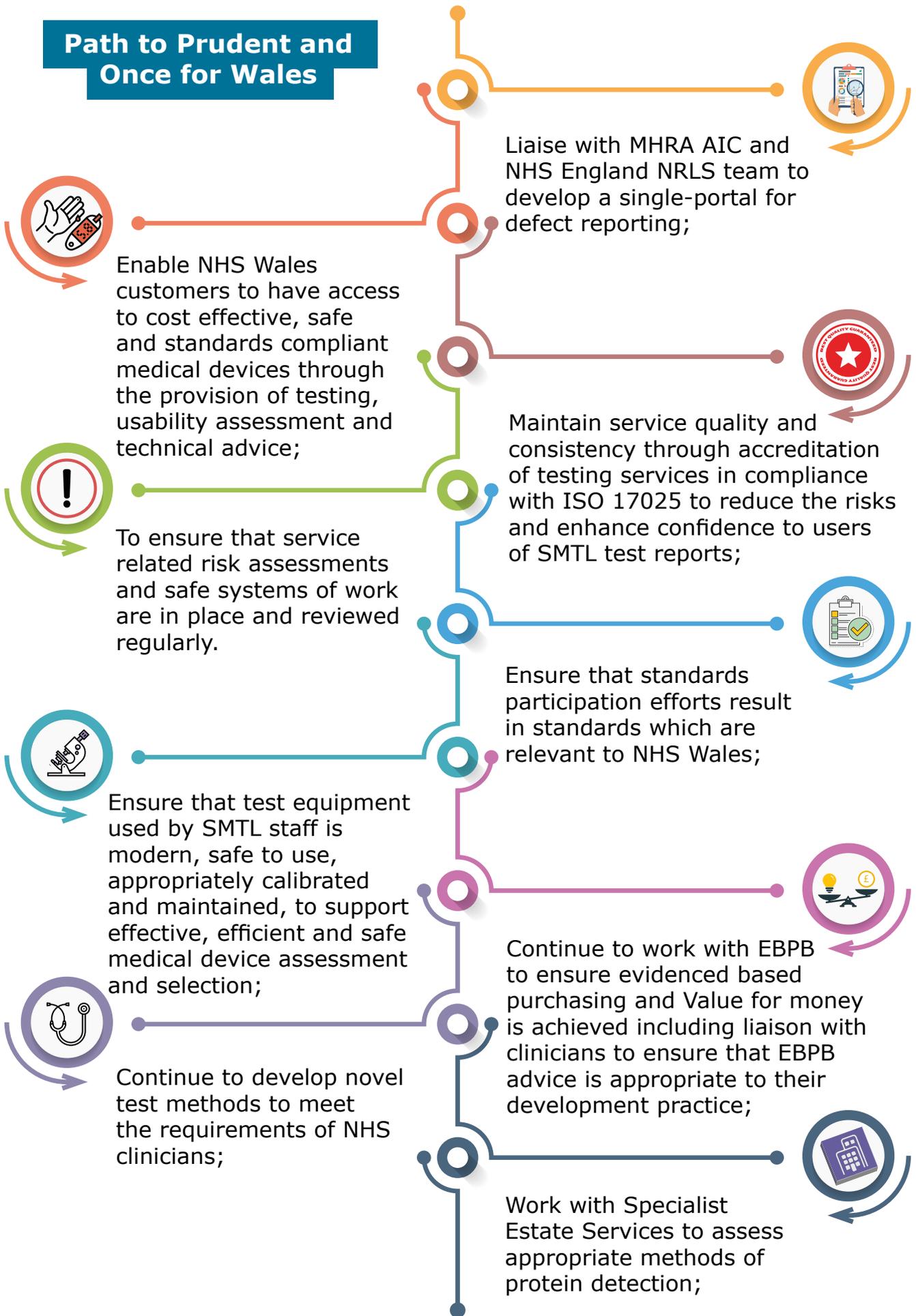


Liaising with Industry and other Home nations to assess developing areas in the field of medical technology (Horizon Scanning).

The risks to achieving this could include:

- ➔ Loss of expertise.
- ➔ Financial uncertainty from commercial income generation and Brexit.
- ➔ Lack of support from Health Boards for clinical buy in to support our work.
- ➔ Competing priorities for capital support.

Path to Prudent and Once for Wales



WHAT WILL WE DELIVER IN 2019-20?

Strategic Objectives

Service Development

Staff

Excellence

Value for Money

Customers

What & Why

Testing for AW Procurement Contracts;

To support Procurement effectiveness and robustness through the selection of safe, efficient and effective medical devices for NHS Wales staff;

Attain Value for Money for NHS Wales.

How & When

Through engagement with clinicians at working group meetings, test report and submission analysis, laboratory testing and engagement with Procurement and Legal colleagues.

March 2020.

Who

SMTL testing and management staff.

Risks/Limitations

Potential risks (although currently being proactively managed)

inability to recruit and/or diversion of staff time to more urgent issues;

potential inability to procure laboratory equipment to facilitate testing;



Success will be: successful implementation of newly contracted devices

What & Why

EBPB support and continued refined of the processes.

To support Procurement and Healthboards to obtain evidence in purchasing appropriate medical devices (Evidenced Based Procurement).

How & When

Continuing with membership and delivering projects, and collaboration with stakeholders and similar initiatives.

March 2020.

Who

SMTL testing, R&D and management staff.

Risks/Limitations

Audit and control reviews.

CTeS resources to review and implement automation options.



Success will be: Production of advice for NHS Wales

What & Why

Continuation of the Interlaboratory testing programme.

To provide assurances to auditors and customers in terms.

How & When

Working with commercial laboratories, customers and accreditation organisation (UKAS).

March 2020.

Who

Departmental Managers.

Risks/Limitations

Diversion of resource and exposure to urgent work. Also, potential to share operational capability.

IT analytical support required to increase this capability.



Success will be: completion of Interlab testing programme and continued UKAS accreditation

What & Why

Usability Testing e.g. Film dressings.

To provide procurement with additional evidence on which to select devices for Welsh contracts, and to enable clinicians to have confidence in the products that are awarded as a result of the process;

How & When

Continue to undertake testing within procurement requirements.

March 2020.

Who

Through current allocated testing staff to undertake human factors testing; Potential recruitment dependant on demand.

Risks/Limitations

inability to recruit and/or diversion of staff time to more urgent issues (such as defect and procurement programmes).

Requires increased IT support for programming data collection devices and analyses of data.



Success will be: delivery of usability reports to support procurement contracts



WHAT WILL WE DELIVER IN 2019-20?

Strategic Objectives

Service Development



Staff



Excellence



Value for Money



Customers



What & Why

Continued Customer Satisfaction in order to drive continuous improvement.

- to ensure SMTL customers are obtaining appropriate levels of service;

How & When

through regular customer satisfaction surveys;

March 2020.

Who

SMTL Office Staff.

Risks/Limitations

SMTL delivery falling below customers expectation.



Success will be: continued rating of SMTL services in the top 2 scoring sections by 95% of our customers

What & Why

Development of new services including R&D for assessing protein detection devices.

- To expand our testing capability and support monitoring for NHS.

How & When

Through adoption of published methods and development of methods to meet NHS requirements.

March 2020.

Who

Biological testing department.

Risks/Limitations

Drivers do not develop through lack of interest.

Diversion of resources from confirmed projects.



Success will be: being able to offer protein detection service for NHS Wales

What & Why

NRFit Devices Project - Lead implantation of ISO 80369-6 throughout NHS Wales.

- To comply with Patient Safety Alerts.

How & When

Through Chairing and supporting the WNCRG and providing advice where possible.

March 2020.

Who

Director & Operations manager.

Risks/Limitations



Success will be: successful implementation of the NRfit devices across NHS Wales

What & Why

Development of test methods for Urethral Catheters 20696 .

- To be able to offer tests for NHS Wales and provide additional support for NHS Wales contracts.

How & When

Develop review and revising current and developing new methods to fulfil requirements of standards.

March 2020.

Who

Physical testing team

Risks/Limitations

Potential risk in achieving UKAS accreditation.



Success will be: being able to offer the tests for NHS and on a Commercial basis



WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <p>Development of test method for Luer and Non Luer connectors.</p> <ul style="list-style-type: none"> To extend our testing capabilities. To be able to offer tests for NHS Wales and provide additional support for NHS contracts. 	<p>How & When</p> <p>Through purchasing of appropriate Leakage Testing equipment, and developing new test method to fulfil requirements of standard.</p> <p>March 2020.</p>	<p>Who</p> <p>Physical Testing team.</p>	<p>Risks/Limitations</p>	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓
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Success will be: being able to offer the tests for NHS and on a Commercial basis

<p>What & Why</p> <p>Replacement of Sine-wave apparatus to maintain the ability to perform testing for AWC Oxygen Therapy contracts.</p> <p>Current equipment is nearing obsolescence therefore new equipment required.</p>	<p>How & When</p> <p>Through purchase of new Sine Wave pump.</p> <p>March 2020.</p>	<p>Who</p> <p>Risk associated with not having replacement kit in time and being unable to offer the testing</p>	<p>Risks/Limitations</p>	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓
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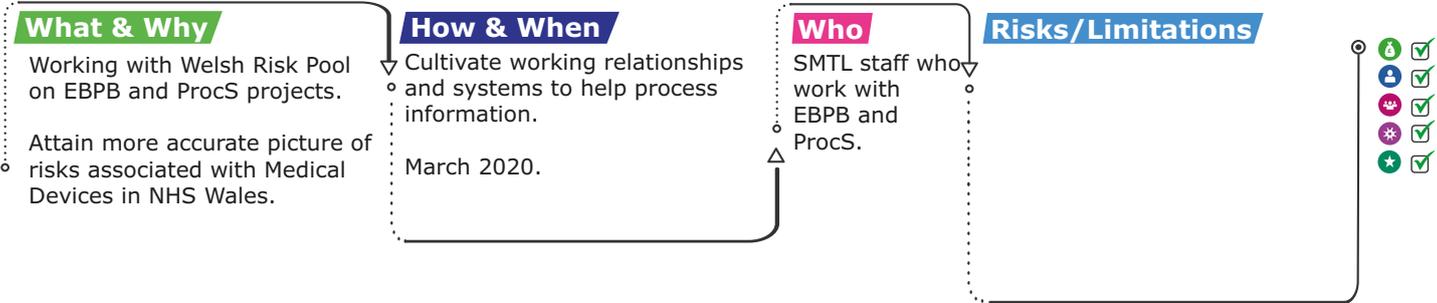
Success will be: having a commissioned replacement unit in operation

<p>What & Why</p> <p>NRfit Devices Project - Lead implantation of ISO 80369-6 throughout NHS Wales.</p> <ul style="list-style-type: none"> To comply with Patient Safety Alerts. 	<p>How & When</p> <p>Through Chairing and supporting the WNCRG and providing advice where possible.</p> <p>March 2020.</p>	<p>Who</p> <p>Director & Operations manager.</p>	<p>Risks/Limitations</p>	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓
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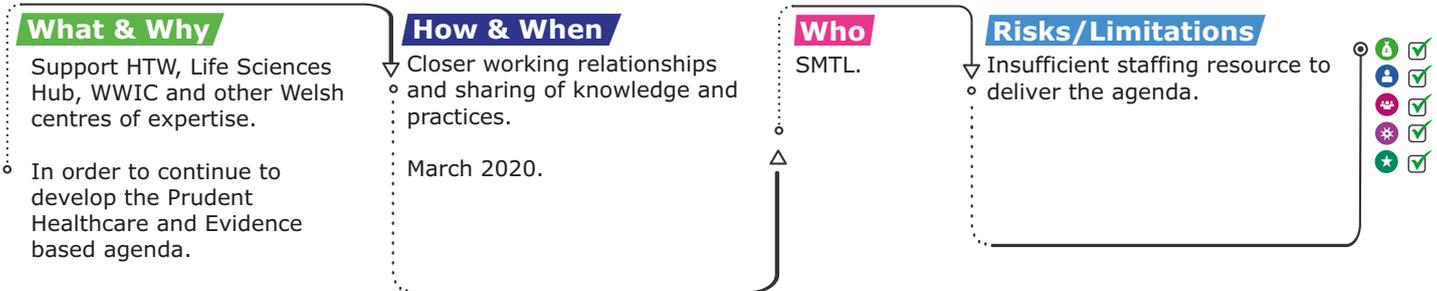
Success will be: successful implementation of the NRfit devices across NHS Wales



WHAT WILL WE DELIVER IN 2019-20?



Success will be: working closely with WRP and utilising information provided



Success will be: delivery of joint themed topic calls and/or projects

To achieve this we will need:



Workforce

- ↘ Potential requirement for extra staff to support a developing EBPB agenda.
- ↘ Additional member of staff for I.T.



Finance & Capital

- ↘ Sufficient funding to cover pay and non-pay requirements.
- ↘ Capital for Pro Reveal kit and for ASTM test cells.
- ↘ Ensure appropriate access to the top slice funding.
- ↘ Additional funding for expanded Interlab testing.
- ↘ Fixed term funding for Pro Reveal method development.
- ↘ New equipment required for BS EN ISO 20696 and ISO 80369 Leakage testing.



IT

- ↘ Maintenance and refresh of IT systems.



To achieve this we will need:



Procurement

- Taking into account the finance and capital requirements and ensure that SFIs are followed.



Processes

- Appropriate liaison with potential customers and domain experts for new work areas.
- Identifying potential partners for Interlab testing.
- Systematising of uncertainty of measurement budgets.



Dependencies (Internal and External)

- Continued liaison with ProcS contracting teams and visibility of their contract programme.
- Access and availability of clinicians for usability.
- Continued interest with external labs for Interlab analysis.
- Availability and participation by clinicians.
- All Wales Capital equipment programme.

WHAT WILL WE DELIVER IN 2020-21?

Strategic Objectives

Service Development



Staff



Excellence



Value for Money



Customers



What & Why

Viral penetration testing for protective clothing.

- To expand our testing capability in line with International standard developments.

How & When

Through adoption of published methods and development of methods to meet NHS requirements.

March 2021.

Who

Biological.

Risks/Limitations

Drivers do not develop through lack of interest.

- Diversion of resources from confirmed projects.



Success will be: deployment of tests

What & Why

Interlaboratory testing programme for compression garments.

- Potential new work programme for BSI committee ch /205/01/01.

How & When

Interlaboratory test programme with industry and other testing laboratories.

March 2021.

Who

Physical.

Risks/Limitations

Standard method gets superseded.

- If no work programme agreed then reduction in testing.
- Correct equipment required.



Success will be: Deployment of Interlab programme

What & Why

Contract testing as part of the ProcS work plan.

- To support Procurement effectiveness and robustness through the selection of safe, efficient and effective medical devices for NHS Wales staff;
- Attain Value for Money for NHS Wales.

How & When

Through engagement with clinicians at working group meetings, test report and submission analysis, laboratory testing and engagement with Procurement and Legal colleagues.

March 2021.

Who

SMTL.

Risks/Limitations

Sufficient staff to meet operational requirements. We anticipate new report formats and analyses will be necessary by IT.



Success will be: delivery of ProcS contracts



WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <ul style="list-style-type: none"> Providing HTA/ Health Economic assessments on a commercial basis. Income and further development of expertise. 	<p>How & When</p> <ul style="list-style-type: none"> Through training and skills development of R&D staff. March 2021. 	<p>Who</p> <p>R&D staff.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Capacity of department. May require IT/Analytical support. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/>
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Success will be: delivery of HTA/HE on a commercial basis

<p>What & Why</p> <ul style="list-style-type: none"> Deployment of new methods for 13726. Expand wound dressing testing capabilities and be compliant with European standards. 	<p>How & When</p> <ul style="list-style-type: none"> Deployment of methods. March 2021. 	<p>Who</p> <p>Physical.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Availability and capacity of staff. Increased IT resource required. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/>
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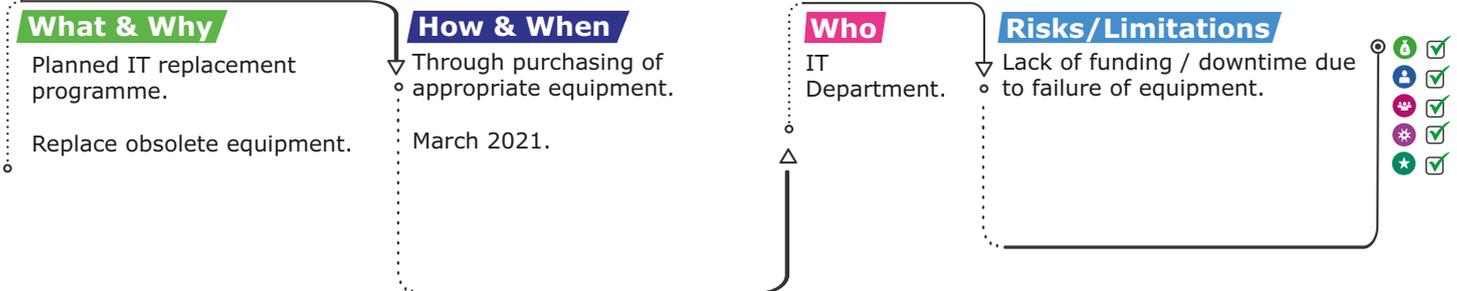
Success will be: deployment of methods and offering the tests

<p>What & Why</p> <ul style="list-style-type: none"> Customer satisfaction. to ensure SMTL customers are obtaining appropriate levels of service; 	<p>How & When</p> <ul style="list-style-type: none"> through regular customer satisfaction surveys; March 2021. 	<p>Who</p> <p>SMTL Office Staff.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> SMTL delivery falling below customers expectation. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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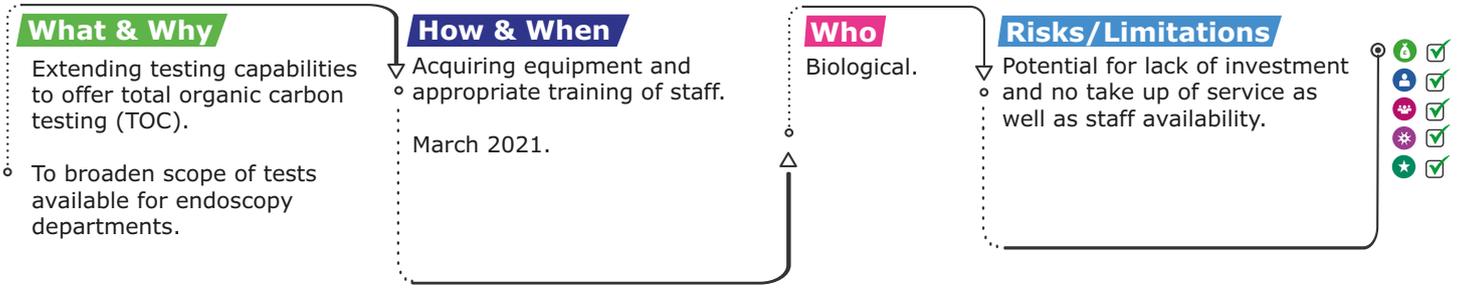
Success will be: continued rating of SMTL services in the top 2 scoring sections by 95% of our customers



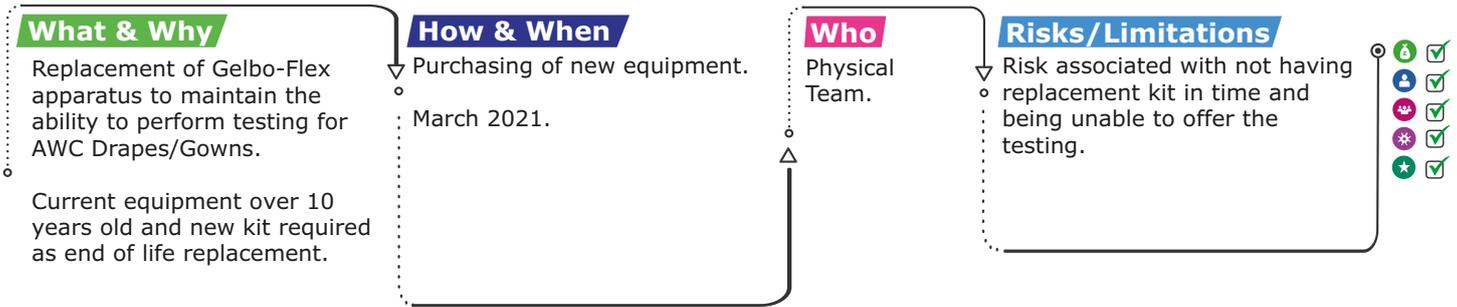
WHAT WILL WE DELIVER IN 2020-21?



Success will be: replacement of obsolete I.T. equipment



Success will be: being able to offer TOC testing



Success will be: having a commissioned replacement unit in operation



WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <ul style="list-style-type: none"> Provide testing to Hosiery CEN/TR 15831. To enable SMTL to be able to determine compliance of compression profiles before use in Welsh NHS. 	<p>How & When</p> <ul style="list-style-type: none"> Purchasing of new equipment and development of appropriate SOPs and TM. March 2021. 	<p>Who</p> <p>Physical Team.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Risk associated with not having replacement kit in time and being unable to offer the testing. 	<ul style="list-style-type: none">
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Success will be: provision of Hosiery tests

<p>What & Why</p> <ul style="list-style-type: none"> Syringe drivers – accuracy and human factors. Increased awareness of risks associated with electromedical equipment and media interest in 2018. 	<p>How & When</p> <ul style="list-style-type: none"> Develop an agenda with EBPB VBP and identify opportunities for work in this area. March 2021. 	<p>Who</p> <p>SMTL.</p>	<p>Risks/Limitations</p>	<ul style="list-style-type: none">
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Success will be: SMTL to be able to undertake appropriate testing

<p>What & Why</p> <ul style="list-style-type: none"> Support HTW, Life Sciences Hub, WWIC and other Welsh centres of expertise. In order to continue to develop the Prudent Healthcare and Evidence based agenda. 	<p>How & When</p> <ul style="list-style-type: none"> Closer working relationships and sharing of knowledge and practices. March 2020. 	<p>Who</p> <p>SMTL.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Insufficient staffing resource to deliver the agenda. 	<ul style="list-style-type: none">
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Success will be: delivery of joint themed topic calls and/or projects

To achieve this we will need:



Workforce

- ✎ Potentially new researchers for EBPB work programme.
 - ✎ Potentially new premises or extended premises if more staffing resource necessary.
- ✎ Human factor expertise/consultancy.



Finance & Capital

- ✎ Equipment for Viral penetration testing and Interlab for compression garments.
 - ✎ Test cells for 13726.
 - ✎ GelboFlex equipment.
- ✎ TOC analyser.
 - ✎ Hosiery equipment.



IT

- ✎ Planned replacement of workstations and certain laptops.



To achieve this we will need:



Procurement

- Taking into account the finance and capital requirements and ensure that SFIs are followed.



Processes

- Planned succession management and talent development programme.
- Validation of new kit, as well as SOPs and TMs written/amended.
- New test methods will need to be written.



Dependencies (Internal and External)

- Continued liaison with ProcS contracting teams and visibility of their contract programme.
- All Wales Capital equipment programme.

What Will We Deliver In 2022-23?

- 📄 ISO 14001 accreditation.
- 📄 AW Theatre monitoring.
- 📄 Microbiological testing of woundcare products.
- 📄 AW ProcS Contract Plan.
- 📄 Continue to run a UKAS accredited QMS in compliance ISO 17025.

The risks to achieving this could include;

- 📄 Availability of support from host organisation.
- 📄 Insufficient progress being made with standards.
- 📄 Ensuring sufficient funding and appropriate skill mix amongst staff.
- 📄 Equipment availability.

To achieve this we will need:

Resources

- 📄 Access to capital monies.
- 📄 Sufficient funding to cover pay and non-pay requirements.
- 📄 Staff capacity.
- 📄 NWSSP Corporate for ISO14001.

We will continue to engage with;

Customers and Stakeholders

-  NHS Wales Health Boards and NHS Trusts.
-  NWSSP Procurement Services.
-  NWSSP Specialist Estate Services.
-  Standards organisations across Europe.
-  Other Testing laboratories.
-  NHS Wales.
-  HTW, Life Sciences Hub and WWIC.

Beyond 2023



Continue to develop SMTL services, offering a wider range of tests.



Continue to invest and develop IT system to increase efficiency.



Develop test methods to increase VFM for NHS Wales.



Plan for retirement of Key staff and develop retire/return strategy.

Key Milestones In Our Journey To World Class



2018/19	2019/20
---------	---------

- | | | | |
|---|--|---|---|
| <ul style="list-style-type: none"> 📄 Working with Specialist Estates Services to expand the testing programme to support CSSD and HSDU's. 📄 Connector testing to ISO 80369. 📄 Increasing the breadth and capacity of testing services and development of innovative services (usability testing). 📄 Investment in new posts linked to development of usability testing. 📄 Continued dedicated support for procurement contracts. | <ul style="list-style-type: none"> 📄 Continued running of incident investigation reporting service for WG and procurement. 📄 Continued UKAS accreditation. 📄 Continued development of processes and support for EBPB. | <ul style="list-style-type: none"> 📄 Long term strategy/succession planning. 📄 Deployment of revised ISO 17025 into the QMS and successful accreditation. 📄 Helping to oversee implementation of MDR for WG and ProcS. 📄 Continued dedicated support for procurement contracts. 📄 Continued running of incident investigation reporting service for WG and procurement. 📄 Continued UKAS accreditation. | <ul style="list-style-type: none"> 📄 Continued development of processes and support for EBPB. 📄 Enhanced Interlaboratory testing programme. 📄 Working with Specialist Estates Services to support CSSD and HSDU's. |
|---|--|---|---|



Key Milestones In Our Journey To World Class



2020/21		2021/22	
<ul style="list-style-type: none"> ❏ Long term strategy/succession planning. ❏ Helping to oversee implementation of MDR for WG and ProcS. ❏ Continued dedicated support for procurement contracts. ❏ Continued running of incident investigation reporting service for WG and procurement. ❏ Continued UKAS accreditation. ❏ Continued development of processes and support for EBPB. ❏ Enhanced Interlaboratory testing programme. 	<ul style="list-style-type: none"> ❏ Working with Specialist Estates Services to support CSSD and HSDU's including possible centralisation of services. ❏ ISO 14001 accreditation. 	<ul style="list-style-type: none"> ❏ Long term strategy/succession planning. ❏ Deployment of advice on MDR for WG and ProcS. ❏ Continued dedicated support for procurement contracts. ❏ Continued running of incident investigation reporting service for WG and procurement and link into DPSIMS single portal. ❏ Continued UKAS accreditation. ❏ Continued development of processes and support for EBPB. 	<ul style="list-style-type: none"> ❏ Development of enhanced Interlaboratory testing programme for revised EN 13795. ❏ Working with Specialist Estates Services to support CSSD and HSDU's, including centralisation of services (NB support, single QMS).

Description of Key Performance Indicator	2018-19	2019 -20	2020-2021
	Target	Target	Target
% of incident reports sent to manufacturer within 50 days of receipt of form	80 %	82 %	85 %
% delivery of audited reports on time with quoted project lead times (Commercial)	80 %	82 %	85 %
% delivery of audited reports on time with quoted project lead times (NHS)	80 %	82 %	85 %
Annual UKAS accreditation	Successful accreditation	Successful accreditation	Successful accreditation
UKAS findings addressed on time (Annual)	Within agreed timescales (usually 6 weeks)	Within agreed timescales (usually 6 weeks)	Within agreed timescales (usually 6 weeks)
Sickness & Absence %	3.3 %	3.3 %	3.3 %
PADRs delivered on time	85 %	88 %	90 %
Statutory & Mandatory Training Compliance	85 %	88 %	90 %
Customer Service Satisfaction	>95% in top 2 categories	>95% in top 2 categories	>95% in top 2 categories
Budget	Break even	Break even	Break even



NHS WALES HEALTH COURIER SERVICE (HCS)

NHS Wales Health Courier Service (HCS) supports front line services across Wales, operating 24 hours a day, 365 days a year, providing vital Clinical Logistical Support services for Primary and Unscheduled Care in Hospitals, Clinics, Surgeries, GP Practices, Pharmacies, Schools (Flu Vaccines) etc. across every location in Wales.

We transport specimens, pathology blood / blood products, whole blood, platelets, vital medicines/Pharmacy, Chemotherapy, CSSD, Clinical Staff, Medical Records, Linen and a wide variety of other non- patient items in routine, urgent and emergency (Blue Light) conditions. We plan all journeys to maximum efficiency using our Computer Aided Dispatch System (CAD), to ensure our services are as efficient as possible helping minimise our carbon footprint.



As part of our pre-planned scheduling we deliver and collect internal and external post and exchange all mail at centralised post rooms, manage Medical Records transport and NHS Laundry Distribution.

We work as an NHS partner with:

- ✓ All NHS Wales Health Boards
- ✓ Velindre NHS Trust
- ✓ Welsh Blood Service
- ✓ Air Ambulance Services (EMRTS)
- ✓ Welsh Ambulance Service NHS Trust
- ✓ Welsh Government
- ✓ Public Health Wales



To provide a world class leading Clinical Logistics service for NHS Wales incorporating Pathology Services, Pharmaceutical Services (Including Home Care), Blood Services, Internal Mail, Medical Records and Hospital Supplies with excellent governance, traceability and reporting.

Our vision is that HCS will be a distinctive and respected brand, which will have assimilated similar services currently managed within Health Boards to a single delivery model to obtain synergies, remove variation and reduce risk and harm.



In Excess of **7m** items of Internal Mail and Medical Records between NHS sites saving Postage costs



Covering Every Hospital & Primary Care Centre in Wales



In excess of **8m** Items of Pathology a Year, operating to a 2 hour Time in Transit performance standard



126 Vehicles Cars, Vans, Lorries & Blue Light Response vehicles



Over **3m** Miles Covered Annually



147 Staff across **11** Sites



24 Hour Access in All Major HB Areas



How have we engaged with our partners?

- ▶ Regular reviews held by Local managers with individual Health Boards and Trusts, and Departmental Meetings.
- ▶ Engagement via the National Pathology Transport Board (NPTB) & NHS Wales Collaborative and supporting papers to:
 - ✓ CEMT
 - ✓ DOP's
 - ✓ DOF's
 - ✓ Specialist Advisory Group (SAG) for Clinical Biochemistry
 - ✓ Engagement via the All Wales Quality Standards Group
- ▶ Use of geographical Flyers and Information Bulletins to service users and patients.
- ▶ Engagement meetings with non NHS Partners. E.g. Welsh Government, Councils, Dept. of Health.

What do our partners want?

- ▶ Reliable & auditable handling of transported items including pathology and Pharmaceutical items (to include Temperature Control Environments).
- ▶ Visible scheduled services that interface seamlessly without boundaries, in support of NHS Wales Service reconfiguration for both unscheduled care and primary care.
- ▶ Provide expanding support alongside Supply Chain to Home Care as services transfer to community settings.
- ▶ Ability to evidence legal compliance such as MRHA/UKAS regulations.
- ▶ Act as a Transport Broker and as '1 Stop Shop' for non-patient transport.
- ▶ Act as a Transport Risk (DGSA) Advisor.
- ▶ Development of Mortuary Transport/ Histo/Micro services between NHS sites.
- ▶ Green, efficient, fit for purpose fleet.
- ▶ Evidence of Value for Money Services by reporting on absorbed work.

How will we deliver high quality services to our partners?

- ▶ Work with Partners to ensure our services are fit for purpose and meet HB/T requirements.
- ▶ Increased Merging of HCS/Supply Chain.
- ▶ Continue use of our Established Logistics Planning System 'Cleric' to support change and make specific quality improvements and track/trace items.
- ▶ Continued development of Online access to services to coincide with real-time data dashboards.
- ▶ Provide planned and unplanned Transport & Logistics services with a modern diverse fleet.
- ▶ Support NHS Wales with Life Maintaining Transport i.e. Blue Light services for emergency blood/blood products, Histopathology, HSDU and transplant services even at times of adverse weather.

What are the significant benefits we achieved for NHS Wales?

- ▶ Introduced a New Service Delivery Models to include providing Ad-Hoc/24 Hour/ Out of Hours cover.
- ▶ Support service transformation without boundaries, e.g. EMRTS, ARCH, Histo-Pathology (Frozen Section), Welsh Blood Service and Public Health Wales.
- ▶ Provide support to Critical Care (EMRTS) on a Pan Wales Basis, without boundaries.
- ▶ Support to Welsh Government and NHS Wales as part of NHS Wales Mass Casualty Resilience.
- ▶ Integration of Primary Care Services transport and distribution to HCS and continued development of services provided to NWSSP.
- ▶ Introduction of Home Care Distribution and Home Clinical Waste collection.

What do we do well?

- ▶ Delivery of core services with local focus, i.e. managed Nationally and Delivered Locally in a 'Once for Wales' approach.
- ▶ Ensure that where services are transferred from Health Board's and external providers (e.g. Powys, BCU, City Sprint, TNT) they are seamless with no disruption to service delivery.
- ▶ Undertake regular review of services provided to Health Boards to improve and enhance local service delivery via regular interaction.
- ▶ Ensure service change is managed with high levels of governance and testing.
- ▶ Are embedding 'Home Care' services into routine business, taking healthcare to the patient as services change to community based settings.

Opportunities to do more

- ▶ Increase the merger of HCS & Supply Chain.
- ▶ Enhance Temperature Controlled Distribution for Pathology Pharmacy as part of ongoing service re-design (TRAMS).
- ▶ Continue to remove duplication by working with Health Board partners, using an evidence based approach supported by performance data from our systems.
- ▶ Provide additional support to Primary Care Services and Home Care services.
- ▶ Continue to support Welsh Government with specialist distribution & Mass Casualty arrangements.



KEY PRIORITIES 2019-22

Value for Money



- ✓ Use of the IT Scheduling System Cleric to report efficiencies and cost savings identified through absorbed work using data reporting (recording where journeys that would have cost externally and have been absorbed by HCS at no cost).
- ✓ Continue to support, enhance and expand service transformation on NHS Wales initiatives such as EMRTS, Pathology, Pharmacy Services (TRAMS) and Home care in line with Principles of Prudent Health Care.
- ✓ Work with Health Boards to identify Services that can be transferred to a single structure to provide financial efficiency, remove duplication and variation and reduce risk and 'Once for Wales'.
- ✓ Enhance relationships with NHS Wales Finance Managers & Welsh Government for Capital support.
- ✓ Review SLA vs. Top Slice arrangements.

Our Customers



- ✓ Have open and transparent discussions with All Wales groups and local partners to ensure we capture their service delivery needs.
- ✓ Ensure our customers are able to access our services with ease.
- ✓ Ensure our local management of services meet the needs of the local partner.
- ✓ Work towards a 'one stop shop' for non- patient transport in Wales including brokerage arrangements.
- ✓ Are seeing increased benefits of a HCS and Supply Chain functions working as one, and use of an improved logistics network to improve efficiency and carbon footprint e.g. using a small van for a load that historically may have been taken by large lorry.



KEY PRIORITIES 2019-22

Service Development



- ✓ Increase engagement with our partners to ensure we meet the legislative changes to ensure MHRA and UKAS regulations are met.
- ✓ Continue development of live reporting dashboards from our IT system 'Cleric' and use of data to assist with service change.
- ✓ Development and introduction of TRAMS Outputs & increased Home Care services.
- ✓ Increase Governance with traceability of Pathology and Pharmacy items with the ability to 'sign for' key items to enhance compliance and governance.
- ✓ Continue MDM implementation.
- ✓ Work towards introduction of Bar Code capture on consignment.
- ✓ Support Procurement & Supply Chain with Cleric and handheld rollout.



KEY PRIORITIES 2019-22

Our Staff

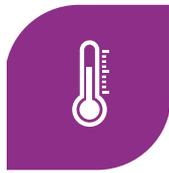
- ✓ Ensure our staff are appropriately trained and have the skills to undertake the work that they do e.g. GMP training to handle Blood and Blood Products.
- ✓ Ensure our staff have access to the correct training and development for Core Skills and efficient safer driving.
- ✓ Be an employer of choice and target specific recruitment areas where we historically have difficulties in recruitment.
- ✓ Ensure workplace access to IT systems to allow basic functions e.g. ESR and to undertake core skills online.
- ✓ Ensure our fleet is fit for purpose and meets the needs of our staff.
- ✓ Respond to the outcomes of the NHS Wales Staff Survey.

Excellence

- ✓ Continue our work towards ISO 14001 standards and Van/Fleet Excellence to demonstrate best practice in the Transport Industry.
- ✓ Development and introduction of a world leading 'Track and Trace' logistics system to include the ability to record temperature of consignments to meet MHRA licence requirements.
- ✓ Continue to use ever changing technology to maximise innovation and change.

OUR JOURNEY

In 3 Years We Will Be



Provide High Quality Auditable Temperature controlled services for Pathology, Transplant and re-designed Pharmacy Services (including Home Care).



Be a professionally focussed unit using business intelligence from systems and reports to demonstrate high quality, value for money services.



Hold ISO and FTA Van Excellence Accreditation.



Will be in constant review of our fleet to ensure we meet government expectation on carbon and emissions.



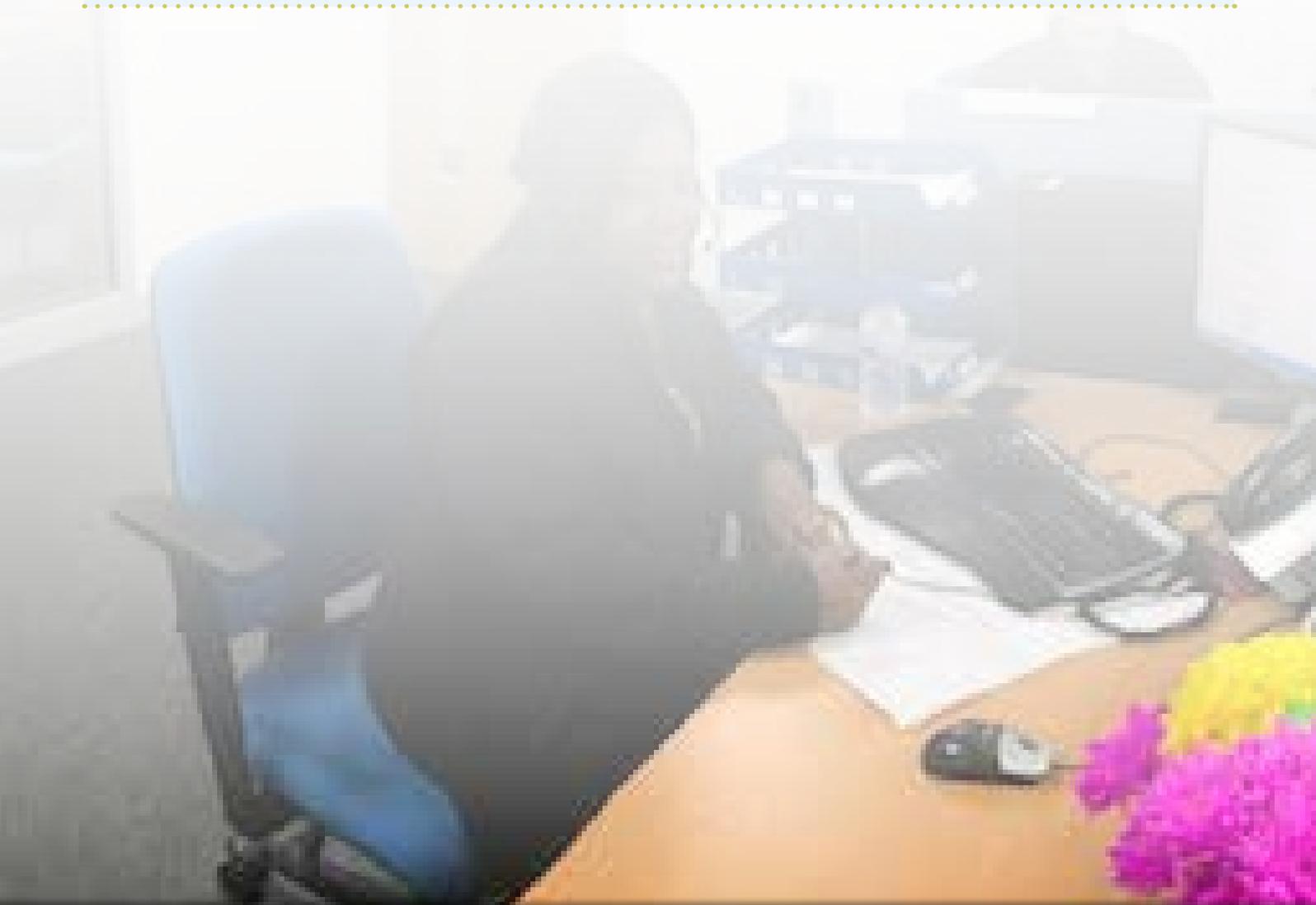
The single 'one stop shop' for logistics and transport for planned, ad-hoc and Urgent/Emergency Non-Patient Transport in NHS Wales, acting as a broker for services.



Increase and Improve our Engagement with Partners.

The risks to achieving this could include:

- Sufficient relief within staffing to enable release of staff from operations for training.
- We won't have sufficient support structure managerially, administratively or within PMO to manage the growth.
- Our current Estate continues to limit our ability to expand services e.g. ABMU.
- Financial pressures may impact on available capital for fleet replacement and accommodation changes.
- Changes in legislation in relation to Vehicle Emissions will place pressure on how we deliver services and a financial pressure on vehicle costs.
- Inability to recruit HGV drivers due to Market Pressures.
- Cost Pressures for Fuel.
- Brexit decisions and impacts.



Path to Prudent and Once for Wales



WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <ul style="list-style-type: none"> Further integration with Supply Chain for distribution function, with a move towards a wider Operational Services Function. Operational Similarities in relation to distribution. 	<p>How & When</p> <ul style="list-style-type: none"> Merging of management of Operations. Management functions e.g. Management. March 2020. 	<p>Who</p> <ul style="list-style-type: none"> Procurement Services. Finance. WOD. PMO. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Organisational Change. Wider pressures on HCS as a standalone function pan Wales. Accommodation/Estate. 	<ul style="list-style-type: none">
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Success will be: increased Integration with Supply Chain

<p>What & Why</p> <ul style="list-style-type: none"> Improve our Health Board partner Engagement. Improve Communications with key HB leads. Use our data to support the UKAS/MHRAI Governance Reporting. Partner 'Buy In'. 	<p>How & When</p> <ul style="list-style-type: none"> HCS Engagement Strategy. By Summer 19. 	<p>Who</p> <ul style="list-style-type: none"> HCS. Fleet. Supply Chain. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Willingness by HB's to Engage. 	<ul style="list-style-type: none">
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Success will be: evidence or regular Meetings Frameworks and Outputs

<p>What & Why</p> <ul style="list-style-type: none"> Review Implementation of Home Care and Community care supply (Wound Management) and Pharmacy. Remove reliance on private providers. 	<p>How & When</p> <ul style="list-style-type: none"> Auditable and traceable distribution of supply chain items monitored via Cleric Temp Control. TRAMS Opportunities. 2019/2020 	<p>Who</p> <ul style="list-style-type: none"> HCS. PS Supply Chain. Pharmacy & Sourcing. PMO. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Current contract arrangements and timescales & Funding. Resources – management capacity, staff and vehicles. PMO Capacity Accommodation. 	<ul style="list-style-type: none">
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Success will be: incremental Introduction of a Pan Wales Distribution Network



WHAT WILL WE DELIVER IN 2019-20?



What & Why	How & When	Who	Risks/Limitations
<ul style="list-style-type: none"> Review All Transport Services: <ul style="list-style-type: none"> NWSSP. Current and Internal Services HB Services to Transfer. Remove Duplication of Service delivery Economies of Scale Consistency 	<ul style="list-style-type: none"> Home Care Clinical Waste (ABHB). ABHB 24/7. PHW Services in BCU. Possible Transfer of Cwm Taf. Ongoing. Powys – April 19. BCU – April 19. Cwm Taf April 20. 	<ul style="list-style-type: none"> NWSSP Directors. HCS Management Team. PMO. PCS. Workforce. 	<ul style="list-style-type: none"> Engagements Staffing/Manager & PMO Capacity. Accommodation Fleet. Transfer of ABMU (Bridgend) Services to Cwm Taf HB.

Success will be: transfer of service delivery models from identified HB's and Improved Working e.g BCU, Cwm Taf, Powys & PCS

What & Why	How & When	Who	Risks/Limitations
<ul style="list-style-type: none"> Increase Collaborative Working across the NHS and also wider Public Sector in relation to Transport. Remove Duplication. Raise Awareness of HCS. 	<ul style="list-style-type: none"> Local Procurement Teams. TRAMS. Pathology Project. Home Care Initiatives. Other Public Sectors. 2021. 	<ul style="list-style-type: none"> NWSSP Directors HCS Management Team. Procurement Teams. PMO. PCS. Workforce. 	<ul style="list-style-type: none"> Lack of Engagement.

Success will be: implementation of OOH work in ABHB, reducing reliance on private providers

WHAT WILL WE DELIVER IN 2019-20?



What & Why	How & When	Who	Risks/Limitations
<p>Continue Implementation of IT Transport & Scheduling System to capture Performance Data, and also to include Online Access for HB's.</p> <p>Capture performance, & compliance.</p> <p>Traceability of items.</p> <p>Use of data to Facilitate Change.</p>	<p>Via the HCS Cleric System and Reports to Qlikview.</p> <p>2021.</p>	<p>HCS Team.</p> <p>Procurement.</p> <p>NWIS.</p> <p>PMO.</p>	<p>Connectivity and Management/PMO Capacity.</p> <p>Accommodation.</p>

Success will be: continued roll out and development of Cleric, Reporting & online dashboards/Data Reporting

What & Why	How & When	Who	Risks/Limitations
<p>Increased Governance Standards for ISO, UKAS & MHRA.</p> <p>To bring HCS in line with procurement services and NWSSP ISO Standards.</p>	<p>ISO Standards.</p> <p>Customer Service Excellence UKAS/MHRA Fleet/Van Excellence.</p> <p>Ongoing.</p>	<p>HCS Ops.</p> <p>HCS BSU.</p> <p>Procurement Services.</p> <p>QMS management.</p>	<p>Ops Management Capacity.</p> <p>Business Support Unit Capacity.</p> <p>Staff Access to Training.</p>

Success will be: work towards and achievement of CSE, ISO 14001, ISO 27001, Van Excellence

To achieve this we will need:



Workforce

- ✎ Fleet Management & Fleet Technical Expertise.
- ✎ Increased Back Office and Operational Functions.
- ✎ Increased management/supervisory capacity and support.
- ✎ Increased ability to address recruitment shortfalls and lack of specialist drivers in the UK.
- ✎ Support and capacity to introduce Health Care Support Worker Training.
- ✎ Review the requirement for a Fleet Technical Specialist to support HCS and Procurement.
- ✎ The introduction of staff/post to manage informatics and data from our systems to inform service change.
- ✎ Workforce support to deliver the change (to include TUPE).



Finance & Capital

- ✎ Approval of Capital funding of £142,281 +VAT for Vehicle Replacement.
- ✎ Early engagement on Capital Bids to ensure the fleet replacement plan meets its requirements.
- ✎ Estate – Appropriate accommodation for ABMU and ABHB (to support The Grange development).
- ✎ Ensure any transferring services from HB's are assimilated with full and appropriate funding on transfer.
- ✎ Potential of additional Capital funding to support service change.
- ✎ Supporting revenue to support expanding service needs e.g. accommodation, Management Posts.
- ✎ Risks around Rising Fuel Costs.

To achieve this we will need:

 **IT**

- ↘ IT Infrastructure
- ↘ IT Support (internal).
- ↘ IT Familiarisation for staff (with Cleric System, and Handheld/ Portable devices.
- ↘ Review of how we manage and replace handheld devices in line with moving technology.
- ↘ Robust SLA with NWIS re support Cleric, Server and handheld maintenance.

 **Procurement**

- ↘ Procurement of Fleet and identified support to manager fleet e.g. Tracker, Euroengel, Maintenance etc.

 **Processes**

- ↘ Generation of Reports to set standards.

 **Dependencies (Internal and External)**

- ↘ Appropriate Accommodation.
- ↘ Support from project management to ensure methodology and modernisation programmes succeed and release all benefits.
- ↘ Well Managed Back office Functions and administrative support.
- ↘ Targeted recruitment and retention.
- ↘ Release of capital funding for fleet replacement programmes.
- ↘ Available revenue for ongoing fleet maintenance.
- ↘ Complexity of change with transfer of services from Cwm Taf coinciding with Transfer of services from ABMU to Cwm Taf.
- ↘ ICT Firewall Solutions.

WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <ul style="list-style-type: none"> Ease of access to Non patient Transport Services as a 'One Stop Shop' and broker for transport. To remove barriers and boundaries and have a once for wales approach. 	<p>How & When</p> <ul style="list-style-type: none"> Single number 'once for wales' to enable access to services via National Transport Call centre. 2020/2021. 	<p>Who</p> <ul style="list-style-type: none"> Area Managers HCS Control services. Procurement - Sourcing. Health Board Partners. PMO. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Managerial Capacity. PMO Capacity. HCS Staff Buy In geographically. May require Organisational Change.
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Success will be: increased Integration with Supply Chain

<p>What & Why</p> <ul style="list-style-type: none"> Continue to develop Data sets and Handover reports for key items. Proven Governance. 	<p>How & When</p> <ul style="list-style-type: none"> Report against consignments via Cleric. Development of Bar Code traceability. Ongoing. 	<p>Who</p> <ul style="list-style-type: none"> HCS Cleric Team. Health Board Partners. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Reluctance by HB Staff to responsibly sign. ICT Support. GS1/Barcode Development.
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Success will be: assured governance for secure transport of supply chain goods and controlled/sensitive items

<p>What & Why</p> <ul style="list-style-type: none"> Continued Review use of Hybrid & Electric vehicles as the market evolves. Legislative shift to Low Carbon Emission Vehicles (LCEV). 	<p>How & When</p> <ul style="list-style-type: none"> Monitor the Commercial Fleet market for introduction of LCEV's. Ongoing as industry develops. 	<p>Who</p> <ul style="list-style-type: none"> HCS Senior Management. Procurement (Sourcing). Fleet/Transport Manager. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Current Market means very few LCEV commercial vehicles are available. Cost is higher than standard carbon fuel vehicles.
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Success will be: testing and Review of Introduction of LCEV's as the Industry develops



WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <ul style="list-style-type: none"> Continue work with the NHS Wales Collaborative on centralisation of Specialist Pathology Services - (Micro/Histo). Decision to Centralise to Centres of Excellence. 	<p>How & When</p> <ul style="list-style-type: none"> Reduction of Units in Wales from 15 to Approx 3-5. Long term Strategy. 	<p>Who</p> <ul style="list-style-type: none"> NHS Wales Collaborative. HCS managers. Welsh Government. Wider PMO Support. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Funding. Political Change. PMO Support for service re-design. 	<ul style="list-style-type: none">
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Success will be: provision of Transport to centralised services

<p>What & Why</p> <ul style="list-style-type: none"> Likely Transfer of Cwm Taf Transport. Transfer of Services as part of Phase 2 of the National pathology project. 	<p>How & When</p> <ul style="list-style-type: none"> Transfer of Staff/Capital Assets and Novation of private Contracts. Likely 2020/2021 	<p>Who</p> <ul style="list-style-type: none"> Cwm Taf. Workforce. Finance. PMO. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> NWSSP Capacity to support. Current ABMU (Bridgend) /Cwm Taff Transfer. Organisational Change with current management structure. 	<ul style="list-style-type: none">
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Success will be: seamless Transfer of Services from Cwm Taf



To achieve this we will need:



Workforce

- ✘ Fleet Management & Fleet Technical Expertise.
- ✘ Increased management/supervisory capacity and support.
- ✘ Increased ability to address recruitment shortfalls and lack of specialist drivers in the UK.
- ✘ Support and capacity to introduce Health Care Support Worker Training.
- ✘ Review the requirement for a Fleet Technical Specialist to support HCS and Procurement.
- ✘ The introduction of staff/post to manage informatics and data from our systems.
- ✘ Workforce support to deliver the change (to include TUPE) .



Finance & Capital

- ✘ Approval of Capital funding of £129,281 +VAT for Vehicle Replacement.
- ✘ Early engagement on Capital Bids to ensure the fleet replacement plan meets its requirements.
- ✘ Estate – Appropriate accommodation for ABMU and ABHB (to support The Grange development).
- ✘ Ensure any transferring services from HB's are assimilated with full and appropriate funding on transfer.
- ✘ Potential of additional Capital to support service change.
- ✘ Supporting revenue to support expanding service needs e.g. accommodation, Management Posts.
- ✘ Risks around Rising Fuel Costs.



To achieve this we will need:

 **IT**

- ↘ IT Infrastructure
- ↘ IT Support (internal).
- ↘ IT Familiarisation for staff (with Cleric System, and Handheld/ Portable devices.
- ↘ Review of how we manage and replace handheld devices in line with moving technology.
- ↘ Robust SLA with NWIS re support Cleric, Server and handheld maintenance.

 **Procurement**

- ↘ Procurement of Fleet and identified support to manager fleet e.g. Tracker, Euroengel, Maintenance etc.

 **Processes**

- ↘ Generation of Reports to set standards.

 **Dependencies (Internal and External)**

- ↘ Appropriate Accommodation.
- ↘ Support from project management to ensure methodology and modernisation programmes succeed and release all benefits.
- ↘ Well Managed Back office Functions and administrative support.
- ↘ Targeted recruitment and retention.
- ↘ Release of capital funding for fleet replacement programmes.
- ↘ Available revenue for ongoing fleet maintenance.
- ↘ Complexity of change with transfer of services from Cwm Taf coinciding with Transfer of services from ABMU to Cwm Taf.
- ↘ ICT Firewall Solutions.

What Will We Deliver In 2022-23?

- 📄 Operational Roll Out of Service redesign in ABHB to support SCCC (The Grange).
- 📄 Operational Roll Out of Service redesign to Support TRAMS outputs and Laundry Review projects.
- 📄 Operational Roll Out of Service redesign in ABHB to support the proposed Cancer Satellite Treatment Centre at Nevill Hall and increasing number of Mobile Clinics.
- 📄 Support to NHS Wales Collaborative in relation to LIMS2 and links to Pathology Traceability.
- 📄 Capital Bid Submission for £310,470 +VAT for Fleet Replacement.

The risks to achieving this could include;

- 📄 Age profile of workforce.
- 📄 Age profile of fleet.
- 📄 Operational Management Capacity.
- 📄 Business as Usual Capacity.
- 📄 Suitable accommodation.
- 📄 External Market Pressures and Government Policy vs timing of capital for Low Carbon fleet (plus its cost).
- 📄 ICT Developments where systems changes are in advance of our system capabilities prohibiting progress.
- 📄 There is also the ongoing risk of Brexit impacts depending on outcomes.

To achieve this we will need:

Resources

- 📄 Financial support.
- 📄 Appropriate Staffing.
- 📄 Managerial capacity.
- 📄 Suitable Vehicles/Fleet/Equipment.
- 📄 Suitable Accommodation (ABMU).



We will continue to engage with;

Customers and Stakeholders

-  Health Boards, Trusts and Public Health Wales.
-  National Pathology Transport Board.
-  NHS Wales Collaborative.
-  Welsh Government.
-  Internal NWSSP Departments.

Beyond 2023



Known High Quality Brand, and provider of choice.



Quality customer services and engagement through enhancements in technology.



Recognised award winning services.



Providing improved and enhanced services through modernisation of service delivery processes.

Key Milestones In Our Journey To World Class



2019/20

- ✎ Continuation of Controlled acquisition of Health Board Partners existing transport services and continuing partner to Welsh Blood Service.
- ✎ Identification of Private Healthcare opportunities to achieve additional revenue, including home care.
- ✎ Continue work towards ISO/CPA/UKAS standards.
- ✎ Grey Fleet Support/Review.
- ✎ Ensure 'Blue Light Services' are embedded pan NHS Wales.
- ✎ Acquisition of Van Excellence status.

- ✎ Phase 2 of NPTB and Project to transfer services from Cwm Taf.
- ✎ Continuation of Controlled acquisition of Health Board Partners existing transport services and continuing partner to Welsh Blood Service.
- ✎ Identification of Private Healthcare opportunities to achieve additional revenue, including home care.
- ✎ Continue work towards ISO/CPA/UKAS standards.

2020/21

- ✎ Embedding and review of all practices.
- ✎ Completion of Phase 2 of NPTB and transfer of Services from Cwm Taf.
- ✎ Implementation of One Stop Shop Brokerage arrangement for Non Patient Transport and possible National Transport Call Centre.
- ✎ Review of services to support the New SCCC and New NCC.
- ✎ Continued Support with Specialist Advice re Transport to the NHS Wales Collaborative and Service re-design Models for Histo & Micro Biology.
- ✎ Achievement of ISO Standards for ISO 14001, ISO 27001.

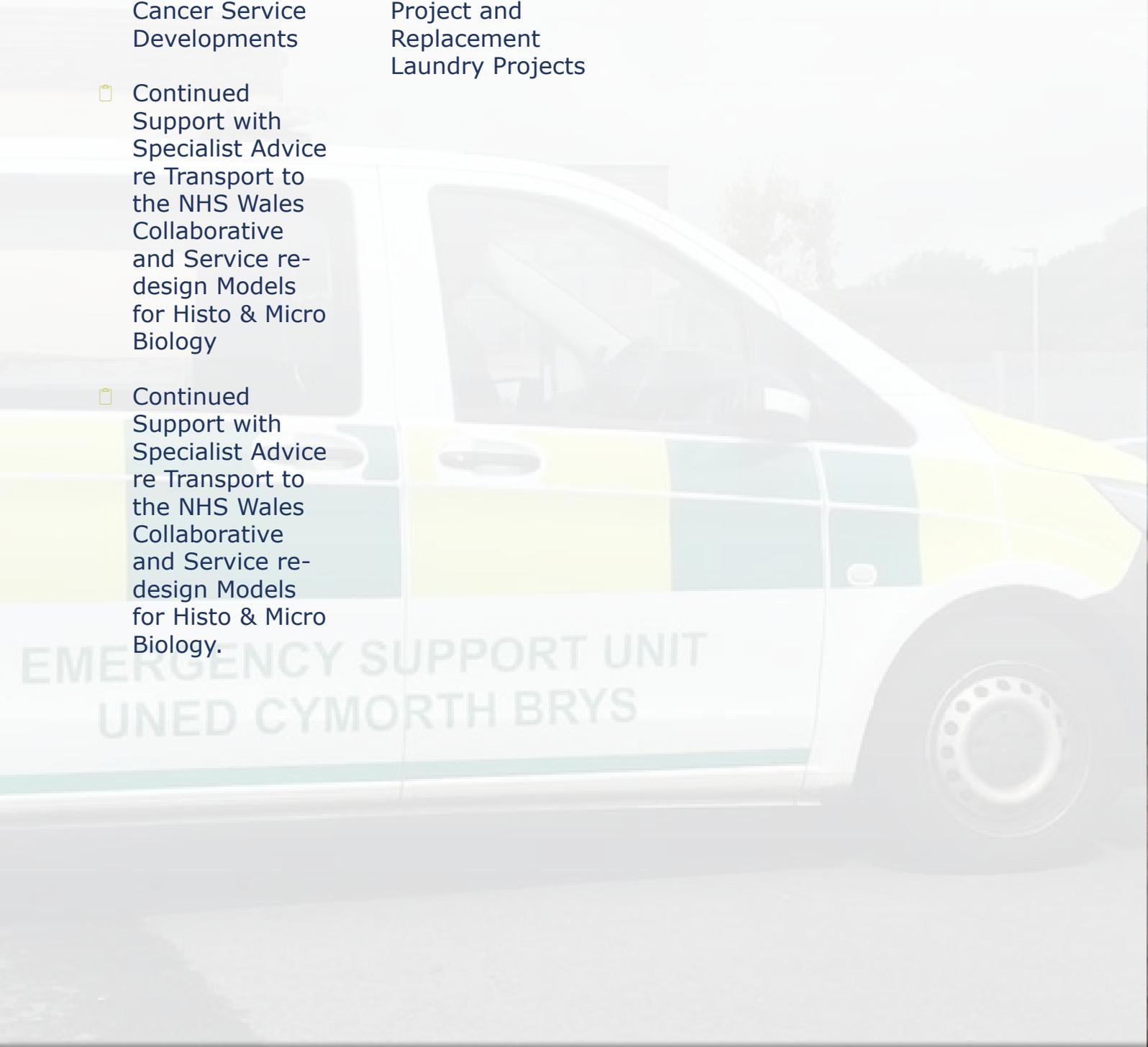
- ✎ Embedding and review of all practices.
- ✎ Completion of Phase 2 of NPTB and transfer of Services from Cwm Taf.
- ✎ Implementation of One Stop Shop Brokerage arrangement for Non Patient Transport and possible National Transport Call Centre.
- ✎ Review of services to support the New GUH.
- ✎ Continued Support with Specialist Advice re Transport to the NHS Wales Collaborative and Service re-design Models for Histo & Micro Biology.

Key Milestones In Our Journey To World Class



2021/22

- 📅 Plan towards opening of SCCC
- 📅 Plan towards opening of NCC and Cancer Service Developments
- 📅 Continued Support with Specialist Advice re Transport to the NHS Wales Collaborative and Service re-design Models for Histo & Micro Biology
- 📅 Continued Support with Specialist Advice re Transport to the NHS Wales Collaborative and Service re-design Models for Histo & Micro Biology.
- 📅 Continue to Support and Hopefully Implement outcomes from the TRAMS Project and Replacement Laundry Projects



KPI Section A – PSPP/IOH/Invoicing

ACTIVITY DESCRIPTION – SSP	ACTIVITY DESCRIPTION – UHB/TRUST	OWNER(S)	QUALITY STANDARD /	DEMONSTRATED BY
KPI 1 – To ensure that HCS achieve the Welsh Government PSPP target.	80%	BSU	95%	Monthly System Driven Reporting from Failed Invoices report
KPI 2 – To ensure HCS meets the time deadline for return of Invoices on Hold (IOH) Reports.	For IOH reports to be sent on time to HCS for scrutiny	BSU	95%	Weekly IOH returns
KPI 3 – Ensure Monthly Invoices out via AR are managed to capture correct recharging for Ad-Hoc work.	80%	BSU	95%	Monthly Invoicing

KPI Section B – Pathology

ACTIVITY DESCRIPTION – SSP	ACTIVITY DESCRIPTION – UHB/TRUST	OWNER(S)	QUALITY STANDARD /	DEMONSTRATED BY
KPI 1 – To Ensure that planned schedules meet a 'Time in Transit' within 2 hours as per Section 1 point 3.	Report areas where spoilt pathology has occurred as a direct result of delayed delivery.	LMT	70%	Planned Scheduled Times
KPI 2 – % of Frozen Section Histopathology managed within 90 minutes of request.	Ensure notification of planned events as far as practically possible.	LMT	90%	Journey Log

KPI Section C – Blood Distribution in Relation to WBS

ACTIVITY DESCRIPTION – SSP	ACTIVITY DESCRIPTION – UHB/TRUST	OWNER(S)	QUALITY STANDARD /	DEMONSTRATED BY
<p>To only utilise GMP (Good Manufacturing Practice) compliant staff when transporting Blood & Blood Products and evidence the required audit trail.</p>	<p>To ensure Blood/ Blood products are appropriately packaged, sealed and handed over for transport to the identified destination.</p>	<p>LMT</p>		<p>Monthly System Driven Reporting from Failed Invoices report</p>
<p>Only Transport Blood/Blood Products in line with GMP Regulations. This will include ensuring:</p> <ul style="list-style-type: none"> ■ Non Carriage of Animals (Assistance Dogs Exempt) ■ Carriage of Passengers (unless an employee of the organisation/GMP trained) ■ The most direct route is taken ■ The journey in managed within Road Traffic Act requirements, notifying units of any delay ■ Consignments are not tampered with. ■ Ensuring any 'Blue Light' activation is managed as per agreed activation protocol. 	<p>Any Non-Compliance will be raised and addressed in reasonable timescales to reduce clinical risk.</p>	<p>LMT</p>	<p>South Wales (C&V):</p> <p>Blue Light – 1 Hour</p> <p>Urgent – 90 Minutes</p> <p>Routine – 4 Hours</p> <p>BCU-Collection</p> <p>Ad-hoc:</p> <p>100% in 45 minutes</p> <p>95% in 30 Minutes</p> <p>Blue Light OOH:</p> <p>100% in 40 Minutes</p> <p>In Hours:</p> <p>100% in 20 Minutes</p> <p>Delivery –</p> <p>YGC – 100% in 90m</p> <p>YGB – 100% in 150m</p> <p>WXM – 100 in 10m</p>	<p>Reports Database / Cleric</p>



PROCUREMENT SERVICES

To provide world class procurement services to support the NHS Wales ambition of delivering world class health and social services to its population and communities



Who are we and what do we do?

Provide a complete Procure to Pay (P2P) customer focused professional service to NHS Wales through our Category Sourcing, Frontline, Local Procurement, Supply Chain, Accounts Payable and eEnablement functions.

Deliver significant cost savings for NHS Wales and supports key healthcare service improvement and patient safety priorities. We also support the sustainable and prudent procurement agendas through clinically driven evidence based sourcing to ensuring patient care quality and safety benefits.

552 Staff

WTE equivalent including Corporate Staff

- 167 Supply Chain Staff
- 140 AP and Enablement Staff
- 130 Frontline Staff
- 107 Sourcing Staff



£28m
purchasing savings



2,500
All Wales contracts



33 million
stores items



784,100
orders processed totalling **£1,308m**



93.2%
Customer Satisfaction



1.9m
invoices processed totalling **£4.7b**



4,500
customers across NHS



How have we engaged with our partners?

- ▶ 5-year Procurement Strategy developed in conjunction with Directors of Finance and HBs.
- ▶ Annual SLA modernisation reviews held with individual Health Boards and Trusts.
- ▶ Participation in Health Board/Trust Division meetings & service improvement Groups.
- ▶ Working with customers to improve savings, efficiencies & service delivery through groups e.g. Commodity Advisory, Supply Chain Liaison etc.
- ▶ Supporting Welsh Government hosted groups such as the All Wales Performance Improvement Team, All Wales P2P Group, All Wales Finance Academy.
- ▶ Engagement with Health Boards/Trusts through our front line teams.
- ▶ Effective partnerships with industry to inform the strategic direction e.g. Work underway with MedTech Europe on exploring the use of value based procurement and how patient outcomes are assessed as part of the contracts with industry. ABHI Association of British Industries.
- ▶ Promoting the benefits and opportunities available to Health Boards and Trusts from the delivery of contracts via the NHS Wales Finance Delivery Unit.
- ▶ Enhancing the delivery and increasing the pace of implementation of contracts by working closely with the NHS Wales Efficiency Board.
- ▶ Working with NWSSP Divisions to identify synergies and opportunities to deliver further value eg., Primary Care and Legal & Risk.

What do our partners want?

- ▶ Non-pay financial savings.
- ▶ Sharing best practice and opportunities for efficiency savings/ CIP.
- ▶ Embed the principles of Value based procurement into business as usual in order to focus beyond price and include non-financial benefits, health care outcomes and sustainable solutions.
- ▶ Robust procurement governance and assurance.
- ▶ Continuity of supply, managing risks to supply chain eg. Brexit.
- ▶ Support in emergency planning and major incident response.
- ▶ High quality, safe products.
- ▶ Delivery of seamless, end to end procure to pay process.
- ▶ Development of category expertise.
- ▶ Professional advice and guidance.
- ▶ Innovation and forward thinking.
- ▶ Wider strategic perspective on future service delivery providing modernised, integrated solutions which support NHS transformation.
- ▶ Innovative solutions and best practice/ world class.
- ▶ Support for NHS Organisations' service redesign and improvement projects eg. Primary Care and Community Services Transformation.



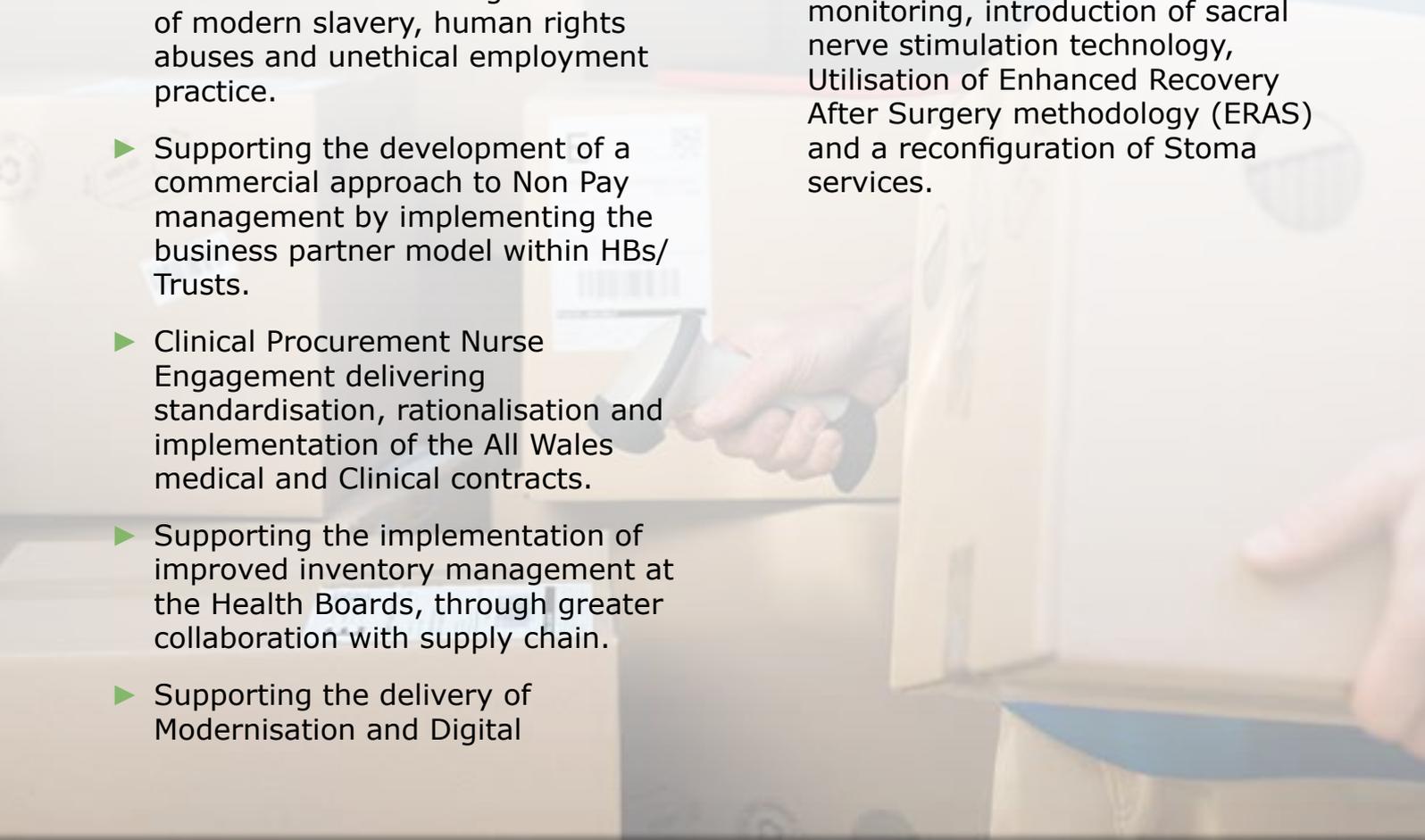
How will we deliver high quality services to our partners?

- ▶ Collaboration and co-production, ensuring priorities for service delivery and improvement are aligned and integrated into planning and operations.
- ▶ Robust quality assurance programme verified by third party certification.
- ▶ Working with customers and partners to integrate processes and standardise systems and processes.
- ▶ Horizon scan and benchmark services against similar organisations to drive service improvement.
- ▶ Via skilled and professionally qualified staff.
- ▶ By delivering an e-Procurement strategy which includes e-Invoicing, e-Procurement and investment in electronic trading exchanges and common data standards (GS1).
- ▶ Exploiting opportunities provided by new technology to transform services and increase productivity. This will include increasing automation and digitalisation of processes using artificial intelligence and advanced analytics for smarter, faster supply chain processes.
- ▶ By consolidating and integrating our logistics and transport services into a new national distribution centre able to support service development in areas such as homecare delivery, laundry, pathology and clinical waste collection.

What are the significant benefits we achieved for NHS Wales?

- ▶ On target to deliver contract savings in excess of £26m which includes rebate income from Priority Supplier Programme.
- ▶ Ensuring that Health Organisations achieve the Public Sector Pay Performance target of paying at least 95% of supplier invoices paid in 30 days. In situations where they don't, working with the Health Organisation to address any root-cause issues eg delay in receipting.
- ▶ Introduced an All Wales Policy on No Purchase Order, No Pay. Live on September 1st 2018.
- ▶ Achieved financial and non-financial benefits which include improved patient outcomes & enhanced safety e.g. Mental Health Learning Disability agreement, CAMHS, Home Oxygen, NHS Framework Agreement for Outsourcing/ Insourcing of Clinical, Surgical & Diagnostic Procedures – a Once for Wales collaborative commissioning project.
- ▶ Supporting "Referral to Treatment" targets within Health Boards via various outsourcing arrangements with non NHS Wales providers.
- ▶ Assisting Health Boards and Trusts with resource and capacity shortages in specialist areas e.g. Radiology Reporting, Advocacy Services.
- ▶ Delivery of planned Capital Schemes and discretionary Capital Programmes including unplanned additional capital allocations e.g. Efficiency through Technology Fund.

- ▶ Helping Health Boards and Trusts deliver service transformation & innovation e.g. strategic NHS Wales IM&T agenda, transforming Cancer Services in S.E. Wales, Specialist & Critical Care Centre Project, Stoma Service re-design, formation of HEIW, Transforming access to medicines (TRAMS) project.
- ▶ Active role in reshaping Standing Financial Instructions – Procurement to form a modern and fit for purpose governance model.
- ▶ Making Procurement rules accessible and understandable to all with the publication of a new Procurement Manual.
- ▶ Helping NHS Wales to deliver social, economic and environmental benefits through procurement eg. Embedding the Code of Conduct for Ethical Employment in the Supply Chain (ECCE) into our operating procedures and Terms & Conditions of Contract. Addressing issues of modern slavery, human rights abuses and unethical employment practice.
- ▶ Supporting the development of a commercial approach to Non Pay management by implementing the business partner model within HBs/ Trusts.
- ▶ Clinical Procurement Nurse Engagement delivering standardisation, rationalisation and implementation of the All Wales medical and Clinical contracts.
- ▶ Supporting the implementation of improved inventory management at the Health Boards, through greater collaboration with supply chain.
- ▶ Supporting the delivery of Modernisation and Digital Healthcare strategies to enable transformational change within the system, providing better patient care eg. 111 support system and All Wales Pharmacy System.
- ▶ Supporting the transition of Bridgend and Localities into Cwm Taf Health Board.
- ▶ Commercial support to the All Wales Medical workforce group, implementation of medical agency rates and driving reduction in off contract Agency.
- ▶ Commercial support to the development of a collaborative Nurse Bank model in Wales.
- ▶ Establishment of a Value Based Procurement team to facilitate the adoption of Value Based principles into business as usual for contracting. Early contracts underway testing the adoption in practice include: point of care testing for anti-coagulation monitoring, introduction of sacral nerve stimulation technology, Utilisation of Enhanced Recovery After Surgery methodology (ERAS) and a reconfiguration of Stoma services.



What do we do well?

- ▶ Maintaining and exceeding performance targets.
- ▶ Improving customer satisfaction.
- ▶ Responding to additional needs of HB/Trusts.
- ▶ Developing relationships and partnerships to achieve beneficial outcomes.
- ▶ Providing investment and support for staff training and development.
- ▶ Working collaboratively with other NHS Organisations -NHS England, Scotland & Ireland.
- ▶ Promoting and delivering standardisation and best practice across the procure to pay process.
- ▶ Assisting Health Boards and Trusts meet legislative and Welsh Government policy objectives eg. Wellbeing of Future Generations Act.
- ▶ Ensuring sound compliance of public money expenditure, ensuring it is spent in the right way.
- ▶ Development of the Procurement profession, full support for staff to achieve CIPS and MSc status.
- ▶ Internal development programme to retain talent.

Opportunities to do more

- ▶ Increasing activity in CHC/ Commissioning. To include focus across care and nursing homes, understanding impact of Health Board reviews of LD patients and piloting additional areas of expenditure. Supporting Welsh Government with drug and alcohol abuse services.
- ▶ Working with new strategic partners for new income opportunities.
- ▶ Improvements to Accounts Payable service through process efficiency & technology.
- ▶ Strengthening supplier relationship management/contract management.
- ▶ Working together on HB/Trust cross cutting themes.
- ▶ Extending procurement influence on non-pay spend.
- ▶ Improving supply chain efficiencies and extending service to new customers eg. Community health care.
- ▶ Supporting Welsh Government policy on Sustainability and Wellbeing of Future Generations agenda.
- ▶ Joint working with councils to drive service change forward.
- ▶ Establish opportunities from re-modelling of NPS.
- ▶ Establish opportunities through initiatives identified by Regional Partnership Boards.

KEY PRIORITIES 2019-22

Value for Money



- ✓ Continued development of the business partnership model and joint working to identify and deliver non-pay expenditure agreed savings.
- ✓ Continuing the 'One Wales' approach.
- ✓ Modernising service delivery and achieving CIP savings through continued automation and standardisation of processes and systems.
- ✓ Continued development of the Value Based Procurement system. To ensure that patient outcomes and whole system benefits are incorporated in contract awards. Including working collaboratively with WHSSC to support a high value system approach to patient populations at risk of, and living with stroke and heart valve disease.
- ✓ Continuing to provide robust procurement governance, which reflect key legislative changes and Welsh Government Policy such as Well-being of Future Generations Act, Modern Slavery Act & Code of Conduct for Ethical Employment etc.
- ✓ Supporting Health Boards and Trusts in the delivery of an efficiency programme to maximise value.
- ✓ Building technological capabilities to modernise our services that will support service development and deliver further internal efficiencies and benefits to our customers.

Our Customers



- ✓ Continuing to encourage, receive and act upon customer feedback to improve our services.
- ✓ Supporting NHS initiatives and service improvement priorities with closer integration of planning and programme management activity eg. Transforming Primary Care.
- ✓ Delivering process and system improvements and efficiencies across the P2P process identified by the All Wales P2P Forum.
- ✓ Continue to support our customers to deliver services in line with the Well-being of Future Generations and Social Care (Wales) Acts
- ✓ Supporting service transformation programmes within NHS Wales including modernisation via the IM&T agenda.
- ✓ Managing the impact of Brexit on NHS Wales supply chain.
- ✓ Delivery of value based procurement projects that tie patient outcomes to contracts to ensure benefit is delivered beyond price reductions.
- ✓ Helping to identifying and deliver additional benefits through automated stock management, and ward reviews.



KEY PRIORITIES 2019-22

Service Development

- ✓ Development of our service to meet the needs of Health Boards and Trusts with the integration of primary and secondary care.
- ✓ Standardisation and streamlining of systems and processes resulting from the work of the All Wales P2P project.
- ✓ Integrating and extending our supply chain and logistics services provided by regional stores and Health Courier Service.
- ✓ Delivering supply chain efficiencies by extending automation to new sites and stock management reviews.
- ✓ Increasing capacity and capability to respond to ongoing developments and opportunities to deliver savings and benefits to our customers e.g. integration of primary and secondary care, IT procurements (non-NWIS), value based procurement, GS1 Standards–Scan for Safety etc.
- ✓ Provision of business intelligence and data to our customers to help identify opportunities for savings and ongoing benchmarking of prices to ensure competitiveness (QlikView, PPIB).

Our Staff

- ✓ Continue to develop our approach and processes for attracting and recruiting staff.
- ✓ Identify and deploy improved approaches to retain our staff.
- ✓ Develop an improved approach to manage succession planning eg., providing development post opportunities.
- ✓ Implement a training and development programme to achieve full potential of staff to meet current and future needs of the service utilising resources such as Procurement Skills Development Network and Academi Wales.
- ✓ Continue to collaborate with local education providers (e.g. Universities) to strengthen links in order to provide opportunities for graduates and students and promote Procurement as a career of choice.
- ✓ Improve knowledge sharing and approach to succession planning to ensure business continuity in smaller niche areas of knowledge and skills.
- ✓ Implement and improve new coaching and mentoring scheme to enhance staff development.
- ✓ Respond to the 2018 Staff Survey, focusing on areas for action and improvement.

Excellence

- ✓ Maintain and extend our management systems certifications to embed best practice in key elements of performance such as customer service excellence, quality, information governance, health and safety and environmental management.
- ✓ Continue to develop the use of performance and process benchmarking activity to improve services.
- ✓ Continue to use technology and innovation to realise efficiencies e.g. robotics, invoice automation, Automatic Data Capture, stock voice pick etc.

OUR JOURNEY

In 3 Years We Will Be



High performing, customer driven service delivering recognised benefits to NHS, Welsh Government and wider public sector.



Delivering services closely integrated with Welsh Government and NHS Wales's policy strategy.



Fully optimising e-enabling technologies together with effective utilisation of Business Intelligence to deliver best value opportunities.



Developing a flexible, professional and highly skilled workforce supported to deliver exceptional services.

The risks to achieving this could include:

- ➔ Clarity and timing of Health Boards procurement requirements.
- ➔ Potential retirement of senior staff and the inability to recruit into key roles.
- ➔ Failure to retain key staff in some areas, with reliance on temporary staffing.
- ➔ e-Enablement funding not yet agreed on a recurring basis.
- ➔ Delivery of CHC/commissioning work and benefits dependent on Welsh Government or NHS Wales funding.
- ➔ Capacity and appropriateness of accommodation at some locations.
- ➔ Brexit/requirement to manage new contracts/inflation issues.
- ➔ NHS England Supply Chain restructure, potential loss of access to national contracts.
- ➔ Inability to influence some Health Board Supply Chain Teams.
- ➔ Ongoing issues with IT provision and lack of clear strategy for digitalisation.
- ➔ Financial resources.
- ➔ Need for increased Health Board/Trust support or resources to achieve planned outcomes.



Path to Prudent and Once for Wales



WHAT WILL WE DELIVER IN 2019-20?

Strategic Objectives

Service Development  Staff

 Excellence

 Value for Money

 Customers



What & Why

Third year to deliver agreed 5 year NHS Wales Procurement Strategy.

- With challenging financial times ahead for NHS Wales we have a responsibility to work together to deliver value for NHS Wales.

How & When

Our strategy sets out our collective vision and goals to improve health outcomes for the patients and community in Wales.

Ongoing to 2022. Annual targets to be achieved by March 2020.

Who

Partnership with NHS Directors of Finance, Customers, Suppliers and Staff.

Risks/Limitations

Cost pressures for NHS Wales – maintaining levels of service whilst striving for improvements.



Success will be: Delivering Value for Wales

What & Why

Delivery of non-pay expenditure, contract Savings. Target for 2019/20 of £20million+.

Key customer requirement.

How & When

Savings Plan, contract programmes aligned to HB/Trust objectives and work plan.

Annual targets to be achieved by March 2020.

Who

Sourcing and Front Line Teams.

Risks/Limitations

Cost pressures including currency fluctuations. Impact of Brexit. Health Board/Trust compliant spend. Risk to delivery of savings targets if key recruitment activity is not achieved and sustained.



Success will be: Savings realised with compliant spend by Health Boards and Trusts

What & Why

Year 2 of project on automation and improvement of P2P process. Areas of focus will include invoice exemption workflow, consolidated invoicing, two-way invoice matching and invoice query resolution.

An initiative through the Directors of Finance/Finance Academy.

How & When

Multiple projects – E Trading (PEPPOL) RPA, catalogue validation, Fiscal Tech, Oxygen Finance, and associated AP structures.

Phased application 2018-2021 linked to delivery plan in P2P work.

Who

P2P governance arrangements.

Risks/Limitations

Resistance on part of Health Boards and Trusts to standardise their processes.



Success will be: Reduction in potential for duplicate payment, improved speed of response to queries, reduction in storage required

What & Why

Year 2 of 5 year programme to improve early payment performance. Targeted rebate of £1.1M.

Investigating ways to save Health Boards and Trusts money through prompt payment.

How & When

Utilising technology: Oxygen Finance for prompt payment.

2023 – completed programme.

Who

Accounts Payable, Sourcing, Frontline teams.

Risks/Limitations

Suppliers not wishing to participate. Standard approach not accepted/agreed.



Success will be: Delivering circa £9 million over 5 years. Contribution to social value agenda.



WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <p>Year 2 of Transforming Cancer Care project. Delivering capital equipment requirements in 2019-20.</p> <p>Cancer Services modernisation and expansion in SE Wales.</p>	<p>How & When</p> <p>New build and equipment at Velindre Cancer Centre.</p> <p>To be completed by March 2022.</p>	<p>Who</p> <p>Capital Team and Velindre Frontline.</p>	<p>Risks/Limitations</p> <p>Resources, legal costs, expertise given MIM Continuity of staff to follow this through given length of project.</p>	
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Success will be: Successful delivery of project capital, goods and services procurement needs

<p>What & Why</p> <p>Year 2 of project on Introduction and application of Value Based Procurement principles. Projects for 2019-20 to include stroke management, spinal needles, cataracts, heart valve disease, wound management, diabetes and orthopaedics.</p> <p>Prudent Healthcare.</p>	<p>How & When</p> <p>Team established to assist and guide Sourcing Category Teams with implementation of new way of working.</p> <p>Practice to be embedded as "business as usual" by March 2020.</p>	<p>Who</p> <p>Sourcing and Value Based Procurement teams.</p>	<p>Risks/Limitations</p> <p>New thinking and significant amount of patient outcome data needed.</p>	
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Success will be: Savings realised with compliant spend by Health Boards and Trusts

<p>What & Why</p> <p>Year 2 of Continuing Health Care Project - improving benefits. Realisation on Care Homes framework and other areas of CHC in conjunction with NCCU. Focus for 2019-20 will be consolidation in the sector and further engagement with Local Authorities and HBs.</p> <p>HBs/Trusts require improved governance, quality outcomes and savings.</p>	<p>How & When</p> <p>Liaising with CHC and MH/LD leads in HBs and WHSSC.</p> <p>To commence the second phase subject to funding.</p>	<p>Who</p> <p>Sourcing teams.</p>	<p>Risks/Limitations</p> <p>Lack of funding and resources. High degree of complexity requires specific skills set.</p>	
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Success will be: Savings, efficiencies in commissioning, reduced risk of non-compliance with clinical and corporate governance requirements at HBs

<p>What & Why</p> <p>Year 2 of project supporting delivery of Specialist and Critical Care Centre delivering capital equipment requirements.</p> <p>Part of HBs Clinical Futures Strategy.</p>	<p>How & When</p> <p>Project team created to deliver the build of the specialist and critical care centre.</p> <p>Planned completion 2020-21.</p>	<p>Who</p> <p>Capital Equipping Team dedicated to SCCC.</p>	<p>Risks/Limitations</p> <p>Impact on resources.</p>	
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Success will be: Successful delivery of project capital, goods and services procurement needs



WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <ul style="list-style-type: none"> Undertake Estates procurement activity with appropriate staff resource. Opportunity identified with HB with a potential to develop to a wider category management approach. 	<p>How & When</p> <ul style="list-style-type: none"> Analysis and review of non-pay expenditure. Analysis and review of non-pay expenditure. 	<p>Who</p> <ul style="list-style-type: none"> Front Line Procurement – ABMUHB and BCU. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Buy-in from Estates Officers. 	<ul style="list-style-type: none"> 👤 👤 👤 ✅ ✅
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Success will be: Opportunities identified for savings, increased compliance with SFIs

<p>What & Why</p> <ul style="list-style-type: none"> Robotic Process Automation. Potential projects include: agency nurse order/payment process, CHC order/payment process etc. To meet cost/budget targets and release staff resource. 	<p>How & When</p> <ul style="list-style-type: none"> Roll out of full capability to be implemented to support business processes. Delivery of planned projects by March 2020. 	<p>Who</p> <ul style="list-style-type: none"> E-Enablement, Accounts Payable and Sourcing RPA Team. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Corporate resource issue - skills set and management of RPA team. Capacity of robot and money to extend to other areas. RPA demand to be managed within Oracle SLA provisions. 	<ul style="list-style-type: none"> 👤 👤 👤 ✅ ✅
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Success will be: Improved internal processing efficiencies releasing staff resource

<p>What & Why</p> <ul style="list-style-type: none"> Supporting Welsh Government and Health Organisations deliver against Sustainable Procurement Policy Objectives; including Modern Slavery, WBFGA, Community Benefits. The focus for 2019-20 will include the development of monitoring and KPIs. To meet our obligations and support NHS Wales and Welsh Government aims to create a more sustainable Wales. 	<p>How & When</p> <ul style="list-style-type: none"> Implementation of the change programme by the Procurement Sustainable Development Group. Delivery of planned projects by March 2020. 	<p>Who</p> <ul style="list-style-type: none"> Representation from all parts of Business. Experts on WBFGA and modern slavery will be invited to assist. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Conflict between HB/Trust short-term budget priorities and budget required for longer term sustainable solutions. Dependent on support from wider NWSSP i.e. WOD, Corporate Team. 	<ul style="list-style-type: none"> 👤 👤 👤 ✅ ✅
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Success will be: Reduction in carbon footprint and improved environmental performance at key locations. To further embed the Well Being of Future Generations Act and the Ethical Employment in Supply Chains code of conduct.

<p>What & Why</p> <ul style="list-style-type: none"> To extend management system certification ISO 9001 and transition OHSAS 18001 to ISO 45001. Work towards MHRA licencing. To promote a culture of excellence and embed best practice across the organisation. 	<p>How & When</p> <ul style="list-style-type: none"> Extend relevant management standard certifications and work towards MHRA licence for new operations and sites. ISO 9001 March 2020. MHRA licence March 2020 and ongoing. OHSAS 18001 Transition March 2020. 	<p>Who</p> <ul style="list-style-type: none"> Project Leads and Quality Manager. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Impact on resources and potential for conflicting priorities. <i>Note: ISO27001, ISO14001 are corporate-led.</i> 	<ul style="list-style-type: none"> 👤 👤 ✅
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Success will be: Compliance with governance and legislative requirements, internal efficiencies and improved quality of service



WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <p>Extending procurement influence on non-pay expenditure. Areas of potential include Appliances, Pharmacy and medical locums service.</p> <p>To meet increasing expectations to deliver savings and value.</p>	<p>How & When</p> <p>Review category and engagement strategies and resource prioritisation.</p> <p>March 2020.</p>	<p>Who</p> <p>Sourcing, Frontline Teams and Supply Chain.</p>	<p>Risks/Limitations</p> <p>Lack of funding and resources.</p>	<ul style="list-style-type: none">
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Success will be: Savings, increased compliance with SFIs and value adding benefits including improved patient outcomes. Support for Health Boards and Trusts achievement of IMTP objectives.

<p>What & Why</p> <p>Integration of HCS and Supply Chain services.</p> <p>To provide a seamless end to end service capable of meeting expanding needs of Health Boards and Trusts, to maximise efficiencies.</p>	<p>How & When</p> <p>Structural review to be undertaken.</p> <p>March 2020.</p>	<p>Who</p> <p>Senior Management Team, Head of Workforce.</p>	<p>Risks/Limitations</p> <p>Lack of funding and resources.</p>	<ul style="list-style-type: none">
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Success will be: A modernised, streamlined service capable of maximising efficiency benefits to Health Boards and Trusts. Extending range of products held, increasing supply chain resilience and visibility of stock holding across Wales.

<p>What & Why</p> <p>Investigation into implementation options for PEPPOL and Scan for Safety.</p> <p>GS1/Scan for Safety mandated and piloted in NHS England since 2014.</p>	<p>How & When</p> <p>Introduction of global standard for product identification, barcode and data exchange.</p>	<p>Who</p>	<p>Risks/Limitations</p>	<ul style="list-style-type: none">
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Success will be: Operational efficiencies, greater regulatory compliance and improved patient safety.

<p>What & Why</p> <p>Introduction of Voice Pick technology to WMS enabled Regional Stores.</p> <p>Improve business efficiencies by improving digital solutions used within the warehouse.</p>	<p>How & When</p> <p>Working with CTES and Version 1.</p> <p>Within 2019-20 financial year.</p>	<p>Who</p> <p>Supply Chain.</p>	<p>Risks/Limitations</p> <p>Cost of modernisation.</p>	<ul style="list-style-type: none">
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Success will be: Improved internal processing efficiencies, releasing staff resource



WHAT WILL WE DELIVER IN 2019-20?



What & Why
ADC/Ward Review Project and ADC Implementation at Acute and Community Hospital Sites, including BCUHB, PTHB, C&VUHB and CTUHB.

HBs are looking to address inefficiencies in current practice. To modernise outdated and limited system.

How & When
Utilising technology: Automatic data capture bar coding system programme rollout in ward and theatres.

Delivery of planned phase by March 2020.

Who
Supply Chain, Supply Chain Systems team, Frontline Procurement teams, NWSSP IT.

Risks/Limitations
Impact on resources including staff and finance. Support from Health Boards. IT set-up issues. Resource ownership.

Success will be: Improved internal processing efficiencies, releasing staff resource

What & Why
Review of HB Receipt and Distribution Process.

Inconsistencies in Health Board receipt and distribution processes and responsibilities across Wales.

How & When
Review of best practice across Health Board sites.

Delivery of planned phase by March 2020.

Who
Supply Chain, Frontline Procurement, Health Board Service Director facilities.

Risks/Limitations
Impact on resource and responsibilities. Support from Health Boards. Resistance to change. TUPE. Availability of funding.

Success will be: Improved internal processing efficiencies, releasing staff resource

What & Why
To meet Welsh Language Standards and integrate consideration of WL into our processes, enabling the delivery of goods, associated materials and services with Welsh language associated requirements given equal consideration to those delivered in English.

To meet the requirements of WL Standards and contribute to Wellbeing Objectives.

How & When
Implementation of an action plan supported by NWSSP Language Officer.

November 2019.

Who
Senior Management Team.

Risks/Limitations
Competing priorities and ability to ensure specifications are accurately tailored to specific requirement. Translation resource availability.

Success will be: Patients, citizens and staff have access to goods and services providing information in the Welsh Language

What & Why
Explore the benefits of the development of a National Distribution Centre. Consolidation and expansion of transport/logistics services to the NHS, wider health sectors. Taking into account national projects e.g. pharmacy products, pathology products, laundry etc.

To exploit opportunities to develop automation and new technology, streamlining services. To meet challenges posed by the Lord Carter Review and Brexit.

How & When
Develop funding arrangements with Welsh Government. Full automation, robotic processes and digitisation. GS1 compliant.

Timescales to be determined.

Who
Senior Management Team, Welsh Government.

Risks/Limitations
Availability of funding and resources.

Success will be: Delivering economies of scale and benefits from automation and new technology e.g. GS1. Improved supply chain resilience and national emergency response capability.



To achieve this we will need:



Workforce

- Workforce support to assist with implementation of recruitment and retention strategy for Procurement Services to ensure current and future staffing needs are met.
- Workforce support to meet training needs of existing workforce and expanding services.
- Ongoing training to support the development of staff.



Finance & Capital

Continuing support in securing funding streams. These will include:

- Ongoing workforce pressures to meet increasing service demands from HBs and Trusts.
- Further recruitment and retention initiatives.
- Accommodation needs.
- Equipment needs.
- Additional funding and capital to support projects and service transformation.
- Budget to maintain service standards and support Health Board and Trust IMTP plans.
- To identify areas where 1.5% CIP can be applied.



IT

- Provision of off-site and across site access to systems and resolution of associated issues.
- IT resources for additional staff including laptops, licences etc.
- Replacement of existing IT in line with rolling programme/redundancy plan.
- Current shortfalls in provision and support fully addressed.
- An infrastructure that meets the needs of staff and service users.
- A clearly defined strategy and plan for digitalisation and new technologies that support service development and need for a flexible workforce.

To achieve this we will need:



Procurement

- Resource for data analysis.
- Oracle system support.



Processes

- Project support to an appropriate calibre, to provide capacity to deliver identified projects and their associated benefits.



Dependencies (Internal and External)

- Availability of funding for workforce needs.
- Availability of funding for capital needs.
- Support of internal services including; Workforce, Corporate, Finance, Employment Services
- Outcome of Health Board and Trust planning activity.
- Impact of NPS performance on savings, staff resources and customer satisfaction.
- Outcome of NHS Supply Chain restructure.
- Outcome of Brexit negotiations on product availability.



WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <ul style="list-style-type: none"> 5 Year NHS Wales Procurement Strategy. With challenging financial times ahead for NHS Wales we have a responsibility to work together to deliver value for NHS Wales. 	<p>How & When</p> <ul style="list-style-type: none"> Our strategy sets out our collective vision and goals to improve health outcomes for the patients and community in Wales. Ongoing to 2022 measured via agreed SLA and KPIs. 	<p>Who</p> <p>Partnership between all Directors of Finance of HBs/Trusts, Customers, Suppliers and Staff.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Cost pressures for NHS Wales – maintaining levels of service whilst striving for improvements. 	<ul style="list-style-type: none">
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Success will be: Delivering value for Wales

<p>What & Why</p> <ul style="list-style-type: none"> Delivery of non-pay expenditure, contract Savings. Key customer requirement. 	<p>How & When</p> <ul style="list-style-type: none"> Savings Plan, contract programmes aligned to Health Board and Trust IMTPs, objectives and work plan. Annual savings target aligned to Health Board and Trust IMTPs. 	<p>Who</p> <p>Sourcing and Frontline teams.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Cost pressures including currency fluctuations, Brexit, HB/Trust compliant spend, risk to delivery of savings targets if key recruitment activity is not achieved and sustained. 	<ul style="list-style-type: none">
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Success will be: Savings realised with compliant spend by Health Boards and Trusts

<p>What & Why</p> <ul style="list-style-type: none"> Supporting delivery of SCCC – Specialist and Critical Care Centre. Part of Health Boards’ Clinical Futures Strategy. 	<p>How & When</p> <ul style="list-style-type: none"> Project team created to deliver the build of the specialist and critical care centre. This is not due to open until 2020-21 and there will be significant activity until this time. 	<p>Who</p> <p>Capital Equipping Team dedicated to SCCC.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Impact on resources. 	<ul style="list-style-type: none">
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Success will be: Successful delivery of project capital, goods and services

<p>What & Why</p> <ul style="list-style-type: none"> Supporting Transforming Cancer Care (4 year project). Cancer Services modernisation and expansion in SE Wales. 	<p>How & When</p> <ul style="list-style-type: none"> New build and equipment at Velindre Cancer Centre. To be completed by March 2022. 	<p>Who</p> <p>Capital Team and Velindre Frontline.</p>	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Resources, legal costs, expertise given MIM Continuity of staff to follow this through given length of project. 	<ul style="list-style-type: none">
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Success will be: Successful delivery of project capital, goods and services



WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <p>Renewal of Education Contracts with Universities for Nurse Education and AHPs required in place by July 2021.</p> <p>To improve the commissioning, effectiveness and governance of Nurse and AHP Education Training for NHS Wales.</p>	<p>How & When</p> <p>Development of resource plan.</p> <ul style="list-style-type: none"> Procurement of consultancy support to undertake pre-market consultation. Procurement of partners to deliver Nurse/AHP Education. <p>Delivery of new contracts by March 2021.</p>	<p>Who</p> <p>Sourcing – Commissioning team.</p>	<p>Risks/Limitations</p> <p>Availability of funding.</p>	
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Success will be: Improved contractual arrangements to support workforce challenges in recruitment faced by Health Boards and Trusts

<p>What & Why</p> <p>Continued application and development of Value Based Procurement principles and practice. Delivery of defined projects and development of reporting.</p> <p>Prudent Healthcare.</p>	<p>How & When</p> <p>Dedicated resource and integrated procurement processes.</p> <p>Ongoing.</p>	<p>Who</p> <p>Sourcing, Value Based Procurement team.</p>	<p>Risks/Limitations</p> <p>New thinking and significant amount of patient outcome data needed.</p>	
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Success will be: Contract delivery to focus on patient outcomes

<p>What & Why</p> <p>Delivery against Sustainable Procurement Policy Objectives; including Modern Slavery, WBFGA, Community Benefits.</p> <p>To meet our obligations and support NHS Wales and Welsh Government aims to create a more sustainable Wales.</p>	<p>How & When</p> <p>Implementation of the change programme by the Procurement Sustainable Development Group.</p> <p>Delivery of planned projects.</p>	<p>Who</p> <p>Representation on Group from all parts of Procurement Services.</p>	<p>Risks/Limitations</p> <p>Conflict between HB/Trust short-term budget priorities and budget required for longer term sustainable solutions. Dependent on support from wider NWSSP i.e. WOD, Corporate Team.</p>	
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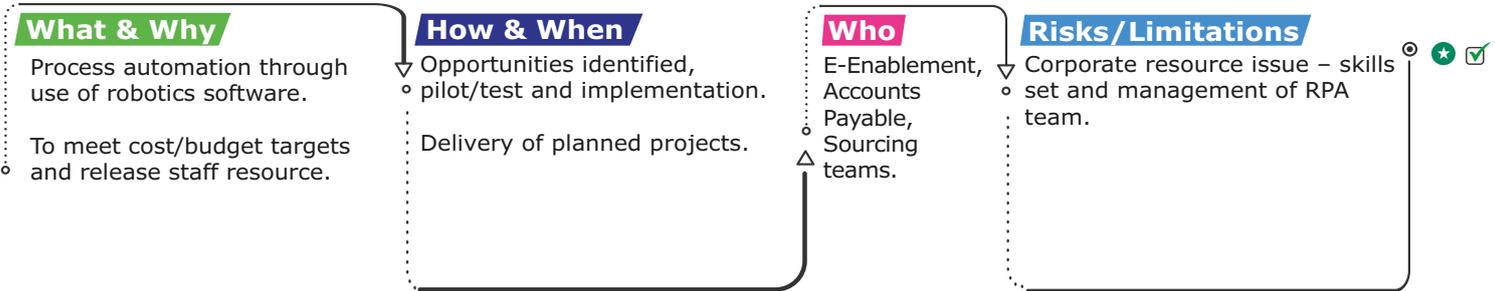
Success will be: Reduction in Procurement Services carbon footprint and improved environmental performance at key locations to further embed the Well Being of Future Generations Act and the Ethical Employment in Supply Chains code of conduct.

<p>What & Why</p> <p>Programme to improve early payment performance.</p> <p>Investigating ways to save Health Boards and Trusts money through prompt payment.</p>	<p>How & When</p> <p>Utilising technology: Oxygen Finance for prompt payment.</p> <p>2023 – completed programme.</p>	<p>Who</p> <p>Accounts Payable.</p>	<p>Risks/Limitations</p> <p>Suppliers not wishing to participate. Standard approach not accepted/agreed.</p>	
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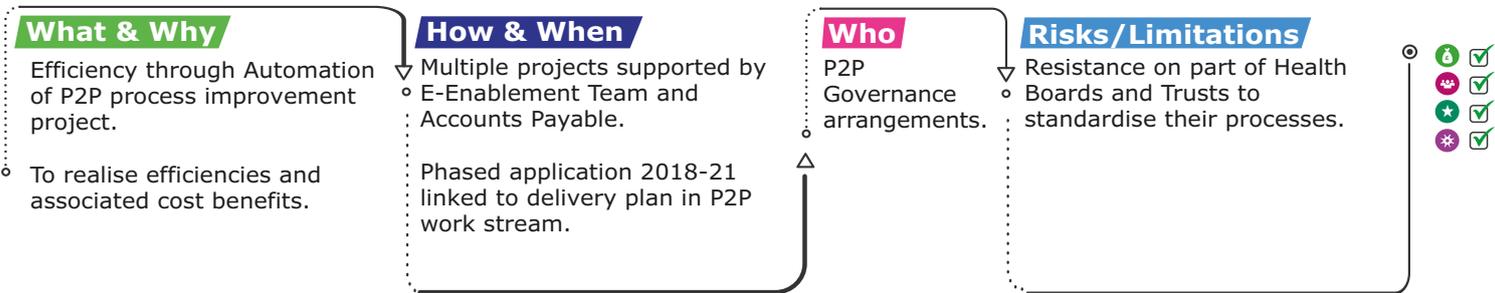
Success will be: Delivering circa £9 million over 5 years. Contribution to social value agenda.



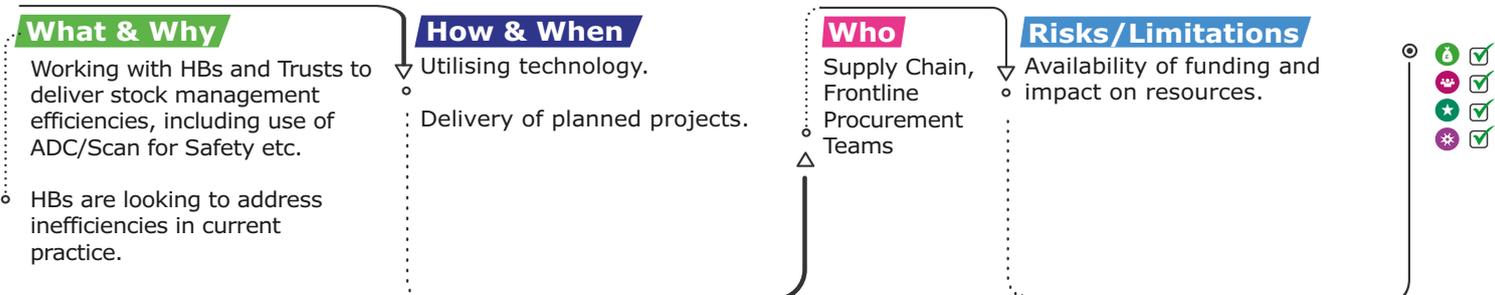
WHAT WILL WE DELIVER IN 2020-21?



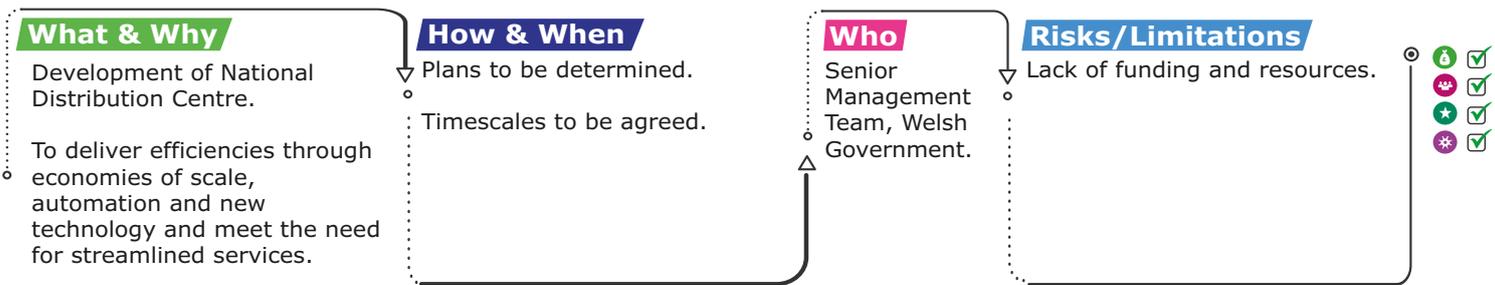
Success will be: Improved internal processing efficiencies releasing staff resource



Success will be: Reduction in potential for duplicate payment, improved speed of response to queries, reduction in storage required



Success will be: Improved stock management, reduction in cost of non-stock purchases, reduction in invoices on hold (IOH) and greater clarity of purchase behaviour to end users



Success will be: Delivering economies of scale and benefits from automation and new technology e.g. GS1. Improved supply chain resilience and national emergency response capability.



To achieve this we will need:



Workforce

- Workforce support to assist with recruitment implementation and retention strategy for Procurement Services.
- Workforce support to meet training needs of existing workforce and expanding services.
- Ongoing training to support the development of staff.

- To identify and exploit opportunities for digitalisation and new technologies to improve agility of the workforce.
- Current shortfalls in provision and support fully addressed.
- An infrastructure that meets the needs of staff and service users.



Finance & Capital

Continuing support in securing funding streams. These will include:

- Ongoing workforce pressures to meet increasing service demands.
- Further recruitment and retention initiatives.
- Accommodation needs.
- Equipment needs.
- Additional funding and capital to support projects and service transformation.
- Budget to maintain service standards and support Health Board and Trust IMTP plans.



Procurement

- Resource for data analysis.
- Oracle system support.



Processes

- Project support to an appropriate calibre, to provide capacity to deliver identified projects and their associated benefits.



Dependencies

- Availability of funding for workforce and capital needs.
- Support of internal services including; Workforce, Corporate, Finance, Employment Services.
- Outcome of Health Board and Trust planning activity.
- Impact of NPS performance on savings, staff resources and customer satisfaction.
- Outcome of NHS Supply Chain restructure.



IT

- Provision of off-site and across site access to systems and resolution of associated issues.
- IT resources for additional staff including laptops, licences etc.
- Replacement of existing IT in line with rolling programme/redundancy plan.





What Will We Deliver In 2022-23?

- 📄 Contract Savings.
- 📄 Cost Improvements based on improved efficiencies achieved through re-design and standardisation of processes and systems.
- 📄 Continuing support of HB/Trust and Welsh Government aims.
- 📄 Agreed 5 year Procurement Strategy.
- 📄 Expanded services.
- 📄 Greater integration of HB/Trust priorities with those of Procurement Services.
- 📄 Doing things differently i.e. with strategic partners.
- 📄 Excellent relationships with our Customers adding value.

The risks to achieving this could include;

- 📄 Funding and resources to deliver.
- 📄 Being able to recruit appropriately skilled staff to support HBs/Trusts requirements.
- 📄 Retention of staff.
- 📄 Resolution of existing constraints and issues with IT systems.
- 📄 Engagement and service delivery from partner organisations such as NHS Supply Chain England.

To achieve this we will need:

Resources

- 📄 Optimum staffing levels with appropriate skills.
- 📄 Financial support.
- 📄 Appropriate IT infrastructure and hardware.
- 📄 Adequate accommodation.
- 📄 Appropriate equipment.

We will continue to engage with;

Customers and Stakeholders

- 📄 Welsh Government.
- 📄 Health Boards and Public Sector Bodies.
- 📄 Partner Organisations.
- 📄 Staff.
- 📄 Suppliers.
- 📄 NWSSP Partners.



Beyond 2022



Procurement Strategy for Wales, which maximises value and contributes to NHS financial sustainability.



Use of innovative, e-enabling technologies and digitisation to provide greater access and streamlining of services and systems.



Business intelligence and analytics informing the service and NHS through integrated systems and aligned objectives.



Workforce capability and potential fully realised through effective processes and programmes for development.

Key Milestones In Our Journey To World Class



2018/19	2019/20	2020/21	2021/22
<ul style="list-style-type: none"> ✎ Extending procurement influence on non-pay spend to deliver efficiencies and cost savings. ✎ Greater integration with Health Board and Trust planning activity. ✎ Further utilisation of technology & automation to realise efficiencies. ✎ Continue to expand services within and outside NHS. ✎ Partnership working with NHS England/ Public/Third Sector collaborators. ✎ Work with our customers, specialists to develop value based outcomes. ✎ Development of new approach to recruitment and retention, collaborating with local education providers. 	<ul style="list-style-type: none"> ✎ Service development driven by customer requirements ✎ Strategic procurement closely integrated with NHS Wales' policy and strategy ✎ Ongoing development of e-enabling technologies, including electronic exchanges, common data standards, robotics, AI and advanced analytics. ✎ Effective use of business intelligence through integrated systems aligned to objectives. ✎ Innovation informs service development and drives improvement. ✎ Further development of Business Partnering. ✎ Workforce development to include product, service and leadership expertise. ✎ Fully implement recruitment and retention strategy. 	<ul style="list-style-type: none"> ✎ Value based procurement becomes the systematic approach to sourcing activity. ✎ Mature partnerships with stakeholders and collaborative partners, driving innovation. ✎ Process excellence and efficiency via automation and standardisation of practices. ✎ Full optimisation of e-enabling technologies, including electronic exchanges, common data standards, robotics, AI and advanced analytics. ✎ Consistent KPI targets across HBs/Trusts in Wales. ✎ Progressive business partnership arrangements. ✎ Supporting customers to deliver services, including transformation programmes. ✎ Workforce capability fully realised through effective processes and programmes for development. ✎ Recruitment and retention of skilled staff. 	<p>A fully modernised Procure to Pay service based upon:</p> <ul style="list-style-type: none"> ✎ Integrated services using best available technology supporting the provision of All Wales solutions that maximise value. ✎ Provision of excellent services that exemplify the principles of Value, Health and Wellbeing. ✎ Workforce capability fully realised through effective processes and programmes for development. ✎ Recruitment and retention of skilled staff.

Description of Key Performance Indicator	2019/20	2020/21	2021/22
	Target	Target	Target
KPI 1 – Savings against plan	£13m – see staffing risk		
KPI 2 – Contract Programme delivered on time	100%	100%	100%
KPI 3 – Catalogue coverage	85%	90%	90%
KPI 4 – Requisition turnaround (3 days)	90%	90%	90%
KPI 5 – Stores – Efficiency first pick	95%	95%	95%
KPI 6 – Stores – Delivery on time	100%	100%	100%
KPI 7 – Accounts Payable – PSPP (non NHS)	95%	95%	95%
KPI 8 – Accounts Payable – Process new supplier requests and amendments within 2 days	99%	99%	99%
KPI 9 – Accounts Payable – All invoices to be input onto Oracle within 5 working days	93%	95%	100%
KPI 10 – Electronic invoice automation	85%	90%	95%



WALES INFECTED BLOOD SUPPORT SCHEME (WIBSS)

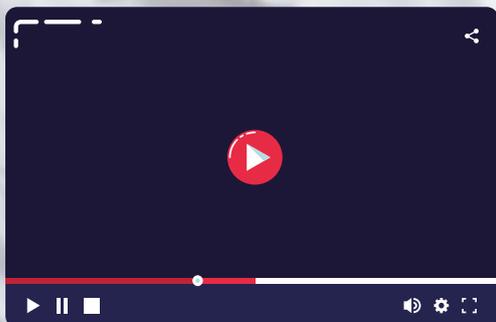
Providing support to people who have been infected with Hepatitis C and/or HIV following treatment with NHS blood, blood products or tissue

Who are we and what do we do?

WIBSS is a service hosted by NWSSP and Velindre Cancer Centre on behalf of Welsh Government. Established in October 2017, WIBSS provides support to people infected with Hepatitis C and/or HIV following treatment with NHS blood/blood products in the 1980s and 1990s.

WIBSS provides the following:

- ▶ A reliable, responsive and accurate Payments Process
- ▶ A dedicated support service operated by experienced Welfare Rights Advisors
- ▶ A dedicated website that will be maintained with useful information, signposting
- ▶ Ensure beneficiaries circumstances are understood and that they receive a sensitive and dignified service excellent working relationships with VCC, and the Department of Work and Pensions
- ▶ A key worker to support beneficiaries with navigating the healthcare system
- ▶ A single point of contact for beneficiaries
- ▶ An independent appeals process



5.16

FTE Staff



£234k

WIBSS running costs



£2.4m

Budget for payments to beneficiaries



WIBSS has close links to many external stakeholders and organisations, ensuring strong partnership networks for referrals, signposting and fair representation across the sector.

- ✓ **Beneficiaries**
- ✓ **Northern Ireland Infected Blood Support Scheme**
- ✓ **Legacy Schemes**
- ✓ **Potential Beneficiaries**
- ✓ **Haemophilia Wales**
- ✓ **Velindre Cancer Centre**
- ✓ **Scottish Infected Blood Support Scheme**
- ✓ **Welsh Blood Service**
- ✓ **Velindre University NHS Trust**
- ✓ **English Infected Blood Support Scheme**
- ✓ **Welsh Government**
- ✓ **Infected Blood Inquiry**

Infected Blood Inquiry:

The Independent Public Statutory Inquiry, into the use of infected blood and infected blood products by NHS in the 1970s and 1980s, may have an impact on how WIBSS operates in the future.

WIBSS is co-operating fully with the inquiry. Any recommendations from will be considered in full and on a timely basis.

The Inquiry is UK wide. It has been established to examine the circumstances in which men, women and children in the United Kingdom were given infected blood and/or infected blood products (in particular since 1970); the impact on their families; how the authorities (including government) responded; the nature of any support provided following infection; question of consent; and whether there was a cover-up.

The Inquiry will consider the systems and processes for agreeing who could donate, the risks known at that time (in the 1970s and 1980s) associated with blood donations and blood products, how this was communicated and the extent to which the supply of infected blood or blood products, could, and if so, should have been avoided.

The Inquiry is concerned specifically with three patient cohorts namely:

- Patients that received infected blood;
- Patients that received infected blood products; and
- Individuals cross-infected through close contact with either of the above cohorts.

The Inquiry itself could take up to 2-3 years in totality. Given the potential timeframe, if the Inquiry considers it appropriate, it may make interim recommendations to the Minister for the Cabinet Office as soon as is practicable. We will need to be alert to this and respond accordingly.

The Chair of the Infected Blood Inquiry, has written to the Cabinet Office drawing attention to the current financial support schemes that see infected and affected people across the UK paid widely varying amounts of financial assistance or having difficulty in accessing funds. He has called for decisive action to be taken on the issue. This could result in the rates WIBSS pay changing at short notice.

A Queens Counsel (QC) has been appointed and legal representation is being provided through NWSSP’s Legal and Risk Services.

How have we engaged with our partners?

- ▶ We have contacted all our beneficiaries to welcome them to our scheme and to inform them of changes to the rates etc.
- ▶ We have held regular meetings with colleagues in VCC regarding the operation of the scheme.
- ▶ We have had regular meetings with WG to ensure we are operating the scheme, as they require. We have also provided advice and guidance on how we think the scheme should operate, based on our greater understanding of the needs of our beneficiaries.
- ▶ We have also been in regular contact with the legacy schemes for advice and guidance, and colleagues in the devolved schemes, to ensure consistency of approach, where possible, whilst recognising the unique features of each scheme.

What do our partners want?

- ▶ A smooth and efficient payment system.
- ▶ Access to advice and support with benefits system, health issues, accessing support and funding from other organisations and groups.
- ▶ WG want the service that runs smoothly and effectively and provides an exemplar service to all our beneficiaries.

How will we deliver high quality services to our partners?

- ▶ Modernising processes with more automation.
- ▶ Being responsive to Welsh Government Policy changes and beneficiary needs.
- ▶ Develop, in collaboration with the Welsh Government, a more transparent and equitable discretionary payment scheme.

What are the significant benefits we achieved for NHS Wales?

- ▶ Smooth transmission from legacy schemes to WIBSS with little or no inconvenience to our beneficiaries.
- ▶ Setting up and running the service as required by the Cabinet Secretary for Health.

What do we do well?

- ▶ All payments are accurate and timely.
- ▶ All applications are received and actioned within required time limits.
- ▶ All queries are responded to with required timescales
- ▶ Welfare Rights Advisors provide invaluable advice to beneficiaries on-demand. They have assisted them with PIP Assessments, obtaining funding from other organisations, completing applications for small grants etc.
- ▶ The advice and support provided by the Welfare Rights Advisors is difficult to quantify, but has resulted in very positive feedback from beneficiaries.

Opportunities to do more

- ▶ Develop the service further to become the 'exemplar' service.
- ▶ Finalise all documentation and ensure Welsh Language version are produced in tandem with the English versions.
- ▶ Continue to strive to improve the service we provide.
- ▶ Keep apprised of changes made by other schemes, and recommendations made by the IPI and react accordingly.



KEY PRIORITIES 2019-22

Value for Money



- ✓ Ensure that the management and administration of the scheme is lean, efficient and offers a high quality service.

Our Customers



- ✓ Continue to provide a proactive service to our beneficiaries.
- ✓ Continue to provide advice and guidance to WG on how the service should be developed to provide maximum benefit for our beneficiaries.
- ✓ Ensure the beneficiaries are able to access our service with ease.

Service Development



- ✓ Continuously review and improve Website.
- ✓ Continuously review and improve Staff Guidance.
- ✓ Improve telephony system. Introduce a free phone line.
- ✓ Keep watching brief on Infected Blood Inquiry, and respond to requests for information accordingly.
- ✓ Work with Welsh Government to deliver updates and improvements to Directions.

Our Staff



- ✓ Provide necessary training to our staff to ensure a highly motivated workforce, with required expertise to deliver the best service.
- ✓ Ensure our staff have access to the correct training and development.
- ✓ Ensure workplace access to IT systems to allow basic functions e.g. ESR and to undertake core skills online
- ✓ Provide mentoring and training to develop our staff to enable them to progress in NHS Wales and contribute to the excellence of NHS Wales.
- ✓ Provide mentoring and training to staff to enable them to develop and improve and to reach their potential.

Excellence



- ✓ Beneficiary feedback. Develop questionnaire. Listen, learn and improve the Service.
- ✓ To enhance/replace database to provide a more targeted product.



OUR JOURNEY

In 3 Years We Will Be



Provide a high quality service to our beneficiaries, both financial and welfare rights.



Be professionally focussed. Ensure all necessary CPE is undertaken.



Increase and improve our engagement with our partners and beneficiaries.



Develop a high quality psychology service for our beneficiaries and their families.

The risks to achieving this could include:

- ➔ The outcome of the Infect Blood Inquiry, due to report in 2020.
- ➔ Insufficient funding from Welsh Government.
- ➔ Changes to the Welsh Government Directions.

Path to Prudent and Once for Wales



WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <p>An accurate and reliable payment system.</p> <ul style="list-style-type: none"> To ensure beneficiaries receive the correct level of payment at the stipulated time. 	<p>How & When</p> <p>Maintain up to date beneficiary files to ensure all rates are correct and comply with WG Directions.</p> <p>Monthly or quarterly.</p>	<p>Who</p> <p>WIBSS finance team.</p>	<p>Risks/Limitations</p> <p>Systems failure – internal controls in place.</p>	
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Success will be: Measured by customer satisfaction

<p>What & Why</p> <p>A successful welfare rights service.</p> <ul style="list-style-type: none"> WIBSS is committed to providing a dedicated support service operated by experienced welfare rights advisors to assist beneficiaries. 	<p>How & When</p> <p>The WRAs make home visits, provide telephone support, attend PIP assessments, when requested.</p>	<p>Who</p> <p>Welfare Rights Advisors.</p>	<p>Risks/Limitations</p> <p>Incorrect advice given – policies and procedures are in place, along with all necessary training. Adequate support and supervision is also provided.</p>	
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Success will be: Measured by customer satisfaction

<p>What & Why</p> <p>Full co-operation, within set timescales, with the Infected Blood Inquiry (IBI).</p> <ul style="list-style-type: none"> To assist the IBI in their inquiry and represent beneficiary interest. 	<p>How & When</p> <p>Effective communication channels and responding to requests for information within 28 days.</p> <p>On demand.</p>	<p>Who</p> <p>Head of Finance and WIBSS Manager.</p>	<p>Risks/Limitations</p> <p>Failure to respond within 28 days could lead to a 'section 21' letter. Procedures are in place to mitigate this risk.</p>	
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Success will be: Meeting all deadlines

<p>What & Why</p> <p>Look to embrace all technologies that could improve or enhance our service.</p> <ul style="list-style-type: none"> Generate efficiencies to provide a high quality, modern service. 	<p>How & When</p> <p>Consult continuously with IT, AP and developments across the IT sector.</p>	<p>Who</p> <p>WIBSS Manager.</p>	<p>Risks/Limitations</p> <p>Service not equitable with other UK countries.</p>	
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Success will be: Providing an efficient and high quality service



To achieve this we will need:



Workforce

- Additional support may be required in order to meet demands/deadlines of the IPI.



Finance & Capital

- WG will need to commit additional funding to WIBSS if/when the rates are changed, either because of annual CPIH Uplift, the introduction of some form of enhanced payments for Hep C Stage 1 beneficiaries or in response to the recommendation made to Cabinet Office by the Chair of the Inquiry.



IT

- Potentially develop a Business Justification Case (BJC) in collaboration with IT.



Procurement

- Potentially tendering for a new database system.



Processes

- A review of the beneficiary payment process.
- Review whether Robotic Processing Automation (RPA) could be of assistance.



Dependencies (Internal and External)

- IBI data and information requirements.
- WG changing the Directions.
- Accounts Payable.



Key Milestones In Our Journey To World Class



2018/19	2019/20	2020/21	2021/22
<ul style="list-style-type: none"> Fully co-operate with the Infected Blood Inquiry. 	<ul style="list-style-type: none"> Fully co-operate with the Infected Blood Inquiry. Engage with IBI, key stakeholders etc. Undertake a review of structure and governance. Technology – improve database, telephony and website. 	<ul style="list-style-type: none"> Fully co-operate with the Infected Blood Inquiry. Implement best practice. Benchmarking review of the service 	<ul style="list-style-type: none"> React to and undertake a review and evaluation of the results of the Inquiry and how it will impact the scheme.

Description of Key Performance Indicator	2019/20	2020/21	2021/22
	Target	Target	Target
Responding to correspondence within set time limits	Within 4 working days		
Responding to Freedom of Information Requests within required deadlines	In line with Trust Policy		
Dealing with Applications within required timescales	Within 28 days from receipt of complete information		
Dealing with appeals within set time limits	Once all information received, provided this is 10 working days before the next Appeals Panel, 100% to be submitted to the next panel.		
Payments made on a timely basis	100% of payments to be made 0-2 days before the due date		
Advising WG on CPIH uplifts and the cost implications for the next financial year	By 15th February each year		
Percentage of beneficiaries receiving face-to-face visits per month/year	For VCC		

LEAD EMPLOYER SERVICES

Providing a dedicated HR resource to support GP trainees and their host organisations.



3

Members of staff in the Medical Workforce Team



435

GP trainees



12

GP schemes



156

GP practices



ESR Self Service
successfully implemented for all GP trainees



Who are we and what do we do?

An innovative service, currently managing the employment relationship of all GP trainees in Wales, providing a consistent employment arrangement for the duration of the GP's training. The service plays a fundamental role in the All Wales Primary Care agenda.

The Medical Workforce team ensures that all matters related to the GP trainees employment are managed and supported effectively. The team works collaboratively with all health boards and GP training practices in Wales and have a close working relationship with the Wales Deanery, who continue to provide the training for the GP trainees.



Who have we engaged with to develop our IMTP?

- ▶ Structured annual SLA modernisation reviews held with individual Health Boards and Trusts.
- ▶ Monthly GP Executive Group.
- ▶ All Wales Medical Workforce Managers.
- ▶ Bi-annual GP School Board.
- ▶ Practice Managers meetings.
- ▶ Programme Directors meetings.
- ▶ Wales Deanery.
- ▶ Welsh Government.
- ▶ Directors of Primary Care.
- ▶ Development of Service Level Agreements with Wales Deanery, GP practices and NHS Wales Health bodies.

What do our partners want?

- ▶ Seamless, streamlined and efficient workforce processes.
- ▶ Consistency of approach across Wales.
- ▶ Responsive customer service.
- ▶ Primary Care data identifying transition from trainee to GP.
- ▶ Robust sickness management process.
- ▶ Wales as place of choice for training and working.
- ▶ Provision of 'best in class' expert workforce advice.
- ▶ Improved recruitment and retention to GPSTR programme and subsequently qualified GPs.
- ▶ Pro-active single point of contact mechanisms to support the Wales Offer and national marketing campaign.

How will we deliver high quality services to our partners?

- ▶ Engagement with all GP trainees.
- ▶ Continual engagement with your partners such as the Wales Deanery and host organisations.
- ▶ Manage and monitor the GP incentives within the Wales Offer.
- ▶ Sickness monitoring system.
- ▶ Working in partnership with the Deanery, HEIW, health boards and Welsh Government to deliver agreed service levels and improve quality of experience on training journey.

What are the significant benefits we achieved for NHS Wales?

- ▶ Continued indemnity savings.
- ▶ Inductees and returners implemented.
- ▶ Correct management of GP sickness in line with the All Wales sickness policy.
- ▶ ESR Self Service successfully implemented for all GP trainees.
- ▶ Removal of paper payslips with all GP trainees now receiving electronic payslips.
- ▶ Streamlining of Expense claiming process, including the introduction of a paperless system.
- ▶ Enhanced Occupational health interface to streamline rotations between placements.
- ▶ Development of the incentive agreement, Terms & Conditions, repayment guidelines and FAQs in conjunction with Welsh Government, along with providing administrative support for incentive payments.
- ▶ Facilitation of 4 year programme implementation for Global Health Trainees.

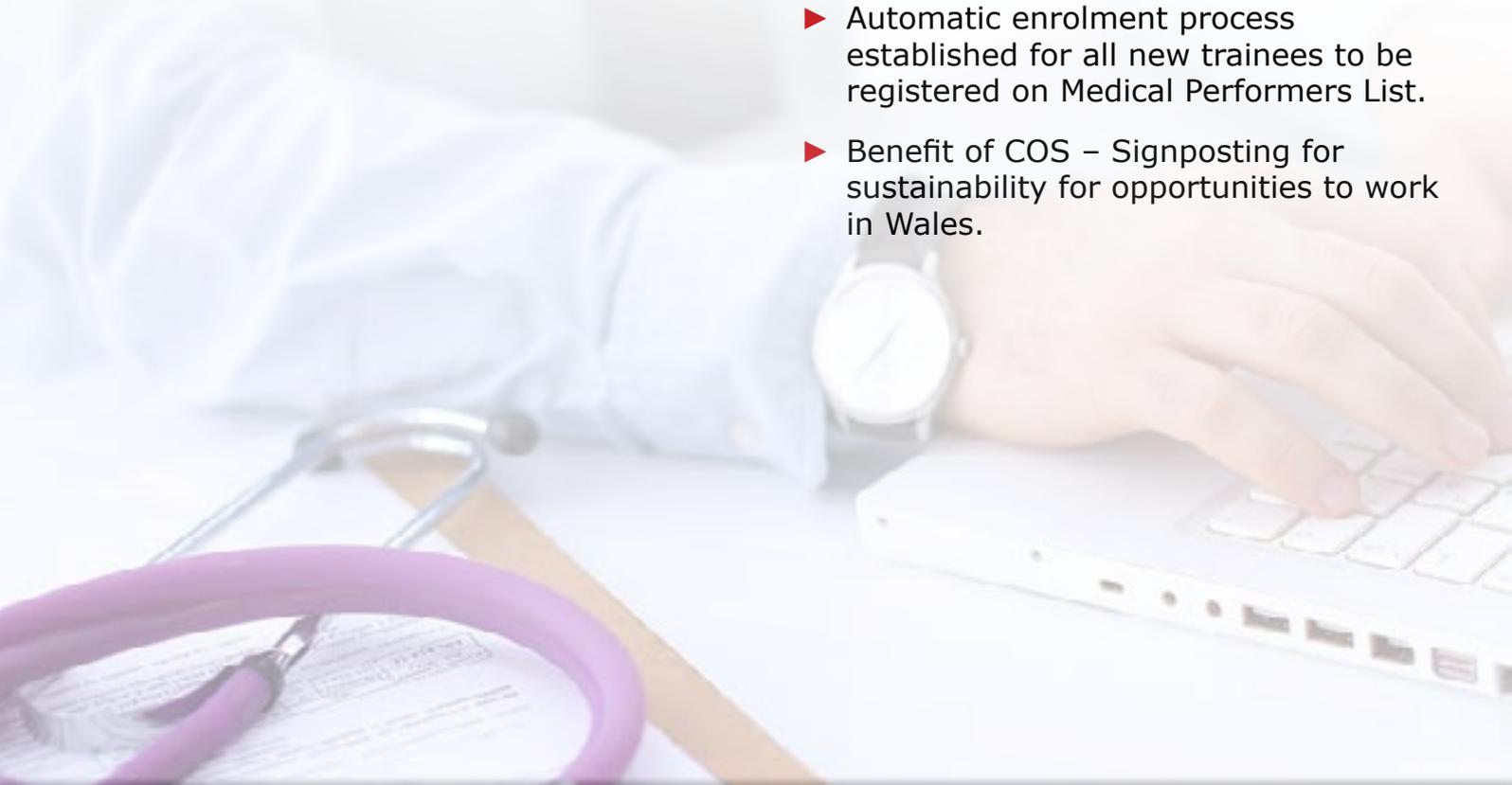


What do we do well?

- ▶ Response times in dealing with any queries submitted through Action Point.
- ▶ Workforce data for GP trainees.
- ▶ Frequent engagement with our partners to ensure continuous improvement in the services we provide.
- ▶ Minimising the use of direct hires by utilising the interface between the Wales Deanery Intrepid database and ESR.
- ▶ 100% compliance for payroll enrolment by start date.
- ▶ Provide high-quality HR advice.
- ▶ Provide support for the Single Point of Contact in association with the 'Train. Work.Live' campaign.
- ▶ Monitoring of incentive payments and ensuring trainees adhere to the incentive contract.
- ▶ Use of Contact point as the single point of contact for the GPSTR Medical Workforce Team.

Opportunities to do more

- ▶ Lead employer model for other medical specialities e.g. dental, ME, radiologists.
- ▶ Assist in improving GP recruitment through promotion of the 'Train. Work. Live' campaign.
- ▶ Study leave processes.
- ▶ Introduction of Placement feedback questionnaires.
- ▶ Facilitate use of ESR Manager Self Service.
- ▶ Enhanced sickness management.
- ▶ Streamlining of Core Statutory and Mandatory Training requirements.
- ▶ Informative quarterly newsletters.
- ▶ Landscaping of future career intentions to inform GP workforce planning.
- ▶ Support/training to HBs/practice managers in managing sickness absence at informal stages of the policy.
- ▶ Automatic enrolment process established for all new trainees to be registered on Medical Performers List.
- ▶ Benefit of COS – Signposting for sustainability for opportunities to work in Wales.



KEY PRIORITIES 2019-22

Value for Money



- ✓ Robust sickness management system for GP trainees in line with the All Wales Sickness Policy.
- ✓ Responsive customer service based on best practice and knowledge sharing from other 'lead employer' providers.
- ✓ Supporting Health Boards and Trusts delivery of the efficiency programme to maximise value.
- ✓ Ensure employment opportunities are distributed among GP Trainees to improve GP Trainee retention in Wales (Pre-employment and recruitment processing managed within Employment Services to maximise efficiency)

Our Customers



- ✓ The responsibility of GP Inductee and returner through a terms of engagement relationship.
- ✓ Increasing the number of GP trainees employed by NWSSP through employing those trainees who have chosen the GP route following their 2-year Broad Based Training.
- ✓ Continual engagement with the GP Executive Group and GP School Board. Direct participation in any changes that would impact on the GP trainee's journey.
- ✓ Engagement with Practice Managers at workshops to ensure a continually improved service is offered.
- ✓ Ensure GP Inductions meet the needs of the trainees.
- ✓ Excellent support for customers to ensure delivery of services in line with the Well-being of Future Generations and Social Care (Wales) Acts.
- ✓ Placement feedback to enhance available data and improve trainee experience.



KEY PRIORITIES 2019-22

Service Development

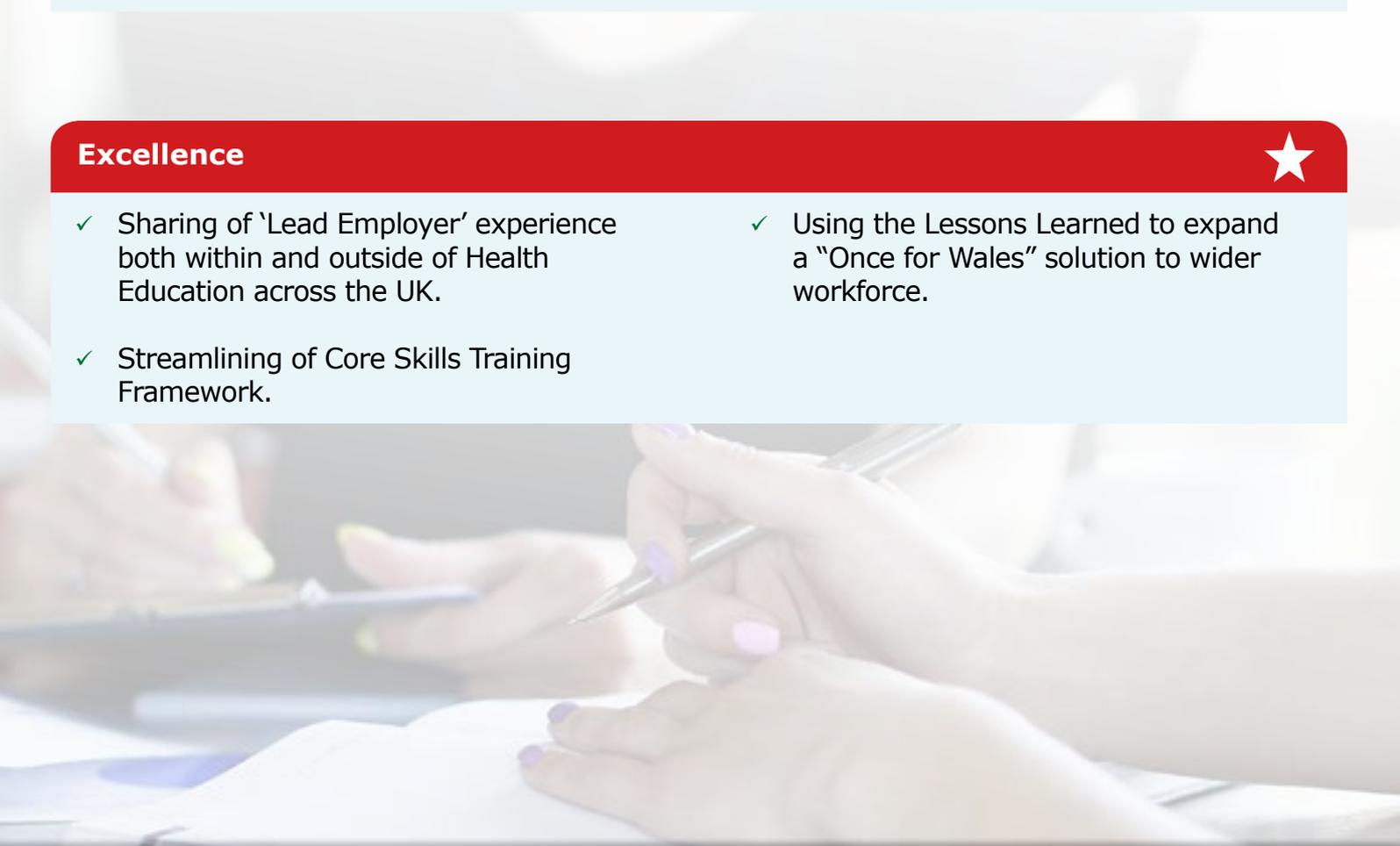
- ✓ Data capture to assist in the improvement of GP training and to increase the GP workforce capacity.
- ✓ Exploring further opportunities for lead employer arrangement within Primary and Secondary Care settings.
- ✓ Partnership working with current GP trainees and Customers to continue development and improvement of current service provision.

Our Staff

- ✓ Stabilisation of knowledgeable Medical Workforce team to maintain a professional and expert service.
- ✓ An engaged and motivated Medical Workforce team with NWSSP values embedded into their daily routine.
- ✓ Share best practice, skills and knowledge across the Workforce team.
- ✓ Respond to outcomes of the NHW Wales Staff Survey.

Excellence

- ✓ Sharing of 'Lead Employer' experience both within and outside of Health Education across the UK.
- ✓ Streamlining of Core Skills Training Framework.
- ✓ Using the Lessons Learned to expand a "Once for Wales" solution to wider workforce.



OUR JOURNEY

In 3 Years We Will Be



Continuing to provide our customers with a world class service that supports GP retention and sustainable Primary Care.



Working collaboratively to increase the number of GP trainees and GP returners in line with Welsh Government targets.



Utilising a Primary Care system to monitor the aspirations of GP trainees and their future plans. This information would inform the GP workforce landscape.



Further specialities to be employed under the 'Lead Employer' model, offering the same streamlined processes.

The risks to achieving this could include:

- ➔ Increased capacity of work for Lead Employer workforce team to cover expansion.
- ➔ Difficulties in appointing in GP recruitment rounds, particularly in the more rural training areas.
- ➔ Different terms and conditions in junior doctors' contracts in Wales and England.
- ➔ Availability of Primary Care and GP trainee data.
- ➔ Possible resistance from health boards on further Lead Employer arrangements.

Path to Prudent and Once for Wales



WHAT WILL WE DELIVER IN 2019-20?

Strategic Objectives  Service Development  Staff  Excellence  Value for Money  Customers

<p>What & Why</p> <ul style="list-style-type: none"> Increase capacity of Lead Employer workforce team to cover expansion. Review Operational Delivery Structure Maintain expert knowledge of Medical Workforce team to ensure quality of service provided is continued. 	<p>How & When</p> <ul style="list-style-type: none"> Sharing of knowledge among team. Transition operational HR issues to the wider Workforce team. September 2019. 	<p>Who</p> <ul style="list-style-type: none"> Deputy Director of Workforce. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Experience in Medical Workforce. Decrease in quality of service. Decrease in customer satisfaction. 	<ul style="list-style-type: none">
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Success will be: Successful compliance with training requirements

<p>What & Why</p> <ul style="list-style-type: none"> Full statutory and mandatory training compliance. Ensure all GP trainees are compliant with training requirements. 	<p>How & When</p> <ul style="list-style-type: none"> Streamlining of inductions to determine Core Skills Training Framework exemptions. September 2019. 	<p>Who</p> <ul style="list-style-type: none"> Medical Workforce Team and NWSSP Learning and Development. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Timely compliance by GP trainees. Input from the Deanery. 	<ul style="list-style-type: none">
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Success will be: Full statutory and mandatory training compliance

<p>What & Why</p> <ul style="list-style-type: none"> Robust Information Governance in place with Trainees. Ensure all GP trainees are aware and comply with IG requirements. 	<p>How & When</p> <ul style="list-style-type: none"> Training programme delivered to ensure all new Trainees are fully trained. March 2020. 	<p>Who</p> <ul style="list-style-type: none"> Medical Workforce Team. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Compliance by GP trainees. Input from NWSSP IG lead and the Deanery. 	<ul style="list-style-type: none">
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Success will be: Full IG compliance

<p>What & Why</p> <ul style="list-style-type: none"> Demonstrating the uptake in GP training and recruitment following ongoing recruitment campaign. To measure the success of the recruitment campaign. 	<p>How & When</p> <ul style="list-style-type: none"> Comparing the single point of contact details to those successfully appointed into GP training schemes. Demonstrate the number of training posts filled. March and September 2019. 	<p>Who</p> <ul style="list-style-type: none"> Medical Workforce Team. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Recruitment to training schemes. Number applying for GP Trainee Scheme. Number of doctors meeting the prerequisite criteria. 	<ul style="list-style-type: none">
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Success will be: Increasing GP medical recruitment following the national recruitment campaign

<p>What & Why</p> <ul style="list-style-type: none"> Introduction of quarterly GP trainee/manager-specific newsletters. To provide updates, contact details and FAQs to both trainees and managers. 	<p>How & When</p> <ul style="list-style-type: none"> Quarterly newsletters circulated via email. April 2019. 	<p>Who</p> <ul style="list-style-type: none"> Medical Workforce Team. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Availability of Medical Workforce team to prepare newsletters. 	<ul style="list-style-type: none">
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Success will be: Introduction of informative quarterly newsletters



WHAT WILL WE DELIVER IN 2019-20?

Strategic Objectives **Service Development**  **Staff**  **Excellence**  **Value for Money**  **Customers** 

<p>What & Why</p> <ul style="list-style-type: none"> Introduction of ESR Manager Self Service (MSS) to GP Practice Managers and Health Board Managers. Enable input of all absences (sickness, annual leave etc) at time of occurrence. 	<p>How & When</p> <ul style="list-style-type: none"> Manager set up on ESR if required (GP practice). Training for managers on MSS. Understanding of best practice from across UK. March 2020. 	<p>Who</p> <ul style="list-style-type: none"> Medical Workforce Team, Digital Workforce Solutions team and GP trainee managers. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Resistance from managers to use of MSS. Lengthy rollout resulting in continued use of current sickness reporting mechanism. 	
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Success will be: Successful implementation of MSS and use by all managers(CTSF)

<p>What & Why</p> <ul style="list-style-type: none"> Establishment of a GP Recruitment and Retention Group to explore linking trainees to GP posts available in Wales once qualified. Understanding career intentions following the completion of GP speciality training. 	<p>How & When</p> <ul style="list-style-type: none"> Use of a farewell newsletter. Working with Employment Services. Inviting trainees to attend open recruitment days within Health Boards. Establish April 2019. Review March 2020. 	<p>Who</p> <ul style="list-style-type: none"> Medical Workforce Team. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Engagement of all stakeholders. 	
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Success will be: Full understanding of the landscape for newly qualified GPs in Wales

<p>What & Why</p> <ul style="list-style-type: none"> Developing relationships with newly created Health Education and Improvement Wales. Newly created training body, which includes Wales Deanery, key to GP trainee scheme. 	<p>How & When</p> <ul style="list-style-type: none"> Continual liaison with the medical training body. March 2020. 	<p>Who</p> <ul style="list-style-type: none"> Medical Workforce Team. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Timescale to introduce newly created body. 	
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Success will be: Good working relationship with Health Education and Improvement Wales

<p>What & Why</p> <ul style="list-style-type: none"> Maximisation of ESR-Intrepid interface. Streamline daily processes. 	<p>How & When</p> <ul style="list-style-type: none"> Understand ability of ESR. March 2020. 	<p>Who</p> <ul style="list-style-type: none"> Medical Workforce Team. 	<p>Risks/Limitations</p>	
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Success will be: Streamlining of daily processes through maximisation of technology

<p>What & Why</p> <ul style="list-style-type: none"> Provide support to host organisations in managing sickness absence at the informal stages of the policy. Improve and enhance the management of sickness absence. 	<p>How & When</p> <ul style="list-style-type: none"> Provide training and advice to Practice Managers and health boards. March 2020. 	<p>Who</p> <ul style="list-style-type: none"> Medical Workforce Team. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Engagement of host organisations. 	
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Success will be: Enhanced informal sickness absence management



To achieve this we will need:



Workforce

- ↘ Number of personnel in team will need to increase.
- ↘ Addition of Medical Director coverage for GPSTRs.
- ↘ Review of Resources.



Finance & Capital

- ↘ Employment of one FTE Band 7 Medical Workforce Manager.



IT

- ↘ Increase in use of ESR (Manager Self Service).



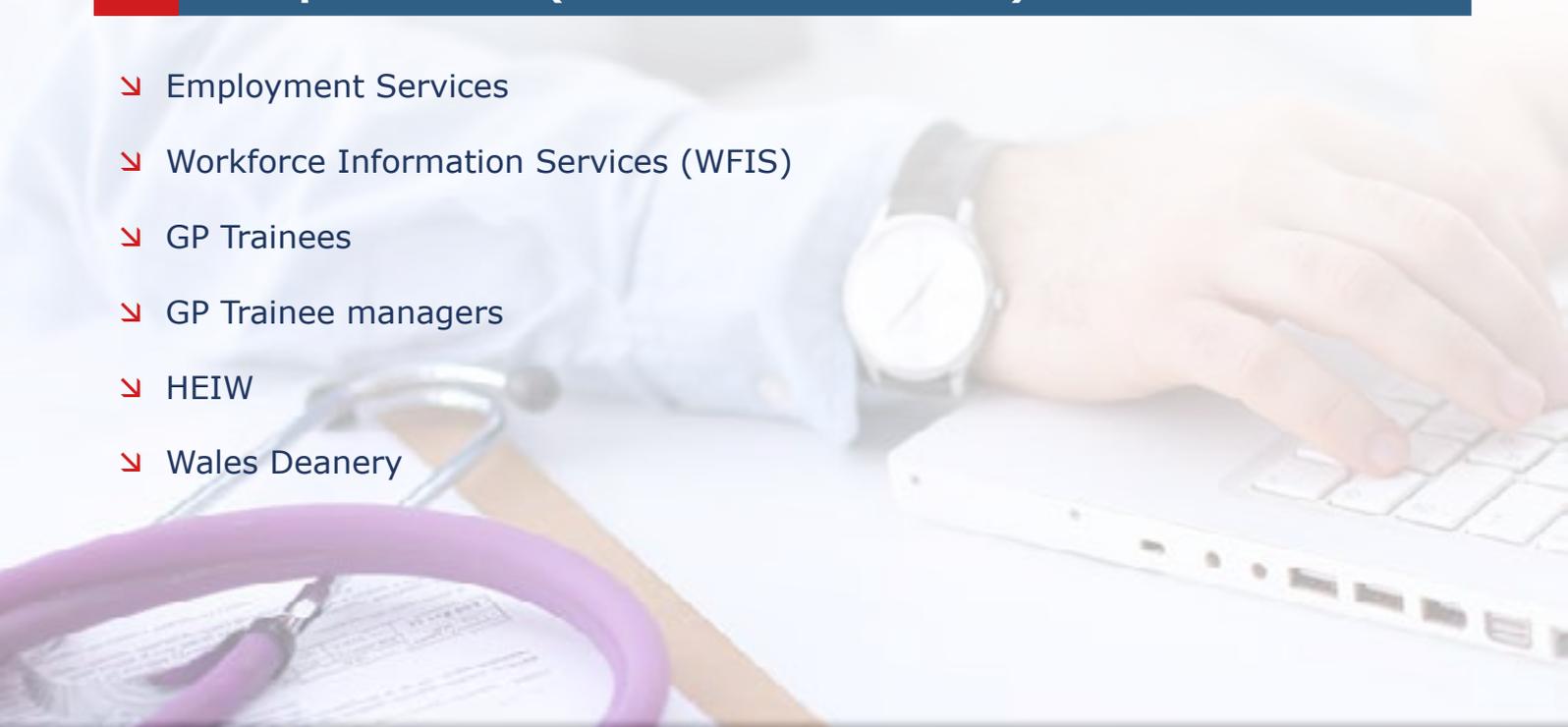
Processes

- ↘ Automated registration Medical Performers List.
- ↘ Signposting to vacancies for trainees pre-qualification.
- ↘ Information governance training process.



Dependencies (Internal and External)

- ↘ Employment Services
- ↘ Workforce Information Services (WFIS)
- ↘ GP Trainees
- ↘ GP Trainee managers
- ↘ HEIW
- ↘ Wales Deanery



WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <ul style="list-style-type: none"> Increase number of GP trainees. To increase the number of practicing qualified GPs within Wales. 	<p>How & When</p> <ul style="list-style-type: none"> Utilise the same Lead Employer model. Assist in the promotion of the GP training scheme. March 2021. 	<p>Who</p> <ul style="list-style-type: none"> Medical Workforce Team and Wales Deanery. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Number applying for GP Trainee Scheme. Number of doctors meeting the prerequisite criteria. 	<ul style="list-style-type: none"> 👤 ✓ 🌟 ✓ 👥 ✓ 📊 ✓ 🔗 ✓
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Success will be: An increase in number of doctors choosing GP training following Broad Based Training

<p>What & Why</p> <ul style="list-style-type: none"> Increase the number of GP returners. To assist with the GP workforce. 	<p>How & When</p> <ul style="list-style-type: none"> Utilising the Lead Employer model. Assist in the promotion of Return to Practice. March 2021. 	<p>Who</p> <ul style="list-style-type: none"> Medical Workforce Team and Wales Deanery. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Number applying for GP returner schemes. Numbers passing the exams and assimilations to progress. 	<ul style="list-style-type: none"> 👤 ✓ 🌟 ✓ 👥 ✓ 📊 ✓ 🔗 ✓
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Success will be: An increase in the number of returning doctors in Wales

<p>What & Why</p> <ul style="list-style-type: none"> Continued streamlining of processes. To ensure the continued provision of a quality service to customers. 	<p>How & When</p> <ul style="list-style-type: none"> Update of processes to minimise low value adding steps. March 2020. 	<p>Who</p> <ul style="list-style-type: none"> Medical Workforce Team. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Disruptions to Medical Workforce Team team 	<ul style="list-style-type: none"> 👤 ✓ 🌟 ✓ 👥 ✓ 📊 ✓ 🔗 ✓
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Success will be: Minimising of low-value adding steps in routine processes

To achieve this we will need:

Workforce

- Team structure will remain consistent

IT

- Working with systems of external bodies such as universities

Finance & Capital

- None required

Dependencies

- Wales Deanery
- Universities
- HEIW





What Will We Deliver In 2022-23?

- 📄 Increasing numbers of GP trainees in line with Welsh Government targets.
- 📄 Explore use of additional lead employer services.
- 📄 Full interface functionality for workforce information.
- 📄 Statutory and Mandatory training fully reported.

The risks to achieving this could include:

- 📄 The numbers of potential applicants for General Practice training.
- 📄 Possible objections to additional Lead Employment arrangements.
- 📄 Potential future changes to the Medical and Dental contract in Wales.

To achieve this we will need:

Resources

- 📄 Team structure will remain consistent.

We will continue to engage with:

Customers and Stakeholders

- 📄 Continued engagement with Wales Deanery, Health Education and Improvement Wales, Health Boards, Primary Care, Universities and BMA/ GPC Wales is critical.



Beyond 2022



Additional lead employer arrangements explored and fully embedded into service.



Continual increase in number of GP training posts filled.



Continual increase in number of GP returners.



Continual review and streamlining of processes.

Description of Key Performance Indicator		2019/20	2020/21	2021/22
		Target	Target	Target
100% DBS Compliance	100%	100%	100%	100%
100% compliance rate for enrolment on payroll by start date	100%	100%	100%	100%
100% compliance on pre-employment checks	100%	100%	100%	100%
Distribution of contracts of employment within 8 weeks of commencement	100%	100%	100%	100%
Add Customer Satisfaction & Staff Survey	n/a	n/a	n/a	n/a
Compliance in all statutory and mandatory training appropriate to the GP trainees	14.73%	75%	80%	85%

LEGAL AND RISK SERVICES & WELSH RISK POOL SERVICES

Providing a world-class, comprehensive in-house legal service to NHS Wales that is recognised as approachable, responsive and reliable.



We act for NHS bodies in Wales, employing specialist lawyers to provide tailored, high quality, cost effective legal services and advice.

We work together with the health service to provide integrated legal risk management advice, to identify areas of concern, achieve improvement and share good practice.



£2.1m L&R budget
£2.022m L&R income
WRP budget £438 K

£105m claims budget from which 387 claims and 102 annual periodic payments are reimbursed



1948 active Clinical Negligence cases (plus 1200 concluded in year)

554 active Personal Injury cases (plus 331 concluded in year)

91 active Inquests (plus 60 concluded in year)

807 Commercial, Property, Complex Patient and General Advisory Cases

482 Employment cases

115 Putting Things Right Advice requests



438k documents – including **303k** email communications and **33.5k** items of incoming mail





Workforce

We employ a team of **57** qualified lawyers, assisted by paralegal and trainee solicitor staff and supported by administrative and secretarial staff across **14** teams. The Welsh Risk Pool employs **6** staff supported by **7** sessional secondment staff managing the claims reimbursement process, feedback on lessons learned and promoting improved practice.



**Service and Staff
Growth and Development**

- ✓ Increased growth in demand for our services (a 21% increase in chargeable work).
- ✓ Employment of 4 trainee solicitors (all of whom were originally paralegals with us) and 1 trainee legal executive.
- ✓ An early adopter in the legal sector of the Network 75 combined part-time work/degree programme, employing 2 University of South Wales students.
- ✓ Trainee solicitor exchange programme with Welsh Government to broaden trainee experience.
- ✓ Secondment of one of our solicitors to Welsh Government to support its GP Indemnity objectives.
- ✓ Implementation across Wales of PRactical Obstetric Multi-professional Training (PROMPT), a multi-disciplinary training programme for maternity staff.



**Information Technology and
Our Digital Agenda**

- ✓ We are operating in line with the Wellbeing of Future Generations Act and 'A Healthier Wales: Our Plan for Health and Social Care':
 - ➔ As a specialist advisory function hosted by a national service.
 - ➔ As a key enabler to strategic change; transformation and consolidation of national activity, clarifying governance and accountability.
 - ➔ As an investor in digital technologies as a key enabler of change.
 - ➔ Aiming to better utilise evidence, share experiences and accelerate learning to drive good practice.
- ✓ We operate a 98% paperless office, with all case-files stored digitally and securely.
- ✓ Our solicitors have secure access via VPN and Mobile Iron to work remotely from other NHS locations, courts and home. This improves work life balance, reduces carbon footprint and eases demand on office space.
- ✓ We are projected to deliver a new case management system aimed at achieving improved workflow, automation of mundane tasks and better feedback and reporting of lessons learned from claims.
- ✓ We are leading the Once for Wales project to deliver an electronic data system to Health Boards and NHS Trusts in Wales, to capture and analyse all incidents and near misses.

How have we engaged with our partners?

- ▶ Strategy focus through the Shared Services Partnership Committee.
- ▶ Board Secretaries network and other All Wales meetings.
- ▶ Client feedback forms.
- ▶ Annual SLA update.
- ▶ Staff engagement at all levels.
- ▶ Provision of legal area focused newsletters; facilitated network groups.
- ▶ All Wales and individual organisational annual performance reports.
- ▶ Regular "Lessons Learned" reviewed.
- ▶ Network Groups for Claims and Concerns managers.
- ▶ WRPS Technical Accounting Group incorporating all HBs, Trusts, WG and WAO.
- ▶ Focused training sessions provided to clients.
- ▶ Engagement with Civil Justice Council steering group advising on the introduction of fixed recoverable costs in clinical negligence claims.
- ▶ Contributed to various clinical lead groups at HBs/Trusts.
- ▶ Worked in partnership with all of NHS Wales, the Police and the Crown Prosecution Service in order to draft and launch the Obligatory Responses to Violence in Healthcare agreement.

What do our partners want?

- ▶ A one-stop shop that offers expert legal advice providing effective solutions for managing legal risks.
- ▶ Speedy responses to requests for legal services.
- ▶ Value for money solutions to legal challenges.
- ▶ Communications that are comprehensive and comprehensible.
- ▶ Easy access to experienced legal staff in all areas including complex patient care, procurement and employment.
- ▶ Reduced risk of "in-year" financial pressures through careful claims management.
- ▶ Assurances around the capability to manage future liabilities within allocations and steps required where that is not possible.
- ▶ Transparent processes.
- ▶ Closer involvement in investigations following incidents.
- ▶ Improved patient outcomes as a result of faster learning of lessons.
- ▶ Training and education on lessons learned.
- ▶ Tailored approach at each HB and Trust to meet specific audit needs.
- ▶ Performance improvement requests for additional legal assistance discussed.
- ▶ Close working relationships between L&R teams and the HBs/Trusts internal teams at all levels.
- ▶ Us to clearly understand their organisations and the issues they are facing.



How will we deliver high quality services to our partners?

- ▶ Retain a highly skilled workforce, enabling our staff to continuously develop their expertise.
- ▶ Improve our ICT systems and processes to facilitate modernisation and manage high workload.
- ▶ Improve response times for legal advice by increasing qualified staff levels and use of ICT.
- ▶ Identify future legal support requirements by increased communication particularly in 3rd sector and primary care.
- ▶ Respond quickly to customer feedback issues.
- ▶ Improve communication and engagement.
- ▶ Enhance opportunities to learn from investigation, claims and concerns.
- ▶ Provide expert advice and support.
- ▶ Process reimbursement requests on a timely basis.
- ▶ Improve transparency around the WRP reimbursement process.
- ▶ Analyse data with a view to benchmarking more effectively.
- ▶ Ensure our structure is responsive to change and promotes close client relationships on an individual basis.
- ▶ Take/make opportunities to engage on a one to one basis with our partners.
- ▶ We publish the contents of our website and social media posts in Welsh and English.
- ▶ We support staff to learn Welsh.

What are the significant benefits we achieved for NHS Wales?

- ▶ We have achieved genuine and significant savings for NHS bodies through the exercise of our professional legal expertise, reducing their financial exposure arising from legal claims.
- ▶ Successfully represented, and provided comprehensive and timely advice, to HB/Trusts in many clinical negligence claims.
- ▶ Resolved many indefensible clinical negligence claims to the satisfaction of patients and the NHS by way of alternative dispute resolution.
- ▶ Increased awareness of HBs/trusts of its clinical negligence claim portfolio and impact on NHS Wales.
- ▶ Succeeded in significantly reducing claimant costs in many claims.
- ▶ Improved outcomes in employment matters and delivered training to prevent unnecessary future challenges.
- ▶ Provided comprehensive and timely advice on important procurement issues.
- ▶ Advised in respect of large, expensive land transactions.
- ▶ Undertaken successful representation in many employment tribunal cases.
- ▶ Engaged with senior police officials, Welsh Government and Heath service in order to drive forward the Violence and Aggression Policy.
- ▶ Provided support and advice in highly sensitive complex patient care matters.



- ▶ Represented Health bodies in high profile and sensitive inquests.
- ▶ Represented and supported NHS HBs/Trusts in respect of the Infected Blood Inquiry.
- ▶ Our costs for employment, commercial, property and governance are between 21.1% and 28.3% lower than comparative on NPS framework.
- ▶ HBs and Trusts supported and trained on management of concerns.
- ▶ Standardised financial processes and treatment.
- ▶ Learning lessons from audits.
- ▶ Established Networks to support staff engaged on improving outcomes for patients and managing their claims and concerns.
- ▶ Support the provision of assurance around financial position.
- ▶ Putting Things Right (PTR) has saved NHS Wales £5.75m since 2013.
- ▶ Steered and launched a “train the trainer” system for improvement of integrated Maternity services (PROMPT).
- ▶ Review of EIDO Consent form approved by Medical Directors.
- ▶ Worked in partnership with stakeholders and launched the Obligatory Responses to Violence in Healthcare agreement.

What do we do well?

- ▶ We listen carefully to our customers needs and respond to these needs promptly.
- ▶ We work closely with our customers, communicating regularly, to improve outcomes in respect of all legal challenges.
- ▶ Apply our wide-ranging knowledge of NHS Wales to ensure bespoke service provision tailored to customers’ needs.
- ▶ Advise our clients promptly on legal developments relevant to them.
- ▶ Provide comprehensive advice tailored to our client’s overall needs in light of our unique position of being part of the NHS. We offer tailored training opportunities to all levels of staff employed by our customers to assist in learning lessons and in their staff development.
- ▶ We offer 24-hour support to our customers in respect of critical legal advice required for emergency situations.
- ▶ We train and support our own staff to a very high level and encourage them to take responsibility for their own personal development.
- ▶ Facilitate effective network meetings for Health and Safety staff, Concerns and claims managers for the exchange of information and experience to improve the patient’s outcomes in both care and where a concern has been raised.
- ▶ Manage payments to ensure the annual allocation by WG for payments of clinical negligence claims is not exceeded if possible.
- ▶ Manage reimbursement process efficiently.



Opportunities to do more

- ▶ Increase support in primary care areas consistent with the requirements of the Legal Services Act 2007 and our Solicitors Regulation Authority waiver.
- ▶ Offer services to other Public bodies in England and Wales Charities and third sector bodies.
- ▶ Take on direct responsibility for managing the claims handling teams employed by NHS bodies in Wales, seeking to modernise their practices and reduce duplication of effort.
- ▶ Provide legal advice to a broader area of the NHS currently engaging private sector provider.
- ▶ Develop a range of incentives for effective clinical risk management.
- ▶ Develop a network of clinic specialties to support improvement.
- ▶ Facilitate the delivery of a 'Once for Wales' electronic data system to capture and analyse all incidents and near misses.
- ▶ Provide and analyse more statistical data to individual clients and NHS Wales regarding clinical negligence claims.
- ▶ Leverage our unique position in Wales to inform our clients about Welsh law and jurisprudence, such as the Welsh Language Standards No.7 Regulations of 2018 and the Welsh Language [Wales] Measure 2011 and the Wellbeing of Future Generations (Wales) Act.
- ▶ Encourage and support staff to learn Welsh to be used in the workplace by either enrolling on a short course on line or class-room based.
- ▶ When new roles are created or existing posts become vacant, identify key roles as Welsh Essential roles. As a starting point these would be administrative/ clerical/secretarial roles likely to speak with people on the phone.



KEY PRIORITIES 2019-22

Value for Money



- ✓ Continue to represent Health Boards and Trusts in all litigated clinical negligence claims at a cost far below the private sector.
- ✓ Improve outcomes in negotiated settlements in respect of damages to costs ratio.
- ✓ Our costs for provision of employment, commercial, property and governance are between 21.1% and 28.3% lower than comparative private sector providers on NPS framework.
- ✓ Continue to ensure maximum savings are delivered on Claimants' legal costs as a result of accurate work and good negotiation.
- ✓ Continue to provide comprehensive litigation, risk management and general advisory assistance at low cost to the service.
- ✓ Purchase of Datix Mortality review Module on Wales wide basis.
- ✓ Continue to encourage use of Putting Things Right/NHS Redress to improve savings in respect of lower value cases.
- ✓ Continue to manage the financial forecasting carefully effectively.

Our Customers



- ✓ Our customers will choose to continue to instruct us in all areas of legal practice which we offer and will increase their instructions to us.
- ✓ We will support our customers to deliver services in line with the Well-being of Future Generations and Social Care (Wales) Acts.
- ✓ We shall provide an excellent claims support service for our customers in respect of claims for GPs on their Medical Practitioners list.
- ✓ We will continue to manage the W RPS accounting group effectively, provide accurate and timely financial forecast reports.
- ✓ Analyse in greater detail data obtained from clinical negligence claims and concerns to allow better learning which in turn will enable our customers to provide safer patient care.
- ✓ Support our customers to deliver A Healthier Wales.
- ✓ Continue to support health boards and trusts in the delivery of the efficiency programme to maximise value.
- ✓ Involvement in and support for strategic patient care improvement plans; pressure ulcer care, falls prevention, risk management work for use of pH strips and negative pressure wound care pumps.
- ✓ We shall continue to support internal and external investigations.



KEY PRIORITIES 2019-22

Service Development

- ✓ Provide comprehensive employment, commercial and property services.
- ✓ Expand our support of clinical teams in the management of complex patient needs.
- ✓ Complete delivery of 99% paperless office, reducing stationary and reproduction costs and increasing efficiency and improving timeliness Customer focussed teams to deliver advice, feedback and training.
- ✓ Appoint a full time IT technician to support increasing dependence on technology in the workplace.
- ✓ Develop our service to meet the needs of Primary Care providers.
- ✓ Deliver excellent WRP clinical assessments into specific areas of concern to enhance learning and patient safety.
- ✓ Further develop integrated working with healthcare teams in respect of patient improvement initiatives.

Our Staff

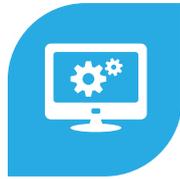
- ✓ Provide clear and consistent leadership using a responsive team structure with an open door policy.
- ✓ Strategic and Targeted continuing professional development.
- ✓ Regular staff meetings for sharing and learning.
- ✓ Excellent team working.
- ✓ Good use of initiative and innovation.
- ✓ Progress our Succession Planning and structure.
- ✓ Monitor and maintain the quality of our Recruitment progresses.
- ✓ Review and act on the results of 2018 NHS Staff Survey to improve areas of concern.
- ✓ Review opportunities for staff progression.
- ✓ Support our Network 75 students to achieve their law degree and ensure their learning experience with us is positive.

Excellence

- ✓ Lexcel accreditation by The Law Society of England and Wales appointed auditor.
- ✓ Consistent excellent responses from regular customer feedback.
- ✓ Customer Service accreditation.
- ✓ We will support our customers to deliver services in line with the Well-being of Future Generations and Social Care (Wales) Acts.

OUR JOURNEY

In 3 Years We Will Be



Operating with modern business systems and approaches. Procuring a new legal case management/ICT system to ensure efficient working practices, clear analysis of data and enabling client access to information.



Maintaining close scrutiny of our structure and practices, to ensure that we are an aspirational, forward-looking service, at the forefront of legal services provision across the NHS in Wales and the wider public sector.



Maintaining and improving the quality of customer communications, promoting recognised, tailored legal services as provider of choice for NHS Wales.



Focussing on Wales-wide learning and risk reduction. Driving learning from events and using ICT to better understand patterns and trends.

The risks to achieving this could include:

- ➔ Internal service capacity/increasing workload.
- ➔ Ability of ICT network to cope with demand and access to technical expertise to support ICT systems.
- ➔ Structural issues leading to lost expertise when staff leave.

**Path to Prudent and
Once for Wales**



WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <p>○ Closer working with HBs/trusts clinical and claims teams so we are perceived as their 'in house' legal team.</p> <p>○ To promote earlier involvement in serious incidents which are likely to be legal claims in order to be able to advise on the investigation and gathering of evidence.</p>	<p>How & When</p> <p>○ Through developing a focused plan for each HB/trust to promote relationships and raise awareness of L&R and the benefits of our early involvement.</p> <p>○ March 2020 and annually reviewed thereafter.</p>	<p>Who</p> <p>○ L&R Clinical Negligence team.</p>	<p>Risks/Limitations</p> <p>○ High workloads and no Deputy Director with responsibility for clinical negligence. Client engagement.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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Success will be: Being asked to advise early after a serious incident

<p>What & Why</p> <p>○ Working with Health Boards and NHS Trusts to support them and minimise the adverse reputational and financial impact of clinical negligence, personal injury and employment claims.</p> <p>○ To minimise the impact of legal risks to the NHS in Wales.</p>	<p>How & When</p> <p>○ Through maintaining and improving on the quality of our staff via experience and training; through good management of cases and careful allocation of tasks across teams; through focussing on client relationships.</p> <p>○ March 2020, annually reviewed.</p>	<p>Who</p> <p>○ L&R management team and our clinical negligence, personal injury and employment law and WRP teams.</p>	<p>Risks/Limitations</p> <p>○ High workload and limited customer responsiveness.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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Success will be: High levels of savings and successes reported in our monthly KPI data

<p>What & Why</p> <p>○ Work in partnership with HBs/trusts to support them in caring for patients with complex needs, including those who lack capacity, are vulnerable or have mental health problems.</p> <p>○ To enable the NHS in Wales to make robust, lawful decisions about patients who have complex needs.</p>	<p>How & When</p> <p>○ Through maintaining and improving on the quality of our staff via experience and training; through having systems in place to maximise responsiveness.</p> <p>○ March 2020 and annually reviewed thereafter.</p>	<p>Who</p> <p>○ L&R complex patient team.</p>	<p>Risks/Limitations</p> <p>○ High workload in the context of urgent need.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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Success will be: Favourable feedback from our clients via customer feedback questionnaires

<p>What & Why</p> <p>○ Work in partnership with Welsh Government, Health Boards, Trusts in the development of All Wales Policies across the range of legal issues that affect their activities.</p> <p>○ To foster good legal governance through consistent and lawful decision-making.</p>	<p>How & When</p> <p>○ Through establishing and maintaining good working relationships with clients and key contacts across all levels of ours and their organisations.</p> <p>○ March 2020, reviewed annually.</p>	<p>Who</p> <p>○ Legal and Risk Services.</p>	<p>Risks/Limitations</p> <p>○ High workload in the context of urgent need.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>
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Success will be: Improved legal governance and fewer challenges to decision making



WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <p>Provide a responsive advice service for general advisory queries and advice under Putting Things Right, indemnity issues and risk management complying with our KPIs.</p> <p>To support the NHS in Wales in safe decision-making across the many challenges that face it on a daily basis.</p>	<p>How & When</p> <p>Through maintaining and improving on the quality of our staff via experience and training and creating specialist roles where demand requires it.</p> <p>March 2020 and annually reviewed thereafter.</p>	<p>Who</p> <p>L&R and WRP general advisory and PTR teams.</p>	<p>Risks/Limitations</p> <p>High workload in the context of often urgent advice requests.</p>	
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Success will be: Improved confidence of clients' staff in their management decisions

<p>What & Why</p> <p>Support workforce across HBs/trusts in managing their diverse and wide caseload of HR issues, pre-action and at tribunal stage.</p> <p>Support NHS Wales in fostering good workforce practices and to minimise the adverse effect when things go wrong.</p>	<p>How & When</p> <p>Through maintaining and improving on the quality of our staff via experience and training and taking on more staff where demand requires.</p> <p>March 2020 and annually reviewed thereafter.</p>	<p>Who</p> <p>L&R Employment Team.</p>	<p>Risks/Limitations</p> <p>High/increasing workload and external competition.</p>	
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Success will be: Improved workforce relations and fewer litigated matters

<p>What & Why</p> <p>Work in partnership with NWSSP Procurement to provide high quality legal advice in procurement exercises.</p> <p>To ensure that clear, robust processes are followed in individual and All Wales procurement exercises and to reduce the risk of challenge via Judicial Review.</p>	<p>How & When</p> <p>Through maintaining and improving on the quality of our staff via experience and training and taking on more staff where demand requires; strengthening our ties with NWSSP Procurement.</p> <p>March 2020, reviewed annually.</p>	<p>Who</p> <p>L&R Commercial Team.</p>	<p>Risks/Limitations</p> <p>High/increasing workload, sometimes complex client relationships with some external competition.</p>	
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Success will be: Closer working relationship and interdependence for high quality advice

<p>What & Why</p> <p>Work in partnership with SES to provide high quality legal advice in property purchases, disposals and issues related to the NHS Wales estate, including strategic land acquisitions for hospital expansion and office/HQ relocation.</p> <p>To support SES and NHS bodies in managing the NHS estate in accordance with regulatory and good practice.</p>	<p>How & When</p> <p>Through maintaining and improving on the quality of our staff via experience and training and taking on more staff where demand requires; strengthening our ties with NWSSP SES.</p> <p>March 2020, reviewed annually.</p>	<p>Who</p> <p>L&R Real Property Team.</p>	<p>Risks/Limitations</p> <p>High/increasing workload with some external competition.</p>	
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Success will be: Increased number of early instructions to advise



WHAT WILL WE DELIVER IN 2019-20?



<p>What & Why</p> <p>Provide legal support to SES in their professional development support to HBs in respect of the 19 NHS Wales primary care pipeline schemes.</p> <p>Ensure that all property related matters are dealt with in a timely and professional manner with appropriate legal governance.</p>	<p>How & When</p> <p>Through the skills of our qualified property lawyers.</p> <p>March 2020.</p>	<p>Who</p> <p>L&R Real Property Team.</p>	<p>Risks/Limitations</p> <p>High/increasing workload with some external competition.</p>	
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Success will be: The completion of property matters

<p>What & Why</p> <p>Meet HB/trust training needs across a wide range of legal, risk management and patient safety topics including targeted training to GP practices and clusters.</p> <p>To enable staff to make robust decisions in relation to legal and risk issues and to reduce need for external legal advice.</p>	<p>How & When</p> <p>Through maintaining and improving on the quality of our staff via experience and training and employing sufficient staff to meet demand.</p> <p>November 2019 and annually reviewed thereafter.</p>	<p>Who</p> <p>L&R management team and all work type teams with WRP team.</p>	<p>Risks/Limitations</p> <p>High demand for case related work, reduces capacity to offer training.</p>	
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Success will be: Increase client self-reliance on own knowledge and development

<p>What & Why</p> <p>Listen to the concerns and needs expressed by the Health Boards and NHS Trusts and respond to them promptly.</p> <p>To ensure customer service excellence and that we provide a service that matches need.</p>	<p>How & When</p> <p>Through our customer feedback processes, including annual and case closure questionnaires and through our complaints process.</p> <p>March 2020, and annually reviewed thereafter.</p>	<p>Who</p> <p>L&R Management Team.</p>	<p>Risks/Limitations</p> <p>High demand for legal case related work, reduces capacity to consider and change practices and processes.</p>	
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Success will be: Excellent customer feedback across all areas of work

<p>What & Why</p> <p>Engage in a comprehensive, strategic marketing exercise, to convince all Boards and NHS Trusts to come to us for their all legal and risk needs.</p> <p>To raise customer awareness of the high quality, value for money service that we provide and easy access to our services.</p>	<p>How & When</p> <p>Through a focused effort by the management team to devise a marketing strategy, involving stakeholders within and outside of L&R.</p> <p>March 2020, and annually reviewed thereafter.</p>	<p>Who</p> <p>L&R Management Team and individual work type teams.</p>	<p>Risks/Limitations</p> <p>High demand for legal case related work and limited budget (in the context of some competitors) reduces capacity to offer training.</p>	
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Success will be: Increase market share in legal provision and improve profile



WHAT WILL WE DELIVER IN 2019-20?

Strategic Objectives

Service Development  **Staff**

Excellence 

Value for Money 

Customers 



What & Why

- Improved process for minimising Claimants' costs and legal costs.
- Reduce financial impact of litigation on NHS Wales.

How & When

- Increased in-house training and supervision in dealing with legal costs.
- April 2020.

Who

L&R Management Team.

Risks/Limitations

- Increased workload. Limited influence on external factors.
- Internal failure to engage with improved processes.



Success will be: Savings being used to improve service to patients

What & Why

- Transparent Staff Structure.
- To manage staff career path.
- To comply with Job Evaluation Policy.

How & When

- Develop a suite of national job profiles for legal staff.
- April 2019.

Who

JD review team.

Risks/Limitations

- Capacity to review job descriptions Uncertain banding outcome.



Success will be: Transparent staff structure and a suite of banded job descriptions

What & Why

- Increased involvement in the investigation of incidents and concerns.
- To provide impartial assistance to the review to ensure full cooperation from all involved.

How & When

- Early provision of details and invitation to assist with both high level and root cause investigations.
- September 2019.

Who

Director of L&RS, L&R Management Team and Head of Patient Safety and Learning and teams.

Risks/Limitations

- Lack of, or late, customer engagement.



Success will be: Improved patient outcomes from lessons learned

What & Why

- Improve Learning from Events and management of Concerns.
- To strengthen a learning culture in Wales to reduce mistakes which saves the NHS money including ongoing issues.

How & When

- The review undertaken by the Head of Safety and Learning is providing fresh impetus into the learning process.
- Maintain impetus of Safety and Learning networks

Who

Head of Safety & Learning in collaboration with other key WRPS and L&R staff.

Risks/Limitations

- Benefits will take time to materialise and make an impact in terms of spend. Focus on a limited source of information which may not be current and represent current risks.



Success will be: An improvement in scores across Wales in relation to the Concerns and Compensation Claims Standard (the Standard).



WHAT WILL WE DELIVER IN 2019-20?

Strategic Objectives
Service Development 
Staff 
Excellence 
Value for Money 
Customers 

<p>What & Why</p> <p>All Wales Consent to Treatment Programme.</p> <p>Better understanding of the principles of consenting patients for treatment will lead to better patient outcomes and fewer claims following poor consent processes.</p>	<p>How & When</p> <p>Roll out of EIDO platform for e-learning for consent to treatment.</p> <p>Commencement January 2020.</p>	<p>Who</p> <p>Head of Patient Safety and learning will facilitate ongoing workshops and manage the EIDO roll out.</p>	<p>Risks/Limitations</p> <p>Lack of clinical engagement in training.</p>	
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Success will be: Fewer claims related to patient consent

<p>What & Why</p> <p>Support the development and roll out of a 'Once for Wales' Concerns Management System.</p> <p>To address recommendations in the Evans Report 'Using the Gift of Complaints' and to enhance data compatibility to identify and focus on themes.</p>	<p>How & When</p> <p>Incorporate the WG funded project into WRP. Development of national concerns dataset.</p> <p>Project manager and Head of Patient Safety and Learning to arrange meetings for further discussion. July 2019.</p>	<p>Who</p> <p>Head of Safety & Learning and Once for Wales CMS Project Coordinator.</p>	<p>Risks/Limitations</p> <p>Difficulty in getting engagement from NHS organisations, financial limitations restricting work to development system.</p>	
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Success will be: Design and Roll out of Once for Wales Concerns Management System – with agreed national dataset

<p>What & Why</p> <p>Work with WG to develop and provide new arrangements for the indemnity of General Medical Service Providers in Wales.</p> <p>To enable the decision of the Cabinet Secretary to implement new arrangements for the indemnity of General Medical Service Providers.</p>	<p>How & When</p> <p>Participate in the WG Project Board for GP Indemnity, develop funding arrangements with WG, employ staff and implement the necessary systems and processes.</p> <p>Implementation 1 April 2019 with further development over 18 months/2 years.</p>	<p>Who</p> <p>Director of Legal and Risk, members of the Management Team and NWSSP Business Partners.</p>	<p>Risks/Limitations</p> <p>Current demands are high. Not being able to get the necessary processes and staff in place by 1 April 2019.</p>	
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Success will be: Design and roll out of new GP indemnity arrangements

<p>What & Why</p> <p>Expansion of services into Primary Care, Social Care and the Third Sector.</p> <p>Consolidation of legal resources into one team to achieve better value for money and world class service.</p>	<p>How & When</p> <p>Challenge SRA waiver limitations. Develop marketing strategy.</p> <p>By March 2020.</p>	<p>Who</p> <p>L&R and WRP with Corporate Services and Welsh Government.</p>	<p>Risks/Limitations</p> <p>SRA waiver will not permit. Lack of drive to achieve aim. New staff required.</p>	
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Success will be: Consistency of advice and support across all care providers



To achieve this we will need:



Workforce

- Further investment in qualified and support staff.
- Continued high level of targeted education and training in accordance with SRA training and development plans.
- Opportunities for learning and training for all support staff.
- Appointment of Heads of Service to take forward functions as part of the succession planning process.
- IT technician support to assist with increasing dependence on technology in the workplace.
- Develop an 8a lawyer job description to improve flexibility.



Finance & Capital

- Sufficient resources in order to support world class delivery.
- Funding for improved training costs for staff and wider service.
- Re-invest income from fees earned.
- £500k of capital investment in enabling technologies.



IT

- Improved IT hardware and infrastructure to replace old, outdated PCs and laptops to support drive towards paperless office.
- Tendering for new case/document management software to integrate all applications for better IT stability and responsiveness

To achieve this we will need:



Procurement

- ▾ Purchase of IT hardware and infrastructure to replace old, outdated PCs and laptops to support drive towards paperless office.
- ▾ Tendering for new case/document management software to integrate all applications for better IT stability and responsiveness.
- ▾ Tender exercises for online legal library resources.



Processes

- ▾ Increased space to enable responsive team meetings to occur in quiet workspace
- ▾ Planning of improved workflow, increase automation and appropriate task assignment through IT development.



Dependencies (Internal and External)

- ▾ NWSSP and Health Board/Trust Clients.
- ▾ External bodies focused on risk and patient safety.
- ▾ Welsh Government.
- ▾ Further support/integration from NWSSP Business partners in both Finance and Human Resources.



DIVISIONAL PLANS

WHAT WILL WE DELIVER IN 2020-21?



<p>What & Why</p> <ul style="list-style-type: none"> Fully use enabling technologies. Effective use of business and case information to drive service improvement. Automation of tasks and streamlined work distribution. 	<p>How & When</p> <ul style="list-style-type: none"> Implementation of new case management system. Using Lync Technology. Dragon dictation. March 2020. 	<p>Who</p> <ul style="list-style-type: none"> L&R and WRP teams. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Lack of funding to increase staff levels to deliver objectives. 	<ul style="list-style-type: none">
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Success will be: Better delivery of risk management information to customers

<p>What & Why</p> <ul style="list-style-type: none"> Review of results of PROMPT programme and targeted action to support delivery of maternity services. WRP clinical reviews and targeted data analysis to demonstrate improvement in care resulting in fewer obstetric claims. 	<p>How & When</p> <ul style="list-style-type: none"> WRP clinical reviews and targeted data analysis. April 2021. 	<p>Who</p> <ul style="list-style-type: none"> Head of Patient Safety and Learning. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Insufficient data. 	<ul style="list-style-type: none">
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Success will be: Fewer claims related to obstetrics

<p>What & Why</p> <ul style="list-style-type: none"> Use the information from our databases to inform clients how they can improve practice. Reduce exposure to risk from serious incidents and claims arising from substandard practice. 	<p>How & When</p> <ul style="list-style-type: none"> Via our new/refreshed case/document management system. March 2020. 	<p>Who</p> <ul style="list-style-type: none"> L&R DB succession team and WRP team liaising with client claims managers, patient safety teams and their IT teams. 	<p>Risks/Limitations</p> <ul style="list-style-type: none"> Lack of client engagement. 	<ul style="list-style-type: none">
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Success will be: Design and roll out of new GP indemnity arrangements



To achieve this we will need:



Workforce

- Staff additions necessary to manage more work.
- A Succession Plan to ensure key staff are replaced effectively and on a timely basis.
- Efficient HR support to manage complexities of growing diverse workforce.



Finance & Capital

- Adequate resource to recruit and retain appropriately qualified and experienced staff.
- Adequate resource to fund internal and WG legal advice.
- Funding to support regular targeted training in workshops and conferences to assist client deliver 'A Healthier Wales'.



IT

- Implementation of new case/document management system enabling automation and streamlined work distribution according to staff experience and skills.
- High quality responsive IT support, preferably in-house.



Processes

- Recruitment: Attracting the staff with the right skills and vision to drive the Service forward.
- Implementing of improved workflow, increase automation and appropriate task assignment through IT development.



Dependencies (Internal and External)

- NWSSP and Health Board/Trust Clients.
- Welsh Government.
- Further support/integration from NWSSP Business partners in both Finance and Human Resources.





What Will We Deliver In 2022-23?

- 📄 Evaluation and further development of new case management system enabling automation of tasks and streamlined work distribution according to staff experience and skills.
- 📄 Expansion of core business into primary and social care.
- 📄 Achievement of world class scores in HB assessments of concerns, claims and learning from events.
- 📄 Increased professional influence savings for the NHS.
- 📄 Added value for money by being the preferred supplier of legal advice across the whole NHS in Wales.

The risks to achieving this could include:

- 📄 Delays/deficiencies in the introduction of IT infra-structure.
- 📄 Succession planning needs careful management with the right people in the right roles in a robust structure.
- 📄 Pay erosion arising from austerity measures.
- 📄 Lack of staff to continue to develop a world class service.

To achieve this we will need:

Resources

- 📄 Increase in Financial resources – this will increase value for money and generate savings for the NHS.
- 📄 Investment in IT infrastructure.
- 📄 IT technician support embedded in the Service.

We will continue to engage with:

Customers and Stakeholders

- 📄 Health Boards and Trusts.
- 📄 External leaders in field of risk and patient safety.
- 📄 Welsh Government.
- 📄 Other Services within NWSSP to drive synergy.



Beyond 2022



Delivery of services to wider public sector in Wales.



Legal/clinical lessons learned and audits integrated into Service to ensure risks are mitigated and lessons learned are implemented



Provide holistic advice service across the public sector in Wales.



Be regarded across Wales as an exemplary provider of legal services.

Key Milestones In Our Journey To World Class



2018/19	2019/20	2020/21	2021/22
<ul style="list-style-type: none"> ✎ Maintain high scores on Lexcel and CSE. ✎ Further invest in expertise in corporate legal services. ✎ Maintain high scores in client satisfaction surveys. ✎ Continue establishment the Service as the first 'port of call' for legal advice. ✎ Enhance Annual Report encompassing all aspects of the business. ✎ Complete review of job descriptions, structure and succession planning. 	<ul style="list-style-type: none"> ✎ Progress marketing strategy for corporate legal services. ✎ Improving efficiency and effectiveness of financial processes and services. ✎ Further digitise to improve efficiency, ease of access to documentation, reduce paper and create more green work practices. ✎ Further invest and strengthen the team to ensure standards of service are maintained and enhanced. ✎ Implement refreshed case and document management systems with integrated functionality, enhanced client access, improved workflow, task attribution and automation. 	<ul style="list-style-type: none"> ✎ Maximise share of NHS Market regarding Commercial, Property, Employment and General Advice. ✎ Complete full deployment of enabling technologies and review impact on quality. ✎ Change culture across NHS by improving learning. ✎ Enhanced audits of areas implementing lessons learned to ensure benefits are maximised and risks reduced. ✎ Focused training programmes for all staff. ✎ Improved communication with customers promoting recognised and individually tailored legal services as provider of choice for NHS. 	<ul style="list-style-type: none"> ✎ All Health Organisations scoring more than 90% in all areas in assessment of concerns, claims and learning from events. ✎ Full deployment of enabling technologies. ✎ Expansion of core business into Primary Care, Social Care and the Third Sector. ✎ Innovation informs service development and drives improvement. ✎ Maintain and further improve modernised work practices through the strategic use of ICT, via process mapping, workflows and automation.

Description of Key Performance Indicator	Achieved	2019/20	2020/21	2021/22
		Target	Target	Target
Timeliness of advice acknowledgement – within 24 hours	98.96%	99%	99%	99%
Timeliness of substantive response – within 3 days or agreed timescale	98.55%	99%	99%	99%
Acknowledgement of receipt of claims by WRP	100%	100%	100%	100%
Valid claims received within deadline processed in time for next WRP committee	100%	100%	100%	100%
Percentage of paperless working to improve efficiency and reduce carbon footprint	98%	99%	99%	99%
Successful Lexcel and Customer Service Excellence audits ensuring quality across our services	100%	100%	100%	100%
Case closure questionnaire where respondents were satisfied or very satisfied	100%	100%	100%	100%
Successful introduction of enhanced patient information contract	100%	100%	100%	100%

Performance Measures and Reporting

- ▶ Legal advice requests acknowledged in one working day – **99.17%**
- ▶ Substantive response to legal advice requests within 3 working days or agreed timescale – **98.13%**
- ▶ Professional influence savings of **£103m**
- ▶ Monthly and quarterly quantum reports sent to NHS trusts and health boards
- ▶ 22 monthly and 60 ad hoc reports produced from our legal case management system to help identify themes and trends
- ▶ Annually achieving commendatory audits under the Law Society’s Lexcel Quality Assurance and the Customer Service Excellence standards
- ▶ Acknowledging receipt of all WRP reimbursement claims – **100%**
- ▶ Claims processed in time for next WRP committee – **100%**
- ▶ Agreed claims reimbursed by WRP in 10 days – **100%**





GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership