

- 3.2 NWSSP HB Summary Performance Report Q1  
*Presenter: Huw Thomas*  
3.2 NWSSP Performance Report SBAR.docx  
3.2 Appendix 1 NWSSP Summary Performance Report.docx

## PWYLLGOR CYLLID FINANCE COMMITTEE

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	29 September 2020
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	NWSSP Performance Report Including Quarter 4 (2019/20) and Quarter 1 (2020/21) Performance Indicators
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Huw Thomas, Director of Finance
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Rhian Davies – Assistant Director of Finance Jennifer Thomas – Senior Finance Business Partner

**Pwrpas yr Adroddiad (dewiswch fel yn addas)**

**Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

### ADRODDIAD SCAA SBAR REPORT

#### Sefyllfa / Situation

This report was presented to the People, Planning and Performance Assurance Committee (PPPAC) at its meeting on 27<sup>th</sup> August 2020. At that meeting, the Director of Finance sought PPPAC Members' views on whether the NHS Wales Shared Services Partnership (NWSSP) Performance Report should transfer to the remit of the Finance Committee. The Chair of PPPAC advised that, this matter having been discussed outside the meeting, he was content with the suggestion that the report transfer to the Finance Committee.

The report (Appendix 1) shows summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarters ended 31<sup>st</sup> March 2020 (Quarter 4 2019/20) and 30<sup>th</sup> June 2020 (Quarter 1 2020/21). Performance for both of these reporting periods has been affected by COVID-19. The report is being shared with Finance Committee as part of the handover process from PPPAC.

#### Cefndir / Background

The NWSSP is hosted and governed by the Velindre NHS Trust Shared Services Regulations and the Shared Services Partnership Committee (SSPC). The SSPC is hosted by Velindre on behalf of each of the seven Health Boards, three Trusts and Special Health Authority within NHS Wales (the partners) and is responsible for monitoring governance and performance. The required standards for effective governance are outlined within the SSPC's standing orders, values and standards of behaviours framework, and associated policies. The partners participate in the SSPC and take collective responsibility for the delivery of the services through a hosting agreement between the partners.

The purpose of the SSPC is to:

- set the policy and strategy for NWSSP;
- monitor the delivery of Shared Services through the Managing Director of NWSSP;

- seek to improve the approach to delivering Shared Services which are effective, efficient and provide value for money for Partners;
- ensure the efficient and effective leadership direction and control of NWSSP; and
- ensure a strong focus on delivering savings that can be re-invested in direct patient care.

The Board has approved Standing Orders in relation to the establishment of joint committees. In line with these Standing Orders, Hywel Dda University Health Board (HDdUHB) has established a NWSSP Committee as a joint committee of the Board, the activities of which require reporting to the Board.

## Asesiad / Assessment

### HDdUHB Specific Key Performance Indicators

Full details of the performance against all Wales agreed key performance indicators (KPIs) for services provided to HDdUHB are attached in the annex. In summary, of the 25 KPIs where a target is set the performance was:

	Green	Amber	Red	N/A
Quarter 4 2019/20	19	3	3	
Quarter 1 2020/21	15	3	5	2

By exception, the areas where performance is not on target are highlighted below:-

Hywel Dda High Level - KPIs June 2020	KFA	Target	30/09/2019	31/12/2019	31/03/2020	30/06/2020
Payroll services						
Payroll accuracy rate prior to Supp	Excellence	99.6%	99.66%	99.69%	99.77%	99.51%
<i>Organisation KPIs Recruitment</i>						
Resignation to Vacancy Approval date (nursing)	Excellence	5 days	38.4 days	30.6 days	33.7 days	28.5 days
Time to Approve Vacancies	Excellence	10 days	21.2 days	25.4 days	21.9 days	34.8 days
Time to Shortlist by Managers	Excellence	3 days	2.5 days	2.1 days	2.5 days	16.7 days
<i>NWSSP KPIs Recruitment</i>						
Calls Answered % Quarterly	Customers	95%	97.6%	98.9%	96.6%	89.9%
<b>Procurement Services</b>						
Procurement savings – YTD	Value for Money	£0.515m	£2.540m	£3.825m	£4.456m	£0.344m
<b>Accounts Payable</b>						
Invoices on Hold > 30 days	Customers		1,311	1,656	1,922	874
% Invoices as being in dispute >30 days	Customers		66.7%	54%	44%	64%
Invoice Turnaround within 4 Days (Health Org Control) Generic Feeds & Pharmacy	Customers	90%	Not Reported	60.20%	32.80%	35.40%
<b>Internal audit</b>						
Audits reported % of planned audits – YTD	Excellence	0%	19%	42%	97%	0%
Report turnaround management response to Draft report – YTD	Excellence	80%	100%	85%	76%	N/A
Report turnaround draft response-final- YTD	Excellence	80%	100%	100%	100%	N/A
<b>Primary Care Services</b>						
Medical record transfers to/from GPs and other primary care agencies within 6 weeks	Customers	95%	90%	91%	93%	82%

### Employment Services – Payroll

The data for payroll services provides detail regarding the performance after accounting for the supplementary payroll. For HDdUHB, the reported payroll accuracy prior to the supplementary payroll reported is 99.51%; this increased to 99.75% following the supplementary payroll.

#### Employment Services – Recruitment (HDdUHB)

Performance driven by HDdUHB shows the organisation missing the following KPIs:

- **Resignation to vacancy approval date (nursing)** achieving 28.5 days (an improvement from 33.7 days at Quarter 4 2019/20) against a target of 5 days - the average across Wales is 52.6 with a range from 28 to 80.2. The Recruitment Team has undertaken a review, however although there are no particular themes, the following are matters of concern:- date of resignation is not recorded or incorrectly recorded, there may be an operational reason to defer, poor management practice. It is also recognised that 5 days may not be sufficient time to fully assess the on-going needs of a service to determine the appropriate replacement.
- **Time to approve vacancies** with 34.8 days reported against the target of 10 days, this represents a deterioration from the Quarter 4 2019/20 of 21.9 performance and is the worst position across Wales. The main reason for this has been identified as administrative errors, for example incomplete or incorrect data entered, the requirement for Welsh translation not taken into account, etc. Recruitment training is available to all managers to try to resolve these issues.
- **Time to shortlist by managers** worsened markedly to 16.7 days against a target of 3 days. Performance for all these indicators has been adversely affected by COVID-19.

#### Employment Services – Recruitment (NWSSP)

For KPI performance driven by NWSSP recruitment, 3 performance targets have been met. The “calls answered” percentage KPI was 89.9%, which failed to achieve the 95% target for the quarter.

#### Procurement Services

For the year up until June 2020, procurement savings for Wales were reported as £3m, against a target of £11m. This included savings of £0.34m for HDdUHB compared to a target of £0.52m. Savings plans and associated work programmes are under review to reflect revised priorities following COVID-19.

#### Accounts Payable

The volume of invoice lines on hold greater than 30 days reduced to 874 in June 2020 compared with 1,922 in March 2020. Within this figure, the number of invoices marked as being disputed increased to 64%. We are looking at ways of how we can work more effectively with budget holders to improve performance in both these areas, e.g. linking with Finance Business Partners, targeting those who are consistently late; targeting suppliers not providing Purchase Order (PO) numbers to improve on the no PO/no pay holds; and prompt receipting.

Invoice turnaround within 4 days is now split between whether it comes under NWSSP control or health organisation control. Invoice turnaround under NWSSP control was reported as 99.2% against a 90% target. Invoice turnaround under health organisation control was reported as 35.4% (32.8% in March 2020) against a 90% target. This specifically relates to nurse bank feeds and pharmacy invoices, and we are liaising with the service leads to increase the processing of the electronic feeds. Further delays were seen at the end of March 2020 due to the impact of COVID-19 on those departments.

### Internal Audit

No KPIs were produced for March 2020 due to the impact of COVID-19.

To the end of April 2020, 97% of audits were reported against the target of 100%, with 3% of further audits in progress. The HDdUHB indicator of 80% for management responses to draft report to be received within 15 days missed the target at 76%. Report turnaround to draft response within 10 days is 100%. KPIs reflect adjustments to the audit plan as a result of COVID-19. The approach to completing 2019/20 plans was agreed between Board Secretaries and the Director of Audit & Assurance and the adjustments have been reported to the Audit & Risk Assurance Committee. The main challenges were the requirement to cease a number of planned reviews which were in progress and delays in finalising draft reports due to HDdUHB staff being unavailable.

The annual audit schedule is from June to May. To the end of June 2020, 0% of audits were reported against a target of 0%; however 22% of the years audit outputs were in progress.

### Primary Care Services

For HDdUHB the target for medical record transfers within 6 weeks had been missed in June 2020 with a performance of 82% (93% in March 2020) against the 95% target. This was due to a new process of matching summaries to the stored records and has resulted in a backlog which is being managed.

### **All Wales Key Performance Indicators**

Performance is reported on an all Wales basis for Prescribing Services, Welsh Risk Pool and Legal and Risk. All KPIs were achieved with the exception of Legal and Risk 'time to raise invoices' which for the 1st Quarter was reported at 74%, failing to achieve the 90% target.

### **NWSSP COVID-19 Update**

The impact of COVID-19 has required NWSSP to respond in a variety of ways. There were a number of services that were identified as business critical for NHS Wales. These services included accounts payable, payroll, recruitment, payments to independent contractors and procurement. Measures were successfully put in place to maintain business continuity and deal with additional demands.

A number of the key NWSSP Integrated Medium Term Plan (IMTP) projects were initially put on hold, however these are now being reinstated and reflected in the operating plan which has been approved by the Shared Services Committee and reviewed by Welsh Government.

### Argymhelliad / Recommendation

The Finance Committee is asked to note the content of the report.

**Amcanion: (rhaid cwblhau)**  
**Objectives: (must be completed)**

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners.
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2019-19</a>	9. All HDdUHB Well-being Objectives apply

#### Gwybodaeth Ychwanegol: Further Information:

Ar sail tystiolaeth: Evidence Base:	
Rhestr Termiau: Glossary of Terms:	Contained within the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cyllid: Parties / Committees consulted prior to Finance Committee:	Shared Services Partnership Committee (SSPC) People Planning and Performance Assurance Committee

#### Effaith: (rhaid cwblhau) Impact: (must be completed)

<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	NWSSP was established to improve the approach to delivering Shared Services, which are effective, efficient and provide value for money for Partners.
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	NWSSP has a remit to focus on delivering savings that can be re-invested in direct patient care.
<b>Gweithlu: Workforce:</b>	NWSSP is hosted by Velindre NHS Trust and any workforce implications are dealt with by the Trust.
<b>Risg: Risk:</b>	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.

<b>Cyfreithiol: Legal:</b>	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
<b>Enw Da: Reputational:</b>	Not applicable
<b>Gyfrinachedd: Privacy:</b>	Not applicable
<b>Cydraddoldeb: Equality:</b>	Not applicable

## NHS WALES SHARED SERVICES PARTNERSHIP SUMMARY PERFORMANCE REPORT

### HYWEL DDA UNIVERSITY HEALTH BOARD Period 1<sup>st</sup> January 2020 – 31<sup>st</sup> March 2020

#### Introduction

The purpose of this report is to provide summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 31st March 2020.

The report provides end of quarter detail for the Health Board for the rolling twelve-month period to 31st March 2020 (Appendix 1/2) and further detail of the March 2020 position for all health organisations (Appendix 3).

#### Performance Summary

##### Financial Information

NWSSP returned £2m direct savings to NHS Wales compared to an original plan of £750k. For HD a distribution of £58k was planned for 19/20 and after reinvestment, an additional cash distribution of £97k was made.

%	PLANNED DISTRIBUTION £	ADDITIONAL DISTRIBUTION £	TOTAL DISTRIBUTION £	Agreed Recurrent Reinvestment £	TOTAL 2019/20 CASH DISTRIBUTION £
7.77	58,293	97,125	<b>155,418</b>	-58,293	<b>97,125</b>

In addition, professional influence benefits generated for Wales totals £129m for the year to March. This was made up of £34m Procurement Savings, £17m of savings relating to Specialist Estates Services and £78m of Legal and Risk savings. This includes £11.39m that can be attributed to Hywel Dda.

##### Employment Services – Payroll

The performance accuracy data produced for payroll services provides detail regarding the performance after accounting for the supplementary payroll. This reflects amendments and payments made in the period which would otherwise have been missed and represents benefits for organisations and employees. For Hywel Dda the reported payroll accuracy prior to the supplementary payroll reported as 99.77%, this increased to 99.88% following the supplementary payroll. This was in line with the position reported last quarter and represents continuing strong performance against the stretched target of 99.6%. A further breakdown of overpayments is shown in Appendix 4.

##### Employment Services – Recruitment

For March KPI performance driven by Hywel Dda shows the organisation missing the time to approve vacancies KPI with 21.9 days reported against the target of 10 days, this represents a slight improvement from the quarter 3 performance. Time to shortlist reported as achieved with 2.5 days reported against a target of 3 days; this was a slight deterioration from the previous quarter position 2.1 days. Time for notification of outcome was reported as 2.1 days against the target of 3 days.

For KPI performance driven by the NWSSP recruitment team all 3 performance targets have been met. Time to place adverts reported as 1.7 days against a target of 2 days. Time to send applications to manager reported as 1 day against a target of 2 days. Time to send conditional offer letter reported 3.1 days against a target of 4 days. The



Calls Answered percentage KPI was 96.6%, which achieved the 95% target for the quarter.

#### *Procurement Services*

For the year to March 2020 procurement savings for Wales were reported as £34m, against a target of £24m. This included savings of £4.46m for Hywel Dda compared to a target of £3.23m.

#### *Accounts Payable*

The volume of invoice lines on hold greater than 30 days increased to 1,922 in March 2020, within this figure the number of invoices marked as being disputed decreased to 44%. The level of automated invoicing represents a key area for the efficiency of the Accounts Payable system, here performance for March for all Wales was reported as 95.3%. The Public Sector payment target of 95% was achieved with the Health Board achieving 96.2% for the year to date. Invoice Turnaround within 4 days is now split by whether it is under NWSSP control or Health org control. Invoice Turnaround under NWSSP control was reported as 91.7% against a 90% target. Invoice Turnaround under Health Org control was reported as 32.8% against a 90% target.

#### *Internal Audit*

No KPIs were produced for March 2020 due to the impact of Covid19.

To the end of April 97% of audits were reported against the target of 100%, with 3% of further audits in progress. The Health Board indicator of 80% for management responses to draft report to be received within 15 days missed the target with 76%. Report turnaround to draft response within 10 days is 100%. KPIs reflect adjustments to the audit plan as a result of Covid19. The approach to completing 2019/20 plans was agreed between Board Secretaries and the Director of Audit & Assurance and the adjustments have been reported to the Audit Committee.

The main challenges were having to stop a number of planned reviews which were in progress and delays in finalising some draft reports due to Health Board staff being unavailable

#### *Primary Care Services*

The published KPIs for contractor services relate to services provided to contractors. For the quarter ending March 2020 the indicators provided for HD demonstrated achievement against indicators relating to payments, cascade alerts and engagement. For HD the target for Medical record transfers within 6 weeks had been missed in March with a performance of 93% against the 95% target. This target was missed due to a new process of matching summaries to the stored records and has resulted in a backlog which is being managed.

The All Wales key performance indicator for Prescribing Services for keying accuracy rates has been consistently met with 99.51% reported for March, against the target of 99%. For the year to January 2020 a total of 67.63m prescriptions were processed. This represents slightly less prescriptions processed when compared to the 68.35 processed at this point in the previous year.

With regard to PPV the services on sampling contractor accounts remain suspended, however our team are gearing up to delivering (remotely or in a written report) each Health Board Audit Committee their activity report for the 2019/20 financial period.

#### *Legal and Risk Services/Welsh Risk Pool*

The KPIs reported for Welsh Risk Pool relate to the management of claims processed through bimonthly committee meetings. For the 4th quarter 100% performance has been achieved for acknowledgement, processing and paid. The Legal & Risk KPIs for acknowledgement within 1 day and response to advice within 3 days are consistently reported as achieving the 90% target. Achievement of the KPI related to time to raise invoices for the 4th quarter was reported at 95% achieving the 90% target.

## **NWSSP Covid19 Update**

The impact of Covid19 continues to be felt across the NHS in Wales, and NWSSP has responded in a variety of ways.

NWSSP already had comprehensive business continuity plans that included action cards for each directorate in response to various scenarios that have the potential to impact on business resilience. One of the scenarios was a flu pandemic, and business continuity measures are tested on a regular basis.

The NWSSP SMT Group agreed at an early stage that there were a number of services that were business critical for NHS Wales. These services included Accounts Payable, Payroll, Recruitment, Payments to independent contractors and Procurement.

*Business systems and Information* - In the last two months, the pace of delivery of IT equipment and support has been ramped up significantly to enable key staff across the organisation to work remotely. At the start of May 2020, the needs of all identified priority users had been addressed and in total approximately 350 laptops and 400 VPN tokens had been issued in the last two months. At the same time NWSSP took the decision to significantly accelerate the planned roll-out of Office365 and we now have over 1500 staff able to use that facility.

Staff in Primary Care Services have also been supported with the help of NWIS to implement the Bomgar solution, which enables them to access their work desktops from home. NWSSP are also working with Health Boards and NWIS to implement a Citrix facility which would enable staff to access NWSSP systems using their home devices.

Accommodation - Daily monitoring of staff numbers at each site was undertaken and social distancing measures were put in place to keep staff safe. Staff were encouraged to work from home where possible and the investment in technology referred to above helped to facilitate this. Site opening times were extended to support greater flexibility of working and cleaning procedures have been enhanced.

NWSSP worked closely with Companies House management to keep the building open. An undertaking to keep the building open was provided after written assurances was provided by Dr Andrew Goodall that essential services were operating from the building.

A number of the key IMTP have been put on hold and Recovery Group has now been established to oversee the return to business as usual, recognising that this may be very different i.e. adopt new ways of working for the longer term. This group will report to the NWSSP SMT and will meet every two weeks. It includes representation from all Divisions and our TU partners

Some Key Issues and matters arising within divisions are summarised in Appendix 5

### **Overall Conclusion**

In common with other health bodies the past two months have proved to be particularly challenging and have required many staff to work long hours to, maintain business continuity and to meet the additional demands placed on NWSSP by the Service. Notwithstanding this, all core services have been delivered and quality has been maintained throughout. Staff have adapted well to the new ways of working which in turn have led to improvements in productivity.

Reported performance for March 2020 was good. However, NWSSP will continue to work with HD to continue to improve performance against recruitment times, invoice turnaround within 4 days and Audit targets.

## Appendix 1

## Organisation specific KPIs June 2019 – March 2020

Hywel Dda High Level - KPIs Mar 2020		30/06/2019	30/09/2019	31/12/2019	31/03/2020
	Target				
<b>Financial Information</b>					
Direct Savings Notified – YTD	£58k	£58k	£58k	£155k	£155k
Professional Influence Savings – YTD		£2.8m	£7.72m	£9.92m	£11.39m
<b>Employment Services</b>					
Payroll services					
Payroll accuracy rate prior to Supp	99.6%	99.71%	99.66%	99.69%	99.77%
Payroll accuracy rate post Supp	99.6%	99.86%	99.83%	99.85%	99.88%
<b>Organisation KPIs Recruitment</b>					
Resignation to Vacancy Approval date (nursing)	5 days	32.1 days	38.4 days	30.6 days	33.7 days
Time to Approve Vacancies	10 days	18.4 days	21.2 days	25.4 days	21.9 days
Time to Shortlist by Managers	3 days	3.7 days	2.5 days	2.1 days	2.5 days
Time to notify Recruitment of Interview Outcome	3 days	4.2 days	3.5 days	1.6 days	2.1 days
<b>NWSSP KPIs Recruitment</b>					
Time to Place Adverts	2 days	1.2 days	1.6 days	1.6 days	1.7 days
Time to Send Applications to Manager	2 days	1 day	1 day	1 day	1 day
Time to send Conditional Offer Letter	4 days	3.3 days	2.6 days	3.7 days	3.1 days
Calls Answered % Quarterly	95%	98.7%	97.6%	98.9%	96.6%
<b>Procurement Services</b>					
Procurement savings – YTD	£3.225m	£1.512m	£2.540m	£3.825m	£4.456m
<b>Accounts Payable</b>					
Invoices on Hold > 30 days		1,631	1,311	1,656	1,922
% Invoices as being in dispute >30 days		72%	66.7%	54%	44%
eEnablement of invoices	83%	Not Reported	93.7%	95.1%	95.3%
Invoice Turnaround within 4 Days (NWSSP Control) Basware, GHX, Manual & OCR	90%	Not Reported	Not Reported	47.30%	91.70%
Invoice Turnaround within 4 Days (Health Org Control) Generic Feeds & Pharmacy	90%	Not Reported	Not Reported	60.20%	32.80%
PSPP Compliance non NHS	95%	95.40%	95.40%	95.90%	96.20%
<b>Internal audit</b>					
Audits reported % of planned audits – YTD	100%	6%	19%	42%	97%
Report turnaround management response to Draft report – YTD	80%	n/a	100%	85%	76%
Report turnaround draft response-final- YTD	80%	n/a	100%	100%	100%
<b>Primary Care Services</b>					
Primary Care payments made accurately and to timescale	100%	100%	100%	99.98%	100%
Patient assignments actioned within 24 hours	100%	100%	100%	100%	100%
Medical record transfers to/from GPs and other primary care agencies within 6 weeks	95%	84%	90%	91%	93%
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days	100%	100%	100%	100%	100%
Cascade Alerts issued within timescale	100%	100%	100%	100%	100%
Bi annual SLA meetings with LHBS	100%	100%	100%	100%	100%

## **All Wales KPIs June 2019 – March 2020**

<b>ALL WALES KPIs</b>		<b>30/06/2019</b>	<b>30/09/2019</b>	<b>31/12/2019</b>	<b>31/03/2020</b>
<b>Primary Care Services</b>					
Prescription – Payment Month keying Accuracy rates	99%	99.55%	99.35%	99.77%	99.51%
Prescriptions processed (Apr-Jan)	68.35m	81.333m	25.81m	46.79m	67.63m
<b>Welsh Risk Pool</b>					
Acknowledgement of receipt of claim	100%	100%	100%	100%	100%
Valid claims processed in time for next WRP committee	100%	100%	100%	100%	100%
Claims agreed paid within 10 day	100%	100%	100%	100%	100%
<b>Legal and risk</b>					
Advice acknowledgement- 24 hrs	90%	99%	99%	99%	99%
Advice response – within 3 days	90%	100%	100%	100%	99%
Invoices requested within 21 day	90%	95%	93%	93%	95%

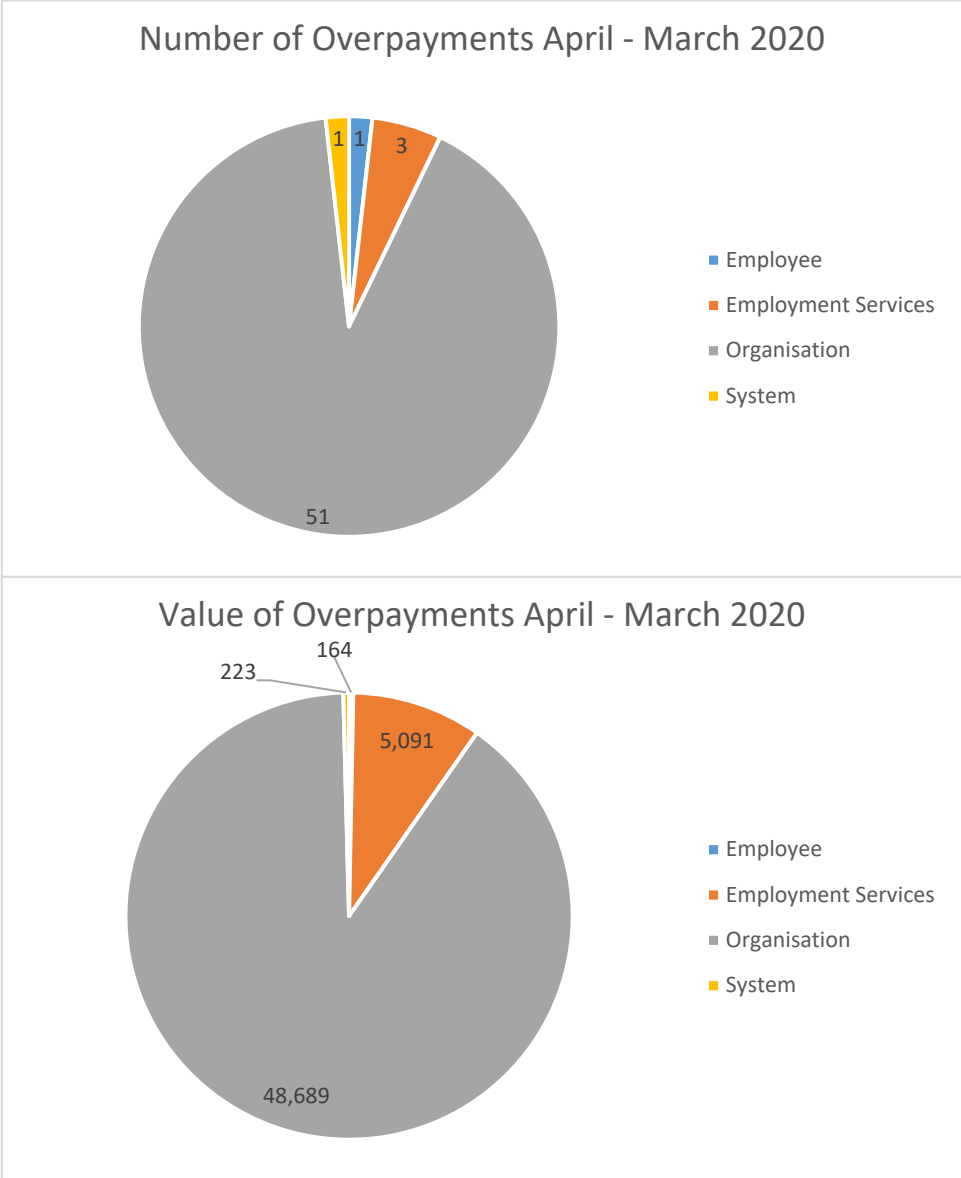
## All Health Organisation KPIs March 2020

KPIs Mar 2020	Target	SB	AB	BCU	C&V	CTM	HD	PHW	POW	VEL	WAST	HEIW
<b>HEALTH ORG KPIs</b>												
<b>Financial Information</b>												
Direct Savings Notified - YTD		Target £66k Actual £176k	Target £74k Actual £197k	Target £90k Actual £240k	Target £79k Actual £210k	Target £80k Actual £212k	Target £58k Actual £155k	Target £6k Actual £17k	Target £14k Actual £39k	Target £9k Actual £23k	Target £9k Actual £26k	n/a
Professional Influence Savings- YTD	£110m	£13.42m	£32.03m	£37.50m	£12.96m	£3.57m	£11.39m	£0.868m	£1.028m	£0.792m	£1.22m	£0.016m
<b>Employment Services</b>												
Payroll services												
Payroll accuracy rate prior to Supp	99.6%	99.23%	99.58%	99.63%	99.29%	99.29%	99.77%	99.91%	99.47%	99.42%	99.50%	100.00%
Payroll accuracy rate post Supp	99.6%	99.61%	99.79%	99.81%	99.64%	99.65%	99.88%	99.95%	99.74%	99.71%	99.75%	100.00%
<b>Organisation KPIs Recruitment</b>												
Resignation to Vacancy Approval date	10 days	41.9 days	25.4 days	74.9 days	40.9 days	31.3 days	33.7 days	60.7 days	19.7 days	94 days	31.6 days	55 days
Time to Approve Vacancies	10 days	12.3 days	9.0 days	4.9 days	21.8 days	14.7 days	21.9 days	9.1 days	11.7 days	4.8 days	19.2 days	2.3 days
Time to Shortlist by Managers	3 days	8.1 days	6.6 days	7.5 days	8.4 days	8.9 days	2.5 days	8.9 days	6.4 days	5.4 days	4.1 days	9.7 days
Time to notify Recruitment of Interview Outcome	3 days	2.6 days	2.9 days	2.8 days	3.0 days	2.5 days	2.1 days	2.7 days	3.8 days	2.0 days	1.6 days	0.8 days
<b>NWSSP KPIs Recruitment</b>												
Time to Place Adverts	2 days	1.6 days	1.6 days	1.7 days	1.3 days	1.5 days	1.7 days	1.5 days	1.3 days	1.6 day	1.4 day	1.0 days
Time to Send Applications to Manager	2 days	1.0 day	1.0 day	1.1 days	1.0 day	1.0 day	1.0 day	1.0 day	1.1. day	1.0 day	1.0 day	1.0 days
Time to send Conditional Offer Letter	4 days	3.3 days	3.6 days	4.0 days	3.6 days	3.7 days	3.1 days	3.7 days	3.5 days	4.0 days	3.6 days	3.1 days
Calls Answered % Quarterly Average	95%	96.6%										
<b>Procurement Services</b>												
Procurement savings- YTD		Target £4.174m Actual £5.340m	Target £4.635m Actual £7.690m	Target £4.464m Actual £7.012m	Target £4.374m Actual £5.823m	Target £2.730m Actual £2.945m	Target £3.225m Actual £4.456m	Target £0.155m Actual £0.068m	Target £0.176m Actual £0.427m	Target £0.281m Actual £0.348m	Target £0.067m Actual £0.104m	Target £0.000m Actual £0.016m
Invoices on Hold > 30 days		4,278	3,423	3,237	7,337	3,770	1,922	555	470	1,269	308	62
% Invoices as being in dispute >30 days		39%	54%	43%	46%	42%	44%	36%	50%	55%	29%	76%
E Enablement invoices - in Month	83%	95.30%										
Invoice Turnaround within 4 Days (NWSSP Control) Basware, GHX, Manual & OCR	90%	71.20%	77.50%	92.70%	72.20%	71.40%	91.70%	68.00%	88.30%	58.40%	89.00%	72.60%

KPIs Mar 2020	Target	SB	AB	BCU	C&V	CTM	HD	PHW	POW	VEL	WAST	HEIW
Invoice Turnaround within 4 Days (Health Org Control) Generic Feeds & Pharmacy	90%	51.20%	41.10%	53.50%	87.40%	75.30%	32.80%	25.30%	94.80%	59.60%	97.50%	100.00%
Accounts Payable Call Handling %	95%	99.70%										
PSPP Compliance non NHS- YTD	95%	94.3%	97.2%	95.30%	95.8%	95.5%	96.2%	96.3%	96.40%	97.40%	97.20%	95.20%
<b>Internal audit</b>												
Audits reported % of planned audits - YTD		Target 97% Actual 97%	Target 91% Actual 91%	Target 93% Actual 93%	Target 100% Actual 97%	Target 93% Actual 89%	Target 100% Actual 97%	Target 94% Actual 94%	Target 100% Actual 100%	Target 92% Actual 92%	Target 100% Actual 100%	Target 92% Actual 92%
Report turnaround (15 days) management response to Draft report - YTD	80%	70%	83%	76%	71%	45%	76%	62%	75%	73%	86%	90%
Report turnaround (10 days) draft response-final- YTD	80%	97%	100%	100%	100%	100%	100%	100%	95%	100%	100%	100%
<b>Primary Care Services</b>												
Primary Care payments made accurately and to timescale	100%	100%	100%	99.5%	100%	100%	100%	N/A	100%	N/A	N/A	N/A
Patient assignments actioned within 24 hours	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A
Medical record transfers to/from GPs and other primary care agencies within 6 weeks	95%	93%	86%	98%	77%	77%	93%	N/A	93%	N/A	N/A	N/A
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A
Cascade Alerts issued within timescale	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A
Bi annual SLA meetings with with LHBS	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A

**Overpayments – Breakdown**

April – March 2020



Overpayments for HD equates to 0.02% of the April – March 2020 Pay bill.

The overarching reason for Overpayments is due to incorrect or incomplete information received into Payroll from the Organisation.

**COVID 19 – Summary of Directorates****Payroll**

Payroll is obviously a high risk service but essentially the service provided is a positive payroll meaning that if no action is taken, all existing staff would still receive their basic pay. Relevant staff in payroll have laptops and VPNs and it is possible to update and action payroll information from alternative locations (in the event of a building closure) or from staff at working at home.

**Recruitment**

Specific plans are in place to maintain services in the light of Covid19. A significant proportion of recruitment staff have laptops and VPNs allowing them to work from home.

If the situation became critical and significant numbers of staff were unable to attend work or work from home, a basic recruitment service would be provided. In this instance, recruitment for essential staff groups would be prioritised.

Both Payroll and Recruitment teams have maintained business as usual and are continuing to meet the demands of Covid19 additional Health Board/Trust activity.

**Accounts Payable and Enablement**

All staff working in the Accounts Payable and Enablement services are now working from home, with the exception of a small team who are maintaining the Accounts Payable Helpdesk. There has been no deterioration of service since staff have been homeworking, in fact, there are early signs of increased productivity.

**Primary Care Services**

Essential members of staff have now been identified, and cross-cover arrangements are in place for a number of key staff.

A number of changes based on national contract variations have now been implemented and contractors have been remunerated based on this criteria across GMS, GOS, GDS and Community Pharmacy.

**Procurement**

Procurement activity has been focused on maintaining stock availability for PPE through active sourcing at an international level. The sourcing activity has been successful in securing significant volumes of critical PPE products such as Fluid Resistant Surgical Masks and Fluid Repellent Isolation Gowns in an extremely competitive manufacturing and trading environment. The volumes supplied have also allowed NHS Wales to provide Mutual Aid to other UK nations when requested.

**Specialist Estates Services (SES)**

The workforce are able to work very flexibly with all having access to laptops, VPNs and mobile phones. Specialist advisory services will continue to be provided although one aspect of the work involves specialist engineers visiting NHS Wales's sites and this work could be postponed or delayed subject to discussion with clients and the outcome of local risk assessments.

**Legal and Risk Services**

All Legal and Risk staff are working successfully from home with no drop in service provision or demand. A small amount of mail is being received each week, but one of the administrators attends the office weekly for about an hour to scan this post.

**Audit & Assurance Services**

All staff have the ability to work remotely using laptops and VPN and so are working from home progressing with audits remotely where possible and agreed with



management. Some organisations understandably asked for audits to be postponed and deferred during March and April 2020, however, Audit & Assurance still expect to be able to issue year end opinions for 2019/20 for each health body with explanations of what has and has not been completed where appropriate.

## **NHS WALES SHARED SERVICES PARTNERSHIP SUMMARY PERFORMANCE REPORT**

### **HYWEL DDA UNIVERSITY HEALTH BOARD Period 1<sup>st</sup> April 2020 – 30<sup>th</sup> June 2020**

#### **Introduction**

The purpose of this report is to provide summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30th June 2020.

The report provides end of quarter detail for the Health Board for the rolling twelve-month period to 30th June 2020 (Appendix 1/2) and further detail of the June 2020 position for all health organisations (Appendix 3).

#### **Performance Summary**

Within NWSSP work has been undertaken to align the Key Performance Indicators to Key Focus Areas (KFA) to enable us to have a balanced view of the performance information we report.

#### *Financial Information*

NWSSP plans to return £0.75m direct savings to NHS Wales in 2020/21. For HD a distribution of £58k is planned for 20/21.

In addition, professional influence benefits generated for Wales totals £51m for the year to June. This was made up of £3m Procurement Savings, £0.6m of savings relating to Specialist Estates Services and £47m of Legal and Risk savings. This includes £17m that can be attributed to Hywel Dda.

#### *Employment Services – Payroll*

The performance accuracy data produced for payroll services provides detail regarding the performance after accounting for the supplementary payroll. This reflects amendments and payments made in the period which would otherwise have been missed and represents benefits for organisations and employees. For Hywel Dda the reported payroll accuracy prior to the supplementary payroll reported as 99.51%, this increased to 99.75% following the supplementary payroll. This was in line with the position reported last quarter and represents continuing strong performance against the target of 99.6%.

#### *Employment Services – Recruitment*

For June KPI performance driven by Hywel Dda shows the organisation missing the time to approve vacancies KPI with 34.8 days reported against the target of 10 days. Time to shortlist reported as missing the target with 16.7 days reported against a target of 3 days. Time for notification of outcome was reported as 2.9 days against the target of 3 days.

For KPI performance driven by the NWSSP recruitment team all 3 performance targets have been met. Time to place adverts reported as 1.7 days against a target of 2 days. Time to send applications to manager reported as 1 day against a target of 2 days. Time to send conditional offer letter reported 3.2 days against a target of 4 days. The Calls Answered percentage KPI was 89.9%, which failed to achieve the 95% target for the quarter.

In the current year we are also reporting the recruitment KPIs as a percentage of the records that **achieved** the target timescales which are highlighted in the table below;

<i>Organisation KPIs Recruitment</i>		Target	Jun-20
Time to Approve Vacancies	10 days	70%	15%
Time to Shortlist by Managers	3 days	70%	55%
Time to notify Recruitment of Interview Outcome	3 days	90%	77%
<i>NWSSP KPIs Recruitment</i>			
Time to Place Adverts	2 days	98%	100%
Time to Send Applications to Manager	2 days	99%	100%
Time to send Conditional Offer Letter	4 days	98%	100%

#### *Procurement Services*

For the year to June 2020 procurement savings for Wales were reported as £3m, against a target of £11m. This included savings of £0.34m for Hywel Dda compared to a target of £0.52m. Savings Plans and associated work programmes are under review to reflect revised priorities following COVID-19.

#### *Accounts Payable*

The volume of invoice lines on hold greater than 30 days decreased to 874 in June 2020, within this figure the number of invoices marked as being disputed increases to 64%.

The level of automated invoicing represents a key area for the efficiency of the Accounts Payable system, here performance for June for all Wales was reported as 96.9%.

The Public Sector payment target of 95% was achieved with the Health Board achieving 95.1% for the year to date.

Invoice Turnaround within 4 days is now split by whether it is under NWSSP control or Health org control. Invoice Turnaround under NWSSP control was reported as 99.2% against a 90% target. Invoice Turnaround under Health Org control was reported as 35.4% against a 90% target.

#### *Internal Audit*

To the end of June 0% of audits were reported against the target of 0%, with 22% of further audits in progress.

#### *Primary Care Services*

The published KPIs for contractor services relate to services provided to contractors. For the quarter ending June 2020 the indicators provided for HD demonstrated achievement against indicators relating to payments, cascade alerts and engagement. For HD the target for Medical record transfers within 6 weeks had been missed in June with a performance of 82% against the 95% target. This target was missed due to a new process of matching summaries to the stored records and has resulted in a backlog which is being managed.

The All Wales key performance indicator for Prescribing Services for keying accuracy rates has been consistently met with 99.85% reported for March, against the target of 99%. For the year to March 2020 a total of 81.63m prescriptions were processed. This represents a slight increase on the prescriptions processed in the previous year.

#### *Legal and Risk Services/Welsh Risk Pool*

The KPIs reported for Welsh Risk Pool relate to the management of claims processed through bimonthly committee meetings. For the 1st quarter 100% performance has been achieved for acknowledgement, processing and paid. The Legal & Risk KPIs for

acknowledgement within 1 day and response to advice within 3 days are consistently reported as achieving the 90% target. Achievement of the KPI related to time to raise invoices for the 1st quarter was reported at 74% failing to achieve the 90% target.

## **NWSSP Covid19 Update**

The impact of Covid19 has required NWSSP to respond in a variety of ways. NWSSP already had comprehensive business continuity plans and the NWSSP SMT Group agreed at an early stage that there were a number of services that were business critical for NHS Wales. These services included Accounts Payable, Payroll, Recruitment, Payments to independent contractors and Procurement. Measures were successfully put in place to maintain business continuity and deal with additional demands placed on our services.

A number of the key IMTP projects were initially put on hold however these are now being reinstated and reflected in our operating plan which has been approved by the Shared Services Committee and reviewed by Welsh Government.

### **Overall Conclusion**

In common with other health bodies the past five months have proved to be particularly challenging and have required many staff to work long hours to, maintain business continuity and to meet the additional demands placed on NWSSP by the Service. Notwithstanding this, all core services have been delivered and quality has been maintained throughout. Staff have adapted well to the new ways of working which in, a number of cases, have led to improvements in productivity.

Reported performance for June 2020 was good. However, NWSSP will continue to work with HD to continue to improve performance against recruitment times, Procurement savings plans and invoice turnaround within 4 days

## Appendix 1

## Organisation specific KPIs Sept 2019 – June 2020

Hywel Dda High Level - KPIs June 2020	KFA	Target	30/09/2019	31/12/2019	31/03/2020	30/06/2020
Financial Information						
Direct Savings Notified – YTD	Value for Money	£58k	£58k	£155k	£155k	£58k
Professional Influence Savings – YTD	Value for Money		£7.72m	£9.92m	£11.39m	£17.006m
<b>Employment Services</b>						
Payroll services						
Payroll accuracy rate prior to Supp	Excellence	99.6%	99.66%	99.69%	99.77%	99.51%
Payroll accuracy rate post Supp	Excellence	99.6%	99.83%	99.85%	99.88%	99.75%
<b>Organisation KPIs Recruitment</b>						
Resignation to Vacancy Approval date (nursing)	Excellence	5 days	38.4 days	30.6 days	33.7 days	28.5 days
Time to Approve Vacancies	Excellence	10 days	21.2 days	25.4 days	21.9 days	34.8 days
Time to Shortlist by Managers	Excellence	3 days	2.5 days	2.1 days	2.5 days	16.7 days
Time to notify Recruitment of Interview Outcome	Excellence	3 days	3.5 days	1.6 days	2.1 days	2.9 days
<b>NWSSP KPIs Recruitment</b>						
Time to Place Adverts	Excellence	2 days	1.6 days	1.6 days	1.7 days	1.7 days
Time to Send Applications to Manager	Excellence	2 days	1 day	1 day	1 day	1 day
Time to send Conditional Offer Letter	Excellence	4 days	2.6 days	3.7 days	3.1 days	3.2 days
Calls Answered % Quarterly	Customers	95%	97.6%	98.9%	96.6%	89.9%
<b>Procurement Services</b>						
Procurement savings – YTD	Value for Money	£0.515m	£2.540m	£3.825m	£4.456m	£0.344m
<b>Accounts Payable</b>						
Invoices on Hold > 30 days	Customers		1,311	1,656	1,922	874
% Invoices as being in dispute >30 days	Customers		66.7%	54%	44%	64%
eEnablement of invoices	Excellence	83%	93.7%	95.1%	95.3%	96.9%
Invoice Turnaround within 4 Days (NWSSP Control) Basware, GHX, Manual & OCR	Excellence	90%	Not Reported	47.30%	91.70%	99.20%
Invoice Turnaround within 4 Days (Health Org Control) Generic Feeds & Pharmacy	Customers	90%	Not Reported	60.20%	32.80%	35.40%
PSPP Compliance non NHS	Excellence	95%	95.40%	95.90%	96.20%	95.10%
<b>Internal audit</b>						
Audits reported % of planned audits – YTD	Excellence	0%	19%	42%	97%	0%
Report turnaround management response to Draft report – YTD	Excellence	80%	100%	85%	76%	N/A
Report turnaround draft response-final- YTD	Excellence	80%	100%	100%	100%	N/A
<b>Primary Care Services</b>						
Primary Care payments made accurately and to timescale	Excellence	100%	100%	99.98%	100%	100%
Patient assignments actioned within 24 hours	Customers	100%	100%	100%	100%	100%
Medical record transfers to/from GPs and other primary care agencies within 6 weeks	Customers	95%	90%	91%	93%	82%
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days	Customers	100%	100%	100%	100%	100%
Cascade Alerts issued within timescale	Customers	100%	100%	100%	100%	100%
Bi annual SLA meetings with LHBS	Customers	100%	100%	100%	100%	100%

**All Wales KPIs Sept 2019 – June 2020**

<b>ALL WALES KPIs</b>	<b>KFA</b>		<b>30/09/2019</b>	<b>31/12/2019</b>	<b>31/03/2020</b>	<b>30/06/2020</b>
<b>Primary Care Services</b>						
Prescription – Payment Month keying Accuracy rates	Excellence	99%	99.35%	99.77%	99.51%	99.85%
Prescriptions processed (Apr-Mar)	Excellence	81.33m	25.81m	46.79m	67.63m	81.63m
<b>Welsh Risk Pool</b>						
Acknowledgement of receipt of claim	Excellence	100%	100%	100%	100%	100%
Valid claims processed in time for next WRP committee	Excellence	100%	100%	100%	100%	100%
Claims agreed paid within 10 day	Excellence	100%	100%	100%	100%	100%
<b>Legal and risk</b>						
Advice acknowledgement- 24 hrs	Excellence	90%	99%	99%	99%	99%
Advice response – within 3 days	Excellence	90%	100%	100%	99%	99%
Invoices requested within 21 day	Excellence	90%	93%	93%	95%	74%

**All Health Organisation KPIs June 2020**

KPIs June 2020	KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	POW	VEL	WAST	HEIW
<b>HEALTH ORG KPIs</b>													
<b>Financial Information</b>													
Direct Savings Notified - YTD	Value for Money		Target £66k Actual £66k	Target £74k Actual £74k	Target £90k Actual £90k	Target £79k Actual £79k	Target £80k Actual £80k	Target £58k Actual £58k	Target £6k Actual £6k	Target £14k Actual £14k	Target £9k Actual £9k	Target £9k Actual £9k	n/a
Professional Influence Savings- YTD	Value for Money	£110m	£1.588 m	£9.331 m	£8.036 m	£2.973 m	£10.118 m	£17.006 m	£0.177 m	£0.030 m	£0.118 m	£0.198 m	£0.000 m
<b>Employment Services</b>													
Payroll services													
Payroll accuracy rate prior to Supp	Excellence	99.6%	99.30%	99.44%	99.34%	99.53%	99.75%	99.51%	99.75%	99.52%	99.34%	98.92%	99.54%
Payroll accuracy rate post Supp	Excellence	99.6%	99.65%	99.72%	99.67%	99.76%	99.87%	99.75%	99.87%	99.76%	99.67%	99.46%	99.77%
<b>Organisation KPIs Recruitment</b>													
Resignation to Vacancy Approval date	Excellence	10 days	71 days	41.3 days	54.5 days	67.0 days	45.4 days	28.5 days	49.6 days	60.9 days	28 days	80.2 days	N/A
Time to Approve Vacancies	Excellence	10 days	13.3 days	6.4 days	3.1 days	21.4 days	12.9 days	34.8 days	14.2 days	10.8 days	2.0 days	22.9 days	2.7 days
Time to Shortlist by Managers	Excellence	3 days	13.1 days	9.6 days	8.5 days	11.6 days	10.4 days	16.7 days	21.9 days	7.1 days	43.3 days	15.8 days	22.0 days
Time to notify Recruitment of Interview Outcome	Excellence	3 days	3.6 days	8 days	3.6 days	3.2 days	2.7 days	2.9 days	1.8 days	6.4 days	N/A	43.2 days	2.0 days
<b>NWSSP KPIs Recruitment</b>													
Time to Place Adverts	Excellence	2 days	1.5 days	1.7 days	2.2 days	2.0 days	1.8 days	1.7 days	3.5 days	2.0 days	2.0 day	1.4 day	1.5 days
Time to Send Applications to Manager	Excellence	2 days	1.1 day	1.0 day	1.0 days	1.0 day	1.0 day	1.0 day	0.9 day	0.9 day	1.3 day	1.0 day	1.0 days
Time to send Conditional Offer Letter	Excellence	4 days	3.4 days	3.3 days	3.9 days	3.3 days	3.7 days	3.2 days	3.6 days	4.0 days	1.0 days	3.8 days	4 days
Calls Answered % Quarterly Average	Customers	95%	89.90%										
<b>Procurement Services</b>													
Procurement savings- YTD	Value for Money		Target £1.113m Actual £0.223m	Target £2.307m Actual £1.046m	Target £2.856m Actual £0.205m	Target £2.197m Actual £1.067m	Target £1.765m Actual £0.180m	Target £0.515m Actual £0.344m	Target £0.005m Actual £0.007m	Target £0.079m Actual £0.021m	Target £0.061m Actual £0.040m	Target £0.056m Actual £0.003m	Target £0.000m Actual £0.000m
Invoices on Hold > 30 days	Customers		2,569	2,261	2,242	5,598	2,560	874	661	385	1,076	282	55
% Invoices as being in dispute >30 days	Customers		59%	63%	54%	53%	48%	64%	29%	44%	67%	29%	47%

KPIs June 2020	KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	POW	VEL	WAST	HEIW
E Enablement invoices - in Month	Excellence	83%	96.90%										
Invoice Turnaround within 4 Days (NWSSP Control) Basware, GHX, Manual & OCR	Excellence	90%	88.00%	95.70%	98.10%	99.80%	92.30%	99.20%	94.50%	96.70%	98.00%	98.70%	94.80%
Invoice Turnaround within 4 Days (Health Org Control) Generic Feeds & Pharmacy	Excellence	90%	60.70%	42.30%	68.40%	85.60%	74.90%	35.40%	17.20%	92.90%	70.50%	97.60%	100.00%
Accounts Payable Call Handling %	Customers	95%	99.70%										
PSPP Compliance non NHS- YTD	Excellence	95%	92.7%	96.2%	95.30%	94.1%	89.4%	95.1%	95.9%	87.80%	96.70%	97.00%	87.80%
<b>Internal audit</b>													
Audits reported % of planned audits - YTD	Excellence		Target 0% Actual 0%	Target 0% Actual 0%	Target 6% Actual 6%	Target 0% Actual 0%	Target 0% Actual 0%	Target 0% Actual 0%	Target 0% Actual 0%	Target 0% Actual 0%	Target 0% Actual 5%	Target 0% Actual 0%	Target 8% Actual 8%
Report turnaround (15 days) management response to Draft report - YTD	Excellence	80%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Report turnaround (10 days) draft response-final- YTD	Excellence	80%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Primary Care Services</b>													
Primary Care payments made accurately and to timescale	Excellence	100%	100%	100%	100.0%	100%	100%	100%	N/A	100%	N/A	N/A	N/A
Patient assignments actioned within 24 hours	Customers	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A
Medical record transfers to/from GPs and other primary care agencies within 6 weeks	Customers	95%	93%	98%	91%	85%	85%	82%	N/A	82%	N/A	N/A	N/A
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working days	Customers	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A
Cascade Alerts issued within timescale	Customers	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A
Bi annual SLA meetings with LHBS	Customers	100%	100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A