



PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

DYDDIAD Y CYFARFOD: DATE OF MEETING:	22 August 2022
TEITL YR ADRODDIAD: TITLE OF REPORT:	NHS Wales Shared Services Partnership (NWSSP) Performance Report Quarter 1 2022/23
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Director of Finance
SWYDDOG ADRODD: REPORTING OFFICER:	Rhian Davies, Assistant Director of Finance

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

The purpose of this report is to provide the Sustainable Resources Committee with summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30th June 2022 (Quarter 1 2022/23).

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 the seven Health Boards, three Trusts and the 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

As part of the approval of the Annual Plan for 2022/23, the SSPC reviewed their key performance indicators (KPIs). A number of Lead indicators were identified for each division. There are 20 Lead indicators currently identified.

Full details of the performance against all Wales agreed KPIs for services provided to HDdUHB are attached with comparison data for the rolling twelve-month period to 30th June 2022. Some indicators are new and only reported from April 2022.

HDdUHB Specific Key Performance Indicators

In summary, of the 20 Lead Indicators for Quarter 1 the performance is as follows:

	Green	Amber	Red
Quarter 1 2022/23	19	1	0

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

Employment Services – Recruitment (HDdUHB & NWSSP)

Performance driven by both HDdUHB and NWSSP shows the organisation missing the following KPI:

- **Vacancy creation to unconditional offer: Target 71 days**
Performance 79.4 days

What is happening?

The recruitment teams are still experiencing unprecedented levels of demand compared to pre-pandemic activity levels, which has meant in some instances compliance with the KPI measures has been missed.

The target of creation to unconditional offer within the 71 days has been missed with an average of 79 days. It is worth noting that 67% of records processed achieve the 71 day target which is a slight deterioration on the previous quarter.

What are NWSSP doing about it?

Recruitment is engaging with all organisations on the recruitment modernisation programme to make improvements under 3 key themes of Education, Process and Technology. The Recruitment Business Partners are meeting with the health organisations regularly and the first Programme Board took place on 6th July 2022, to share the programme and progress implementation on some of the key changes that can support a reduction in the Time to Hire and an improved customer experience.

All Wales Key Performance Indicators

Performance is reported on an all Wales basis for KPIs that cannot be attributed to a specific health organisation, with comparative data for the rolling twelve-month period to 30th June 2022. Some indicators are new and only reported from April 2022.

One indicator missed the target and requires action:

- **Student Awards % Calls Handled: Target 95%**
Performance 92%

What is happening?

For the month of June, 92% of calls were handled against a target of 95%.

What are NWSSP doing about it?

Performance has remained constant for the last 3 months achieving 92% calls handled, at this time of year the volume of bursary applications is high and the priority has been to process these applications in a timely manner, this has had an effect on the call handling performance due to the need to rotate bursary assessors on to call handling. Sickness within a small team has also added to the underperformance which is kept under constant review.

Summary Assessment by NWSSP

The Quarter 1 performance for the organisation was generally on target with 19 out of 20 KPIs showing as green. Action is in hand to further investigate and address the performance in the other areas. NWSSP has delivered the agreed direct savings. However, NWSSP faced continued significant pressure during Qtr 1 in the linked areas of call handling and recruitment; this has been driven by an increase in activity by all Health Boards to recruit more staff.

During 2022-23 NWSSP plan further work, with more emphasis on developing outcome measures that will complement the traditional and largely transactional KPIs. These will be agreed through the Committee following discussion with NWSSP customers.

Argymhelliad / Recommendation

The Sustainable Resources Committee is requested to receive assurance from the content of the NWSSP Performance Report for Quarter 1 2022/23.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

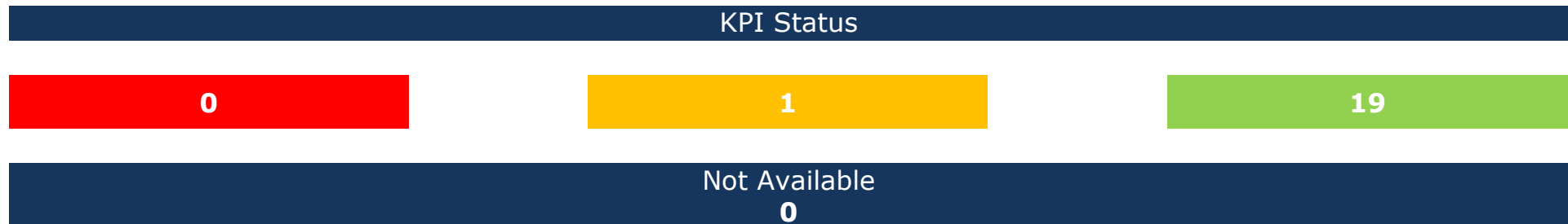
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	2.6 Regularly review contractual performance with key delivery partners.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	Governance, Leadership and Accountability
Amcanion Strategol y BIP: UHB Strategic Objectives:	6. Sustainable use of resources
Amcanion Cynllunio Planning Objectives	6K_22 workforce, clinical service and financial sustainability
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019	9. All HDdUHB Well-being Objectives apply

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Summary performance data in respect of the services provided by NHS Wales Shared Services Partnership (NWSSP) for the quarter ended 30 th June 2022.
Rhestr Termau: Glossary of Terms:	Explanation of terms is included within the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	Shared Services Partnership Committee (SSPC)

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	NWSSP was established to improve the approach to delivering Shared Services, which are effective, efficient and provide value for money for Partners.
Ansawdd / Gofal Claf: Quality / Patient Care:	NWSSP has a remit to focus on delivering savings that can be re-invested in direct patient care.
Gweithlu: Workforce:	NWSSP is hosted by Velindre NHS Trust and any workforce implications are dealt with by the Trust.
Risg: Risk:	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
Cyfreithiol: Legal:	In line with its Standing Orders, the Health Board has established a NWSSP Joint Committee, the activities of which require reporting to the Board.
Enw Da: Reputational:	Not applicable
Gyfrinachedd: Privacy:	Not applicable
Cydraddoldeb: Equality:	Not applicable

**NHS WALES SHARED SERVICES PARTNERSHIP SUMMARY PERFORMANCE REPORT
HYWEL DDA UNIVERSITY HEALTH BOARD
Period 01st April 2022 – 30th June 2022**

Overview



Points of Contact
Alison Ramsey – Director of Planning, Performance & Informatics (Alison.ramsey@wales.nhs.uk)
Richard Phillips – Business & Performance Manager (Richard.phillips@wales.nhs.uk)

Key Messages

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 2022.

As part of the approval of our Annual Plan for 2022-23, the Shared Services Partnership Committee (the Committee) reviewed our Key Performance Indicators. We then identified a number of Lead indicators for each division. There are 20 Lead indicators in total.

Appendix 1 to this report provides Quarter 1 performance for your Health Organisation against the 20 Lead indicators with comparison data for the rolling twelve-month period to 30th June 2022. Some indicators are new and only reported from April 2022.

Appendix 2 provides Quarter 1 performance against All Wales KPIs which cannot be attributed to a specific health org but report an All-Wales position with comparison data for the rolling twelve-month period to 30th June 2022. Some indicators are new and only reported from April 2022.

Appendix 3 then highlights the position for all health organisations at the end of June 2022.

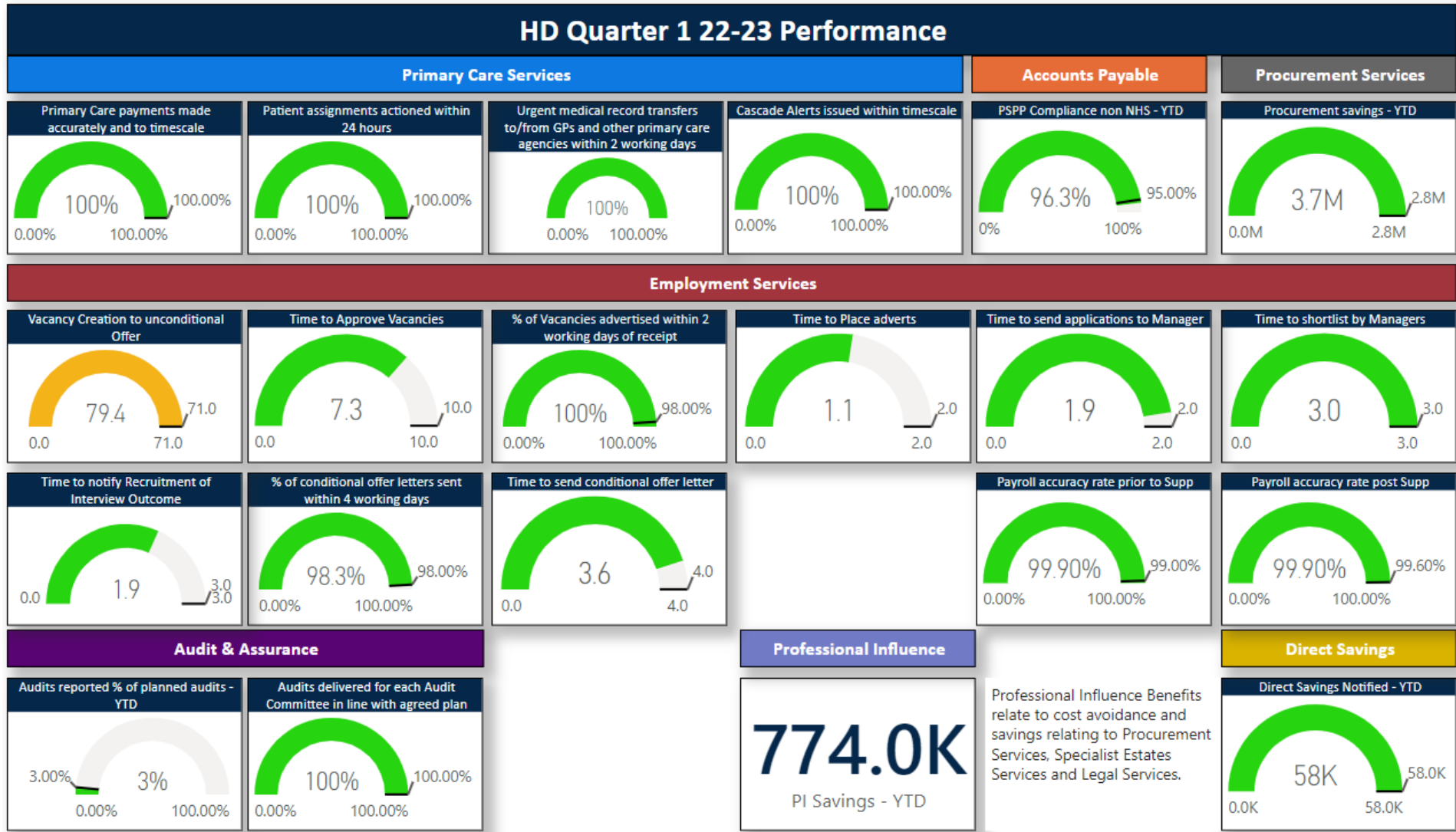
The Quarter 1 performance for the organisation was generally on target with 19 out of 20 KPIs showing as green. Action is in hand to further investigate and address the performance in the other areas further along in this report. We have delivered the agreed direct savings. However, we have faced continued significant pressure during Qtr 1 in the linked areas of call handling and recruitment; this has been driven by an increase in activity by all Health Boards to recruit more staff.

Of the 1 KPIs that did not achieve the targets

- 0 are not in complete control of NWSSP and are dependent on timely action by our customers.
- 1 are a combination of both NWSSP and our customers processes.
- 0 are the responsibility of NWSSP solely.

During 2022-23 we plan further work, with more emphasis on developing outcome measures that will complement our traditional and largely transactional KPIs. These will be agreed through the Committee following discussion with our customers.

Summary Position



Action Plan for Lead Indicators

The following measures are showing as **red** and requires action:

There were no June in-month measures showing as red.

Employment Services – Recruitment

One of the **amber** indicators is in relation to the end-to-end recruitment pathway where the influence sits with both the health organisation's responsibility and NWSSP.

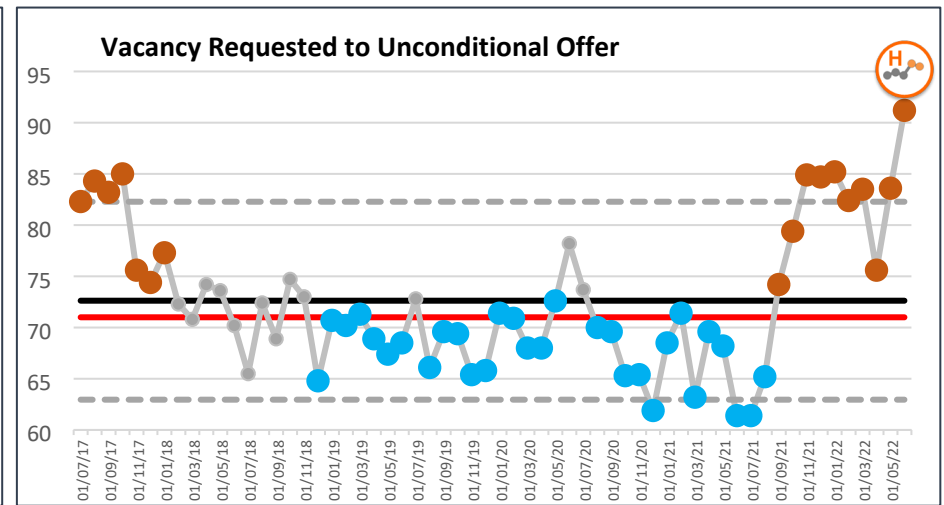
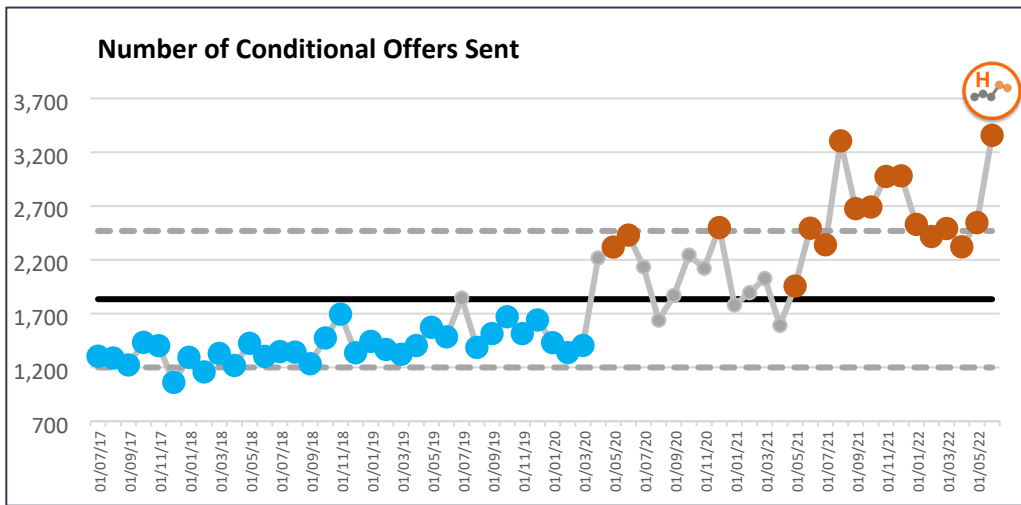
HD High Level - KPIs June 2022	Target	30/09/2021	31/12/2021	31/03/2022	30/06/2022	Trend
Employment Services						
<i>Organisation KPIs Recruitment</i>						
Vacancy creation to unconditional offer	71	66.3	80.0	65.1	79.4	

What is happening?

The recruitment teams are still experiencing unprecedented levels of demand compared to pre-pandemic activity levels, which has meant in some instances compliance with the KPI measures has been missed.

The target of creation to unconditional offer within the 71 days has been missed with an average of 79 days. It is worth noting that 67% of records processed achieve the 71 day target which is a slight deterioration on the previous quarter.

The charts below demonstrate the increased activity on Number of Conditional offers since 2017 but with greater maintained increases since April 2020.



What are we doing about it?

Recruitment is engaging with all organisations on our recruitment modernisation programme to make improvements under 3 key themes of Education, Process and Technology. The Recruitment Business Partners are meeting with the health organisations regularly and the first Programme Board took place on 6th July 2022, to share the programme and progress implementation on some of the key changes that can support a reduction in the Time to Hire and an improved customer experience.

Other planned action All Wales KPIs

The following All Wales measures require action and can be seen in **Appendix 2:**

Student Awards

ALL WALES KPIs	30/09/2021	31/12/2021	31/03/2022	30/06/2022	Trend
Student Awards % Calls Handled	95%	93%	94%	91.8%	

What is happening?

For the month of June, 92% of calls were handled against a target of 95%.

What are we doing about it?

Performance has remained constant for the last 3 months achieving 92% calls handled, at this time of year the volume of bursary applications is high and the priority has been to process these applications in a timely manner, this has had an effect on the call handling performance due to the need to rotate bursary assessors on to call handling. Sickness within a small team has also added to the underperformance which is kept under constant review.

Other Points to note

All Wales Laundry

Inappropriate items returned to the laundry including clinical waste items achieved the under 5 target. The KPI aims to highlight the importance of care taken to avoid this by health organisation staff as inappropriate items e.g. sharps, could cause harm to staff.

Appendix 1 – HD Performance for the rolling twelve-month period to 30th June 2022

HD High Level - KPIs June 2022	Target	30/09/2021	31/12/2021	31/03/2022	30/06/2022	Trend
Financial Information						
Direct Savings Notified - YTD	£58k	£155k	£155k	£155k	£58k	
Professional Influence Savings - YTD		£12.69m	£12.706 m	£16.137m	£0.774m	
Employment Services						
Payroll services						
Payroll accuracy rate prior to Supp	99.0%	99.6%	99.5%	99.7%	99.9%	
Payroll accuracy rate post Supp	99.6%	99.8%	99.7%	99.8%	99.9%	
Organisation KPIs Recruitment						
% of vacancy creation to unconditional offer within 71 days		59.2%	57.8%	69.9%	66.7%	
Vacancy creation to unconditional offer	71	66.3	80.0	65.1	79.4	
% of vacancies approved within 10 working		81.0%	70.4%	70.0%	82%	
Time to Approve Vacancies	10	7.7	8.9	9.2	7.3	
% of vacancies shortlisted within 3 working		60.0%	77.9%	79.2%	82.3%	
Time to Shortlist by Managers	3	3.5	4.1	5.0	3.0	
% of interview outcomes notified within 3 working		76.9%	91.2%	88.6%	81.3%	
Time to notify Recruitment of Interview Outcome	3	2.6	4.1	2.1	1.9	
NWSSP KPIs Recruitment						
% of Vacancies advertised within 2 working of receipt	98.00%	13.1%	45.0%	100.0%	100.0%	
Time to Place Adverts	2	2.7	2.5	1.7	1.1	
% of applications moved to shortlisting within 2 working of vacancy closing		100.0%	100.0%	99.7%	99.2%	
Time to Send Applications to Manager	2	1.1	1.0	1.0	1.9	
% of conditional offer letters sent within 4 working	98.00%	14.1%	23.8%	98.3%	98.3%	
Time to send Conditional Offer Letter	4	5.0	5.1	3.8	3.6	
Procurement Services						
Procurement savings - YTD		Target £2.822m Actual £3.248m	Target £2.944m Actual £4.040m	Target £3.033m Actual £5.360m	Target £2.829m Actual £3.662m	
Accounts Payable						
Invoices on Hold > 30		1,758	1,941	1,780	1,999	
% Invoices as being in dispute >30		54%	55%	51%	46%	
PSPP Compliance non NHS - YTD	95%	94.6%	94.4%	95.2%	96.3%	
Primary Care Services						
Primary Care payments made accurately and to timescale	100%	100%	100%	100%	100%	
Patient assignments actioned within 24 hours	100%	100%	100%	100%	100%	
Urgent medical record transfers to/from GPs and other primary care agencies within 2 working	100%	100%	100%	100%	100%	
Cascade Alerts issued within timescale	100%	100%	100%	100%	100%	
Internal audit						
Audits delivered for each Audit Committee in line with agreed plan	100%				100%	
Audits reported % of planned audits - YTD		Target 43% Actual 34%	Target 61% Actual 47%	Target 88% Actual 82%	Target 3% Actual 3%	
% of audit outputs in progress		13%	19%	18%	23%	
Report turnaround management response to Draft report - YTD	80%	100%	100%	100%	N/A	
Report turnaround draft response-final- YTD	80%	100%	100%	100%	N/A	

Appendix 2 – All Wales Performance for the rolling twelve-month period to 30th June 2022

ALL WALES KPIS		30/09/2021	31/12/2021	31/03/2022	30/06/2022	Trend
Primary Care Services						
Prescription - Payment Month keying Accuracy rates	99%	99.64%	99.71%	99.68%	99.74%	
Prescriptions processed (Apr-Mar)	82.21m	27.54m	48.56m	63.29m	83.86m	
Welsh Risk Pool						
Time from submission to consideration by the Learning Advisory Panel	95%	100%	100%	100%	100%	
Time from consideration by the Learning Advisory Panel to presentation to the Welsh Risk Pool Committee	100%	100%	100%	100%	100%	
Holding sufficient Learning Advisory Panel meetings	90%	100%	100%	100%	100%	
Legal and risk						
Advice acknowledgement- 24hrs	90%	95%	95%	95%	100%	
Advice response – within 3 days	90%	98%	94%	90%	90%	
Student Awards						
% of NHS Bursary Applications processed within 10 days	100.00%	100%	100%	100%	100%	
Student Awards % Calls Handled	95%	93%	94%	95%	91.8%	
CTeS						
P1 incidents raised with the Central Team are responded to within 20 minutes	80%	100%	100%	100%	100%	
BACS Service Point tickets received before 14.00 will be processed the same working day	92%	100%	100%	100%	100%	
Digital Workforce						
DWS % Calls Handled	70%	66.40%	91.00%	64.70%	89.20%	
SMTL						
% of incident reports sent to manufacturer within 50 days of receipt of form	90%	100%	88%	100%	100%	
% delivery of audited reports on time (Commercial)	87%	97.9%	100%	100%	93%	
% delivery of audited reports on time (NHS)	87%	Not Applicable	100%	Not Applicable	Not Applicable	
Pharmacy Technical Services						
Service Errors	<0.5%				0%	
Medical Examiner						
Deaths Scrutinised	60%				79%	
All Wales Laundry						
Orders dispatched meeting customer standing orders	85%				98%	
Delivery's made within 2 hours of agreed delivery time	85%				100%	
Microbiological contact failure points	85%				93%	
Inappropriate items returned to the laundry including Clinical waste	<5				<5	

Appendix 3 – Health Org Performance comparison 30th June 2022

KPIs June 2022			KFA	Target	SB	AB	BCU	C&V	CTM	HD	PHW	PTHB	VEL	WAST	HEIW	DHCW
HEALTH ORG KPIs																
Financial Information																
Direct Savings Notified - YTD	Value for Money	for			£66k	£74k	£90k	£79k	£80k	£58k	£6K	£14k	£9k	£9k	0	0
Professional Influence Savings- YTD	Value for Money	for			£4.517m	£19.510m	£4.613m	£3.602m	£1.416m	£0.774m	£0.146m	£0.198m	£0.171m	£0.193m	£0.016m	£0.018m
Employment Services																
Payroll services																
Payroll accuracy rate prior to Supp	Excellence		99.0%		99.5%	99.6%	99.4%	99.4%	99.7%	99.9%	99.5%	99.1%	99.5%	99.4%	99.8%	99.2%
Payroll accuracy rate post Supp	Excellence		99.6%		99.7%	99.8%	99.7%	99.7%	99.8%	99.9%	99.8%	99.5%	99.7%	99.7%	99.9%	99.6%
Organisation KPIs Recruitment																
Vacancy creation to unconditional offer	Excellence	71 days			74.9	94.3	83.6	85.3	116.4	79.4	65.4	72.7	113.5	127.4	61.4	84.2
Time to Approve Vacancies	Excellence	10 days			4.2	10.1	4.5	15.6	25.6	7.3	2.2	8.2	8.5	9.2	8.4	0.3
Time to Shortlist by Managers	Excellence	3 days			6.5	7.0	6.3	9.0	8.0	3.0	7.5	6.1	5.9	7.2	9.4	10.5
Time to notify Recruitment of Interview Outcome	Excellence	3 days			4.2	2.5	2.2	2.6	2.7	1.9	2.4	1.8	2.8	3.5	0.4	2.2
NWSSP KPIs Recruitment																
Time to Place Adverts	Excellence	2 days			1.2	1.5	1.5	1.6	1.3	1.1	1.3	1.1	1.7	1.1	1.5	1.4
Time to Send Applications to Manager	Excellence	2 days			1.0	1.0	1.0	1.0	1.0	1.9	1.0	1.0	1.0	1.0	1.0	1.1
Time to send Conditional Offer Letter	Excellence	4 days			3.7	3.7	3.3	3.4	3.5	3.6	3.4	3.2	3.5	3.0	3.2	3.4
Calls Answered % Quarterly Average	Customers	95%			96.00%											
Procurement Services																
Procurement savings- YTD	Value for Money	for			Target £1.510m	Target £1.637m	Target £3.637m	Target £2.724m	Target £5.431m	Target £2.829m	Target £0.313m	Target £1.615m	Target £0.470m	Target £0.154	Target £0.524m	Target £0.000m
					Actual £6.718m	Actual £2.055m	Actual £7.510m	Actual £2.592m	Actual £5.411m	Actual £3.662m	Actual £0.032m	Actual £2.220m	Actual £0.137m	Actual £1.160	Actual £1.625m	Actual £0.000m
Accounts Payable																
Savings and Successes	Value for Money	for			Not Available											
Invoices on Hold > 30 days	Customers				5,930	4,987	5,021	7,787	5,376	1,999	1,195	830	1,695	311	52	27
% Invoices as being In dispute >30 days	Customers				36%	55%	53%	49%	34%	46%	26%	46%	62%	20%	56%	52%
Invoice Turnaround within 4 Days	Excellence	80%			No Longer Captured											
Accounts Payable Call Handling %	Customers	95%			88.3%											
PSPP Compliance non NHS- YTD	Excellence	95%			95.8%	93.6%	95.5%	92.3%	96.6%	96.3%	96.4%	87.8%	95.0%	96.5%	93.5%	97.1%
Audit & Assurance																
Audits delivered for each Audit Committee in line with agreed plan	Excellence	100%			100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Audits reported % of planned audits - YTD	Excellence				Target 0% Actual 0%	Target 0% Actual 0%	Target 3% Actual 3%	Target 0% Actual 0%	Target 2% Actual 2%	Target 3% Actual 3%	Target 0% Actual 0%	Target 0% Actual 0%	Target 5% Actual 5%	Target 0% Actual 0%	Target 0% Actual 0%	Target 0% Actual 0%
% of audit outputs in progress	Excellence				23%	30%	28%	16%	12%	23%	9%	12%	20%	38%	10%	33%
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	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	N/A
Primary Care Services																
Primary Care payments made accurately and to timescale	Excellence	100%			100%	100%	100%	100%	100%	100%	N/A	100%	N/A	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	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	N/A
Cascade Alerts Issued within timescale	Customers	100%			100%	100%	100%	100%	100%	100%	N/A	100%	N/A	N/A	N/A	N/A