

Procurement Services Customer Newsletter

Autumn 2018

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Welcome

Director of Procurement Services

Mark Roscrow



Welcome to the latest edition of our Customer newsletter which as always contains a number of articles which is only a small reflection of the huge range of work currently underway. It's been another challenging period for all our teams with the long hot summer (as welcome as it was) causing almost as much pressure on the front line teams as winter does.

The next few months offer little rest bite as the "No deal Brexit" looks increasing a realistic outcome and therefore considerable planning is now going into this . The continuity of goods and services across a wide range of products is the focus for this and we are in close discussions with our colleagues both in Welsh Government Department of Health and the other devolved administrations.

I also wanted to comment on the responses we have had to recent customer surveys which is an important part of our wider engagement and central to the work that we do. Whilst I am pleased to report that the majority of areas have some excellent responses and I am grateful for this I know the Procurement web site has been the source of frustration for some time. I share this with you but I am pleased to say that we are now making some good progress and in addition the translation into Welsh for the required pages is also going well. I am always grateful for any feedback complaints or compliments so please do let me have any views you may have on any aspect of our service.

As thought's turn to Winter I am reminded that we are now entering the annual planning cycle and as ever we will want to engage with customers around the development of our plan. We have had some useful guidance from Welsh government and I know the Parliamentary review has made a number of recommendations around how we approach this collectively over the next few months. Again whilst we will have the formal engagement process I would welcome any comments / contributions to our plan as we go forward.

I hope you find some useful content in the newsletter and again if you wish to write an article then colleagues would really welcome this.

Thank you for reading our newsletter

If you would like further information on any of the articles contained within this newsletter or would like to submit an article for the next edition please contact: alex.curley@wales.nhs.uk



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New Dental eReferral Service for Wales

Patients in Wales referred for specialist dentistry care will now be able to track the status of their referral online.

It's part of a new digital dental referral system, funded by Welsh Government, to be rolled out from this autumn. Benefits include a faster referral process, it is anticipated that this will shorten waiting times for patients.

The new system will replace the current paper based process used by dentists to send referrals, which can take up to four days to be delivered by post. It will allow dentists to refer patients needing specialist dental treatment, such as oral surgery and orthodontics, using an electronic referral process.

Higher quality information will be used to inform clinical decisions. For example, the new orthodontic referral template will support the referring dentist to calculate the need, timeliness and suitability of patients for orthodontic assessment and treatment.

Chief Dental Officer at Welsh Government, Dr Colette Bridgman said,

"We are delighted to announce the award of this contract. This innovation is the culmination of considerable work and effort from a number of organisations and clinicians. Once operational Wales will be the first country in the UK to implement a fully electronic system for dental referrals."



"We anticipate this will contribute towards realising our vision of accessible specialist dental care for those who need it in the most appropriate setting."

Radiograph scanners will be offered to dental practices in Wales to ensure high-resolution images are attached to referrals and standardised referral templates will ensure consistent information is provided to NHS specialist services.

The initial three-year contract to supply the service was awarded to FDS Consultants following a robust procurement process led by the NHS Wales Informatics Service, in collaboration with Welsh Government, dental professionals, Public Health Wales and Health Boards.

FDS Consultants provide a similar service to a number of trusts in NHS England. The new service becomes available from October 2018, with planned early-adopter Health Boards' - Abertawe Bro-Morgannwg University (ABMU) and Hywel Dda.

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The service is due to be available across Wales by March 2019.

Further Information
For further information contact [Katharine Fletcher](#), Strategic Procurement Lead for IM&T.

NHS Wales Framework Agreement for the Provision of Clinical, Surgical and Diagnostics Procedures

Procurement Services, with the invaluable support of Health Board representatives, have developed a Framework Agreement for the provision of Clinical, Surgical and Diagnostic Procedures from external commercial providers.

The development of such an arrangement has been predicated on the need to establish a Welsh centric arrangement to primarily support Health Boards with short term demand and capacity issues.

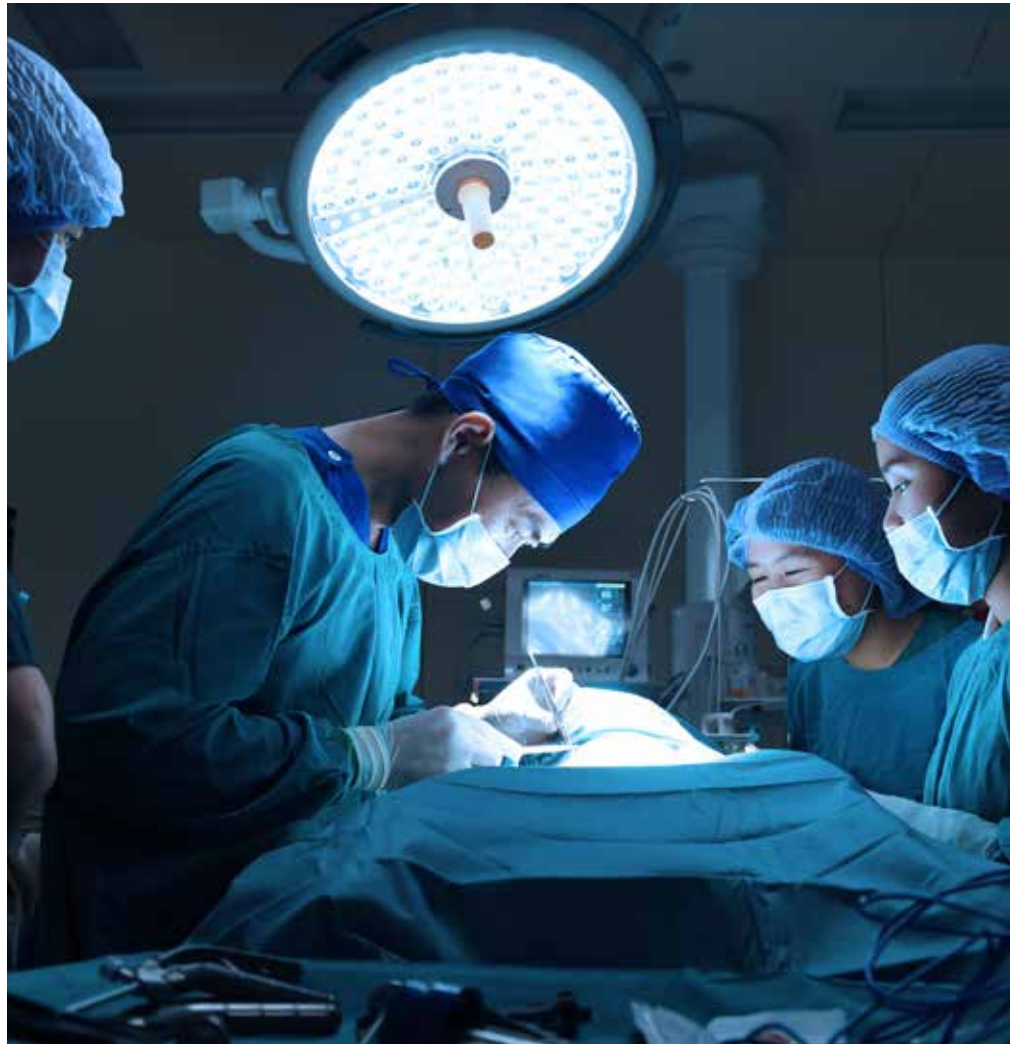
The Agreement is broadly separated into 2 Lots:

- Lot 1: Outsourcing, where NHS Wales refers patients to a non NHS Wales facility; and
- Lot 2: Insourcing, whereby NHS Wales facilities are utilised to deliver services.

The initial Framework scope covers:

Breast, Cardiac and Cardiac related Diagnostics, Cardiology and Cardiology related Diagnostics, CT Scanning, Dermatology, Ear Nose & Throat (ENT), Endoscopy (including Cystoscopy), Gastroenterology, General Surgery, Gynaecology, MRI Scanning, Neurology and Neurology related Diagnostics, Neuroscience, Ophthalmology, Oral Maxillo Facial Surgery, Orthopaedic Surgery, Pain Management, Plastic surgery, Thoracic Ultrasound Diagnostics, Urology, Vascular.

The Agreement is effective from 1 August 2018 and valid for a period of 4 years.



Already several Health Boards have utilised the Agreement successfully to obtain additional capacity in Dermatology, Ophthalmology and Orthopaedics. A number of call offs are also currently in progress.

A lessons learnt exercise is being undertaken following these first few call offs to improve the efficiency of the process. A suite of supporting guidance and template documentation has been developed to support the Framework.

Information is available via the NWSSP Procurement Services website:

http://www.procurement.wales.nhs.uk/serviceusers/framework_clinical_surgical_diagnostics

Please note you will need to register/log in to access this information (please click continue to website when security message appears).

Supplier Performance Management

Supplier Performance Management (SPM) is the discipline of strategically planning for, and managing, all interactions with third party organisations that supply goods and/or services to an organisation in order to maximise the value of those interactions. Forward thinking Organisations recognise the need to utilise SPM to measure, analyse and manage the performance of a Supplier in order to cut costs, alleviate risks and drive continuous improvement.

The SPM project is being managed by Romano Provini and Melanie Jones via The Business Excellence Group. Since the launch of the Tool in October 2017, we have seen an increase in uptake across Frontline and Sourcing Teams, meaning we are now starting to build a platform, which supports our Supplier intelligence and captures discussion areas across the wider procurement agenda. Uptake will continue to be monitored.

The tool currently has two streams; Stores Delivery Performance (log of supplier delivery issues raised by our regional stores) and a standardised supplier meeting template. The third stream will be a feed in from a standardised customer complaints process (a Task and Finish Group has been established to focus on delivering this).

Each Frontline and Sourcing Team has assigned an SPM Owner. The Owners are key to driving the use of the SPM Tool. **It is important that we maximise the use of the SPM tool in order to support our contract management approach and glean greater value from our agreements.**

The SPM process has numerous benefits;

- Provides a centralised portal of supplier dialogue and performance across the teams
- Addresses potential business continuity issues with accessible supplier intelligence (information is not just held by individuals who may change job roles or change which categories/suppliers they manage)
- Provides a record of how a supplier performs across different category areas or in different Health Boards/Trusts
- Evidences best practice to support various standards (ISO9001, ISO27001).

Please remember – the log is only of value if staff take the time to input and review information!

The wider procurement agenda is changing. There is new legislation in place (e.g. GDPR and The Modern Slavery Act to name recent examples); we therefore need to be alive to the ever-changing environment in which we function and be pro-active in our approach to our management of supplier performance in these contexts. The SPM tool will evolve to encompass the changing dialogue between our suppliers and ourselves. The next phase will be to move towards an SPM Scorecard in Qlikview.

This will mean more elements of the Meeting Template will be ranked/RAG rated.

Further Information

Please contact:

Melanie Jones

melanie.jones14@wales.nhs.uk

or Romano Provini

romano.provini2@wales.nhs.uk



Award of Safety Vascular Access Devices

NWSSP Procurement Services recently completed the award of the Vascular Access Devices – Safety Engineered Contract delivering annual savings of **£77,195 (9.47%)** to the NHS in Wales.

The contract is well established and complies with the Health and Safety (Sharp Instruments in Healthcare) Regulations 2013 (the Sharps Regulations).

Since the award of the Vascular Access Devices – Safety Engineered Contract back in 2014, there has been a significant increase in the use of Safety cannula (**93%**) and consequently a decrease in standard cannula (**87%**).



Becton Dickinson and B Braun were awarded the business on a dual award basis. The rationale behind the dual award was due to there being two types of safety mechanism. Whilst both are active safety cannulas one has a spring mechanism that locks onto the tip of the needle at the point the needle is removed from the cannula, whilst the other wraps a sheath around the needle as you remove the needle. Both devices require a different technique to insert and remove the needle element of the cannula.

A range of cannula's have been made available to order via NWSSP Procurement Services stores in Bridgend, Denbigh and Cwmbran.

For further information, please contact: vicky.evans@wales.nhs.uk or kirsty.rice@wales.nhs.uk

Wheelchair Repairer Service for the North Wales Posture and Mobility Service

Betsi Cadwaladr University Health Board Local Procurement team has recently conducted a competitive tendering process for an Approved Wheelchair Repairer Service for the Posture and Mobility Service in North Wales.

The Posture and Mobility Service is based at Wrexham, and serves approximately 15,000 service users in North Wales and North Powys. The Posture and Mobility Service (PAMS) is hosted by Betsi Cadwaladr University Health Board, however covers the whole area above the dotted line on this map of Wales:



During 2016-17 the incumbent Approved Wheelchair Repairer completed **5512** deliveries, **4575** repairs, reconditioning on **1649** wheelchairs, **692** PPM's on powered chairs and **2906** collections for the service and held **1073** chairs in stock!

Procurement Services conducted a competitive tender process following the OJEU restricted procedure. Five suppliers submitted responses to the Pre-Qualification Questionnaire (PQQ). Four suppliers were shortlisted for formal invitation to tender (ITT) against the requirement following the evaluation of the PQQ.

Shortlisted suppliers were invited to attend a Supplier Open Day where Stephen Jones, Posture and Mobility Service General Manager and Carys Griffiths, Procurement Business Manager delivered a presentation to provide suppliers with an overview of the North Wales Service and the Procurement Process and timetable and a tour of the PAMS building.

Two shortlisted suppliers submitted responses to the ITT. These suppliers were invited to deliver a 30 minute Presentation followed by an Interview on how they would deliver the Approved Repairer service and what added value they could bring to the contract to enable the project Group to conclude its scoring of the Technical Envelope.

This tender was awarded on the basis of the Most Economically Advantageous Tender with the award criteria based 60% on Quality and 40% on Cost.

The new contract has been awarded to the incumbent supplier Ross Care. When implementing the new contract Ross Care will add value to their current provision by adding a four wheeled drive to their fleet to ensure continuity to the emergency service during adverse weather conditions and to deliver the service to clients in the more remote regions within the geographic area covered by the contract.

Additionally, Ross care have committed to delivering a Social Value Programme including:

- Providing logistical support to transport collections for local Trussell Trust food bank operations
- Running Wheelchair Health Check days in the community providing free on-the-spot servicing and repairs
- Supporting their Local Operations Manager with sponsorship and paid leave to undertake his role as Director for Gay Pride in Chester. Amongst various responsibilities, this role includes co-ordinating accessibility at organised events.

Furthermore, efficiencies implemented by the supplier have resulted in an annual cash releasing saving of **£25,886** on the annual service charge!



HEIW – NWSSP Procurement Services Attend Official Launch

The Evans and Williams Reports' informed the approach to be adopted in the formation of Health Education and Improvement Wales (HEIW), being to build upon existing work already delivered by a number of organisations e.g. NHS Wales Shared Services Partnership's Workforce, Education and Development Services (WEDS), the Deanery within Cardiff University and the Wales Centre for Pharmacy Professional Education (WCPPE).

The Parliamentary Review for Health and Social Care in Wales (January 2018) recognised in the 'Supporting Actions' the value of shared service arrangements e.g. NWSSP. Amongst a number of other services within the NWSSP portfolio, Procurement Services is ideally set up to support the functions of HEIW, as it already works to a common operating model. Thus maximising efficiencies by delivering value for the Welsh health £, through shared/collaborative practice.

Procurement Service colleagues attending the official launch event on 24 September at Cardiff City Stadium, in readiness for HEIW becoming operational on 1st October 2018, included Mark Roscrow (Director of NWSSP Procurement Services, Christine Thorne (Head of Procurement) and Paul Thomas (Procurement Business Manager).

Key speakers at the event included, Andrew Goodall (Director General for Health and Social Services and Chief Executive of NHS Wales), Alex Howells (Chief Executive), Dr Chris Jones (Chair) and Vaughan Gething (Cabinet Secretary for Health, Wellbeing and Sport).

The new approach will:

- Simplify and streamline structures and processes to strengthen collaboration across agencies, ensuring efficiency and cost-effectiveness
- Develop a coherent and focused organisational approach that can drive forward all-Wales approaches
- Remove artificial barriers – structurally and financially; and
- Optimise the value of the investment made in health education and training in Wales.



The HEIW senior management team at the launch event

HEIW's Core Functions will include:

- Strategic workforce planning – providing clarity about how national and local processes will work together
- Education commissioning – for all aspects of the workforce, working with NHS organisations to ensure education and training resources at a national and local level are focused on strategic priorities – to include both undergraduate and post graduate education and training
- Organisational role design – identifying roles required within the NHS to address changes in workforce models and changes in delivery of care; and
- NHS Careers – working with key organisations to ensure promotion of the full range of NHS careers.

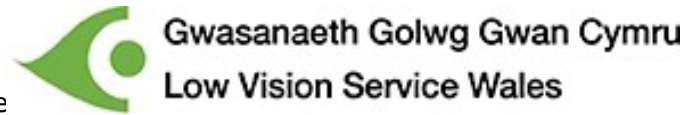
Membership of the Welsh Government Finance Work Stream afforded a rare opportunity for Procurement Services to observe the complexities and mechanics of setting up a new NHS organisation.

The launch event itself presented a great opportunity for Procurement colleagues to listen and learn about HEIW and accelerate engagement with key departments. Meeting new colleagues as early as possible will aid the formation of a prioritised work plan. Early engagement demonstrates the level of commitment Procurement Services has to working together and the value it places in its customer relationships. Early planning in accordance with HEIW priorities, will help to ensure successful outcomes via the delivery of qualitative and financial efficiencies.

Good luck HEIW!

Procurement Services working with Low Vision Service Wales

In June 2018 Procurement Services continued their successful work with Low Vision Service Wales (LVSU) by delivering a new contract for the supply of handheld electronic magnifiers. LVSU is a community integrated eye care scheme that's delivered all across Wales with the help of service-accredited practitioners. Typically practitioners are available at High Street opticians where patients can access what is the world's only national low vision service. LVSU is hosted by Hywel Dda University Health Board with headquarters based at Glangwili General Hospital in Carmarthen.

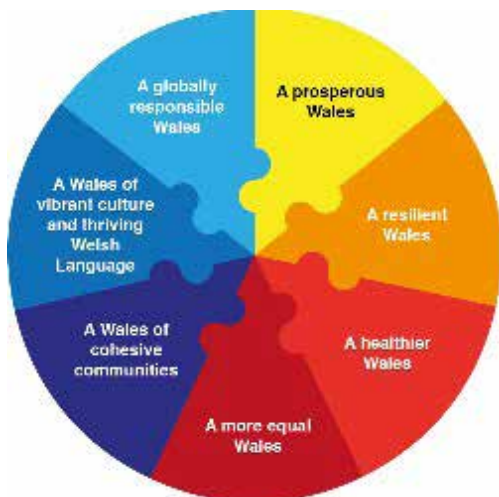


Handheld electronic magnifiers are one of a number of low vision aids that can be prescribed by the service but owing to their high unit cost they present a substantial opportunity for procurement activity. Procurement Services first got involved with this project in 2014 when they successfully delivered a four year contract for a high quality electronic magnifier while also delivering savings of approximately 25% on the previous product used by the service.

This time around the Appliances Team worked hard to identify further opportunities within this area. With technological advances and a competitive supply base the team were able to deliver a more advanced electronic magnifier with an additional saving of over 20% on the latest unit price. The new magnifier is a substantial upgrade on previous models with a bigger screen and features that have gone down really well with practitioners and patients alike.



The new contract was delivered on time and includes provisions to minimise environmental impacts, a focus on ethical employment in the supply chain, and commitments to helping with user guides that can be translated into Welsh for patients of the service. The additional saving also frees up over £20,000 per annum for Low Vision Service Wales to fund other activities.



Procurement Services' partnership with LVSU continues as they look towards their next big project together. The focus now moves on to the remainder of the low vision aids catalogue where Procurement Services aims to deliver the best value possible for Low Vision Service Wales, in support of their globally pioneering work.



Utilities & Transport Sourcing Team

Working as part of the Non-Medical Sourcing Category, the Utilities & Transport Team provides sourcing and contract management services with far-reaching impact on the day-to-day operation of Health Boards and Trusts. The team often operates in difficult and/or inflationary markets and its contracts are often complex and require dedicated management to ensure key services are delivered to customer organisations.

Perhaps the most notable contracts in the portfolio are those for the supply of Natural Gas and Electricity to the majority of NHS sites in Wales. While many other Public Sector organisations have outsourced the forward purchasing of utilities, the Utilities & Transport team monitors market forces and facilitates the purchase of Electricity and Gas when the markets are most favourable. The team also manages contracts for the supply of Fuel Oils, for example gas oil, and also woodchip and wood pellet biofuels.

In addition to utilities, the team manages many of the waste management contracts on behalf of Health Boards/Trusts, including responsibility for contracts managing the disposal of clinical waste, the provision of clinical waste bins as well as developing contract areas such as Home Collections for Clinical Waste and General/Recycling Waste Collections.

The team has also started to play a more active role in the establishment of transport contracts. The team is currently responsible for Taxi Services contracts for a large proportion of NHS Wales and provides support for Fleet Renewal programmes in some cases. The team also manages agreements for Motor Fleet Insurance across many Health Boards and Trusts in Wales.

Add in those contracts that do not fit neatly into these three areas, such as the supply of Pulp Products, Income Generation Insurance as well as the Needle Exchange Programme and you have a team that is responsible for an expenditure over £42million/annum and provides support and direction on more besides. This is no small achievement for a team of only five members of staff and perhaps this explains why the team was the Winner of the NWSSP Staff Awards 2017 in the category of 'Working Together.'

For further information about the team, please contact Thomas Dumbleton:
thomas.dumbleton@wales.nhs.uk



From left: Daniel Gregory, Thomas Dumbleton, Julie Davies, Caroline Gwilym and David Ball

Homecare Update: first All Wales Low and Mid Tech Medicines Homecare Service Framework Agreement in Place



The first All Wales Low and Mid Tech Medicines Homecare Service Framework Agreement came into force at the beginning of April 2018, providing governance and compliance across Wales. The framework mitigates risk and ensures adherence to NHS Wales Terms and Conditions while delivering flexibility for Health Boards allowing them the choice to select the most appropriate supplier for the needs of their patients. Treating patients within their homes gives patients the freedom to receive medicines at a time to suit their lifestyle, while the Framework provides safeguards such as stock checks, clinical visits where necessary and access to a patient telephone helpline.

There are 10 suppliers currently on the framework agreement ranging across both Low & Mid tech services with 8 suppliers currently providing a number of services and a range of therapy areas across Wales. Discussions are ongoing with the remaining 2 suppliers regarding their capacity to supply a number of therapies into Wales. A total of 4,776 deliveries were made to patients' homes in the first 3 months of the contract, while in the same period patient numbers rose by just under 10 percent across Wales.*

Supplier monitoring and engagement is an integral part of the management of the Framework Agreement. On a UK level the team is represented at the National Homecare Committee's quarterly Supplier Engagement Meetings, the purpose of these meetings is to review Key Performance Indicators and identify any trend data, update suppliers on current activity across the UK, and receive business updates from suppliers. These meetings are replicated on an All Wales level with the Welsh Medicines Procurement and Logistics Advisory Group (WMPLAG) Homecare Sub Group holding its first Supplier Engagement Meetings early in September 2018.

The Group reviewed Key Performance indicators across all of the suppliers on both an individual Health Board basis and an All-Wales basis. The monitoring of KPIs in this way provides Health Boards not only with the context of supplier performance in their own and other Health Boards but also an understanding of how suppliers are performing in comparison with each other. This information helps to inform Homecare Leads decision making process regarding appointing suppliers to new therapies and patient cohorts, this information is also used to help to strengthen market competition and increase the flexibility of the market.

During the meeting the Sub Group met with Healthcare at Home who are the largest and most established supplier to Wales, and with Nexcape who are relatively new to the market and are new suppliers to Wales. Feedback from the initial meeting was positive and plans are in place for future meetings.

*819 new patients (of 8837 active patients) across the first 3 months of the contract.

GP Computer Services Contract Update

A new framework contract to supply GP IT systems and services to NHS Wales has been awarded to Vision (InPractice Systems Ltd) and Microtest Ltd.

The contract award followed a robust and rigorous procurement, undertaken by NHS Wales Informatics Service and overseen by the national GMS IM&T Programme Board.

The contact is effective for a four-year period from January 2019, with the option to extend for up to a further two years.

The successful tenders demonstrated a strong commitment and ability to meet core GMS clinical / technical requirements and the wider Primary Care agenda, as well as further integration with the NHS Wales' digital services platform and strategic requirements.



Excellence In Food Safety

Once again it's congratulations to the Supply Chain Team at Denbigh Stores for retaining the STS Food Safety Accreditation.

This all important Audit ensure that the Procurement Services, Supply Chain Warehouse meet the sufficient standards to supply the NHS in Wales.

Every year the three stores undergo the audit assessment process with both Cwmbran and Denbigh passing with flying colours so far this year and Bridgend next in the queue.

Mike Burns, Regional Supply Chain Manager for North & Mid Wales stated that: *"This was an excellent result, and the whole team at Denbigh should be congratulated for their hard work and the continued effort in retaining the accreditation."*

Service Desk Merge with Accounts Payable: New Procurement Service Desk

The first step of creating a single service desk for Procurement Services commenced on 2 July 2018.

The eEnablement Helpdesk has merged with Accounts Payable helpdesk, where 2 members of the existing eEnablement team joined the AP Helpdesk. The initial plan is to continue with the existing eEnablement Service Desk Telephone number, **02920 903880**, with the call options system planned for September 2018. This step closer on a single contact number for Invoice and iProcurement Queries.

A new email address has also been set up: NWSSP.ProcurementServiceDesk@wales.nhs.uk



HEIW Implementation

The Systems team are supporting the new HEIW Organisation Oracle Ledger build, to ensure that they go live on 1 October 2018.

Testing for the new departments set up was successfully completed alongside the last round of Patch Release testing in Oracle. As soon as the Central Team eBusiness Services complete the set up in the live account, we will replicate the set up in Oracle PROD. Training for the end users has already begun, so we are on target for the 1st October.



Robotics

The Service Improvement Team are working with the Robotic Process Automation Team (RPA Team) to map and test business processes identified for potential automation. The RPA software has been identified as a tool to assist with mundane and routine system tasks.

Work is also currently underway to change the way invoices are received from GHX Exchange for each Organisation. The change is a move away from a lengthy manual process to a more automated approach saving staff who undertake the process precious time.



Cwm Taf Medical Workforce Resourcing Managed Service

The Cwm Taf Procurement Team have recently undertaken some key engagement with directorates outside of the traditional/historic areas supported. The provision of medical workforce via agencies, i.e. locum doctors, is a huge area of spend within Cwm Taf University Health Board and therefore the Local Procurement Team saw an opportunity to generate savings and make a difference.

The Health Board was using locums extensively and there is a lack of a managed bank service for doctors of all grades. Although Cwm Taf had a managed service in the form of a master vendor arrangement there was still a great deal of off contract non-compliant maverick spending. Procurement recognised the need for commercial support.

Procurement liaised extensively with the local workforce team and also embedded within the All Wales Medical Workforce Efficiency Group which has been created to adopt an All Wales approach to locums, bank staff and to implement capped rates nationally.

Cwm Taf were the first local procurement team to adopt a commercial approach and provide the workforce team with this support on an All Wales basis. In addition to the cross Health Board work, the Local Team did extensive analysis around the master vendor arrangement and looked at alternative methods and models for the provision of locums.



It was recognised by Procurement that a neutral vendor model would be a more appropriate model that would suit the needs of the Health Board and potentially delivery more savings. This was presented to the stakeholder group which included representatives from the Executive Board or Directors. Procurement then worked with the exec board to develop a specification which was issued via a Crown Commercial Services Framework.

The tender included a full day of supplier presentations including software demonstrations. The contract has since been awarded to Retinue Solutions. Cwm Taf are the first Health Board to appoint a neutral vendor managed service and managed bank platform.

The innovative software solution including an "app" will offer efficiency savings as well as the assurance of compliance. There is a potential for up to £1.2 million savings following this contract award on locum spend. Additionally, the software and managed service will allow for the managed bank to be developed and reduce the reliance on agency locums across the Health Board.

Procurement will remain embedded within the Workforce team to measure and monitor these savings and to feedback to the All Wales Group to ensure efficiencies and good news can be shared and replicated.

Best practice from Aneurin Bevan University Health Board



Project undertaken

Collaboration between Pathology and Procurement Services at ABUHB in improving contract management and the re-procurement of critical contracts to realise savings, reducing administrative burden and risk to the clinical staff and Health Board. This was achieved by working on the contractual structures, supply chain relationships and stakeholder management.

Aims and objectives

In 2015/16 the Pathology Directorate were aware of a number of major contracts that were coming to an end in their Blood Science Department. Under increasing pressure both financially and operationally the Directorate commenced a series of projects to review and renew all major contracts in the department with the purpose of:

- Delivering improved service delivery for the Health Board
- Making available the latest technology to improve diagnosis, accuracy and turnaround times
- Reduce clinical risk from aging equipment and human intervention
- Stabilising the service for the medium to long term.
- Delivering savings to the service and the wider Health Board.

Planning and execution

The Directorate appointed a project business manager to oversee the planning and execution of these projects within the Directorate working with the individual departments (Blood Sciences, Microbiology, Cellpath and the Mortuary) and lead on establishing the links between the support services including Procurement. A review of was carried out of all non-pay spend identifying the significant spends for each department. This preparatory research provided information to focus the project and prioritise the following:

- High spend and out of contract
- High spend and causing operational issues and concern
- High spend and no recent focus given to reducing or renegotiating costs.

Stakeholder engagement

At an early stage commitment was secured at a senior management level from both Pathology and Procurement; time and resources were allocated to complete the work. Initially two of the largest contracts would be prioritised.

Benefits achieved

Whilst the initial aim was to improve the management of the two contracts across the department, it was evident from the initial scoping there were many more that required attention and were posing a risk. A total of fifteen high value/high risk contracts have now been reviewed by pathology worth a total of £7.2 million and of the seven contracts completed with Procurement worth a total of £6 million; £1 million worth of savings will be delivered to the Health Board with £583k delivered by the end of 2018.

Other reported benefits have been that:

- KPI's are now clearer and easier to understand, reflecting the service needs.
- New equipment is more efficient and has reduced hands on time freeing up time to provide clinical support in other areas
- Managers feel more confident what they are using is what they are paying for, which improving relationships with the suppliers
- Suppliers reported they feel have a better working relationship with the Health Board and improved ownership amongst the team.

Procurement Services (North)

Ward Based Stock Management Project

Progress made

The Team have completed 15 ward reviews including agreeing new stock levels and implementing a new ordering processes at Ysbyty Maelor Wrexham (YMW).

Working closely with Tracey Marshall, YMW Materials Management (Ward Top-up) Supervisor and her team the Project Team have created a schedule to roll out the ward stock reviews further across the hospital site to all applicable wards & depts. Currently we are looking at:

- Reviewing current weekly reorder levels against the actual usage over a 12-month period
- Checking all stock items are in date; removing any expired & damaged products (if found)
- Re-labelling all applicable areas with user friendly labels
- Handover of the ordering / replenishment / ongoing maintenance to the agreed personnel and schedule the follow up review.

What's next

- Complete reviews in alignment within the project teams 25-week plan
- Target rollout of the project in YMW from now to the end of the financial year
- Increase the scope to include other Hospital sites in 2019
- Begin networking with other sites for roll out in May 2019
- Routinely review wards adopted by BCU to ensure appropriateness of order levels and compliance with the ethos of the project.

Benefits

- Total one off savings figure on overstocked items for YMW 68%, from May 2018
- Reduction in Ward stock values for YMW – average 9%
- An average of 22 products identified and added to stock lists per Ward, bringing ordering in line with corporate guidelines
- Continual reviews of Ysbyty Glan Clwyd (YGC) stock levels and labelling system
- Positive feedback with all staff involved
- Networking with different site clinical and non-clinical staff to demonstrate and encourage our approach to adding value for money throughout the wards and the wider hospital.



Procurement Services (North)

Ward Based Stock Management Project

Frequently Asked Questions

1. Will I get more of the stock I want and less of what I don't?

The Project Team work closely with the Materials Management (Ward Top-up) Team and the Wards Housekeepers /Ward Sisters to agree new max stock levels on all items based on your actual order history.

2. How much do items cost?

All product labels now have the price included in order to raise staff awareness.

3. How can I check how much stock I should have, how will I know if levels are getting low?

On the label system we have introduced stock levels so staff can inform us when they are getting low to ensure they don't run out.

4. Who do I speak to about the stock I need?

Each completed ward has a poster with the contact details of the Top-up Team staff responsible for the ordering on that ward. This information includes a contact number / pager number and their working hours.

5. Does this process work?

The ward stock review process has been rolled out at YGC with great success and has resulted in a drop in stock held on wards thus creating more space for other clinical items. With continued reviews every 16 weeks we are able to check the levels we have set are correct and workable for all concerned.

Useful Information

Over the next few weeks we will be visiting YGC wards to review their progress. We will be there to support them with replacement labels and any stock level amendments that they wish to make, whilst also having a chance to revisit the wards we set up to ensure the system which we rolled out earlier in the year is working.

We have 19 more Wards planned for rollout in YMW once we are back from YGC. Starting with Bedwen and Onnen Wards.



The NWSSP Procurement Services project team, from left: Ashley Tomlinson (Supervisor), Robert Parry and Chris Davies