

## PWYLLGOR ADNODDAU CYNALIADWY SUSTAINABLE RESOURCES COMMITTEE

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	28 February 2023
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	NHS Wales Shared Services Partnership (NWSSP) Plan Briefing and Feedback
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Huw Thomas, Director of Finance
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Alison Ramsey, NWSSP Director of Planning, Performance, and Informatics

**Pwrpas yr Adroddiad (dewiswch fel yn addas)  
Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

### ADRODDIAD SCAA SBAR REPORT

#### Sefyllfa / Situation

NHS Wales Shared Services Partnership (NWSSP) Committee (the Partnership Committee) approved the NWSSP Integrated Medium Term Plan (IMTP) for 2023-26 in principle at their meeting in January 2023.

The accompanying presentation, attached at Appendix 1, provides an overview of the key aspects of the IMTP and provide assurance in regard to the NWSSP IMTP update.

#### Cefndir / Background

- The NHS Planning Framework for 2023-26 published on 28 November 2022. A three-year IMTP requirement and to be submitted to Welsh Government before 31 March 2023.
- The Ministerial priorities are targeted primarily at clinical services delivered by Health Boards. NWSSP is required to align their plan to support Health Boards to deliver.
- The Partnership Committee and NWSSP Senior Leadership Group held several development sessions in autumn 2022. These and discussions with NWSSP Divisions, professional peer groups and the Welsh Government have formed the basis of the NWSSP IMTP priorities.
- Touchpoint meetings have been held with the Welsh Government planning teams and the Finance Delivery Unit.

#### Asesiad / Assessment

The NWSSP Committee has approved the IMTP for submission to Welsh Government, subject to the outcome of the touchpoint meetings with Welsh Government.

Additional work is planned with the Committee to refresh the existing Key Performance Indicators (KPIs) and develop a basket of performance and outcome measures that capture the impact of the work of NWSSP for NHS Wales and partner organisations.

Regular reports on progress against the IMTP will be reported to the Partnership Committee and to Welsh Government. NWSSP IMTP is also subject to scrutiny by the Welsh Government, through Joint Executive Team meetings (JET), as least twice a year.

**Argymhelliad / Recommendation**

The Sustainable Resources Committee is requested to note and receive assurance in regard to the NWSSP IMTP update.

<b>Amcanion: (rhaid cwblhau) Objectives: (must be completed)</b>	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.12 Seek assurances on the requirements arising from HDdUHB's regulators, WG and professional bodies (PO 3B).
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	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019</a>	10. Not Applicable

<b>Gwybodaeth Ychwanegol: Further Information:</b>	
Ar sail tystiolaeth: Evidence Base:	Not Applicable
Rhestr Termiau:	Contained within report

Glossary of Terms:	
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Adnoddau Cynaliadwy: Parties / Committees consulted prior to Sustainable Resources Committee:	Not Applicable

<b>Effaith: (rhaid cwblhau) Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian: Financial / Service:</b>	Inherent within report
<b>Ansawdd / Gofal Claf: Quality / Patient Care:</b>	Not Applicable
<b>Gweithlu: Workforce:</b>	Not Applicable
<b>Risg: Risk:</b>	Not Applicable
<b>Cyfreithiol: Legal:</b>	Not Applicable
<b>Enw Da: Reputational:</b>	Not Applicable
<b>Gyfrinachedd: Privacy:</b>	Not Applicable
<b>Cydraddoldeb: Equality:</b>	



# Our Integrated Medium Term Plan 2023-2026

*Delivering value, innovation and  
excellence through Partnership*

## Background

- NHS Planning Framework for 2023-26 published on only 28 November 2022.
- Ministerial priorities targeted primarily at clinical services delivered by Health Boards.
- NWSSP required to align our plan to support Health Boards to deliver.
- A three year IMTP requirement and to be submitted to Welsh Government before 31 March 2023.
- Partnership Committee and Senior Leadership Group development sessions in autumn 2022.
- Partnership Committee approved NWSSP plan subject to touchpoint meetings with Welsh Government and Finance Delivery Unit.





## Delivering Value, Innovation and Excellence through Partnership

### Strategic Drivers and Long-Term Vision

Support our NHS partners to drive Ministerial Priorities through delivering the efficiency and innovations to add value and drive pace across NHS Wales.

**A Healthier Wales** – Long term plan for health and social care.

**Well-Being of Future Generations (Wales) Act** – Improving the social, economic, environmental and cultural well-being of Wales.



**Our People** - Working together to be the best that we can be.

Rewarding employment and career opportunities have a positive health effective on the population of Wales.



**Our Services** - Driving the pace of innovation and consistently providing high quality.

Effective use of data and a clear focus on outcomes leads to service improvement for patients and wider population.



**Our Value** - Maximising the benefit, efficiency, and social impact of what we do for our partners.

Efficient and effective use of our resources increases time and money available to improve patient care for our partners.

### Strategic Objective Outcomes

**Our Values**



**Listening & Learning**

To continually reflect upon and improve the quality and effectiveness of all we do.



**Innovating**

To be courageous and creative through continuous improvement.



**Taking Responsibility**

For brave and compassionate decisions and making the right things happen.



**Working Together**

Inclusively with colleagues, customers, and suppliers.

**Our Strategic Objectives**

**Our People**

Working together to be the best that we can be



**Outcomes**

We will create opportunities for our current and future staff to maximise their potential and nurture our talent pipeline.

We will increase the diversity of our workforce and advance the use of the Welsh Language in all that we do.

We will promote physical, social, mental, and financial well-being throughout the organisation to support our staff.

We will listen and learn from our staff to co-produce innovative solutions with our partners.

**Our Services**

Driving the pace of innovation and consistently providing high quality services



**Outcomes**

We will enable our customer facing teams to close the majority of enquiries at first contact, by improving service speed, quality, and experience.

We will drive innovation, setting the standard for good practice, and enhance our processes through automation.

We will cultivate partnerships with industry leaders and academic institutions and seek University status.

We will be data driven, sharing intelligence with our partners to influence decision making across NHS Wales.

**Our Value**

Maximising the benefit, efficiency, and social impact of what we do for our partners



**Outcomes**

We will make bold investment decisions that drive transformation and add value.

We will lead the way and command of others the changes required to address the climate change emergency and achieve decarbonisation targets.

We will utilise our resources efficiently and make a positive impact on a social and sustainable basis.

We will spearhead opportunities to grow investment in the foundational economy across Wales as an increasing proportion of our supply chain.

## Key organisational Priorities

- Decarbonisation and Climate Change
- Implementation of our new Digital Strategy as a key enabler
- Financial sustainability and good governance
- Employee Wellbeing



## Core functions

We have incorporated information relating to our key enablers:

- Digital Innovation and transformation
- Financial Sustainability
- This is our NWSSP – Our People Plan





## OUR VALUE – Maximising the benefit, efficiency and social impact of what we do for our partners

- Support NHS Organisations with delivery of their Decarbonisation Action Plans.
- Expand the range of drugs offered through our Pharmacy Technical Services to reduce purchase and distribution costs for Health Boards.
- Deliver the agreed Foundational Economy workplan for NHS Wales.
- Lead the Transforming Access to Medicines programme to reconfigure Pharmacy Technical Services across Wales into a single shared service.
- Removal of single use plastic from within the laundry production process.
- Improve candidate experience through a modernised recruitment service.
- Implement our Digital Plan to enable a digital workplace and drive innovation.
- Lead the implementation of the Duty of Candour across NHS organisations in Wales.



## OUR SERVICES– Driving the pace of innovation and consistently providing high quality services

- Lead on the development and implementation of the Electronic Staff Record Transformation Programme.
- Improve Supply Chain, Logistics and Transport operations and infrastructure; reduce carbon emissions.
- Create a consistent approach to Fire Safety management across NHS Wales.
- Drive the implementation of the e-prescribing programme together with our partners Digital Health and Care Wales (DHCW).
- Lead on the All Wales International Nurse recruitment programme and develop a more streamlined model.
- Support the proposed introduction of the national ophthalmic contract for Wales.
- Support the establishment of Citizens Voice Body for Health and Social Care Wales – Llais.



## OUR PEOPLE – Working together to be the best that we can be

- Develop our Health and Wellbeing offering to staff through collaborative working.
- Improve medical, dental and pharmacy trainee experiences within Single Lead Employer.
- Future proof our All Wales Laundry service through succession planning, inclusive of apprenticeships.
- Embed equality and diversity into our workplace culture and thinking.

Be the employer of choice through 'This is our NWSSP'; Our People plan.

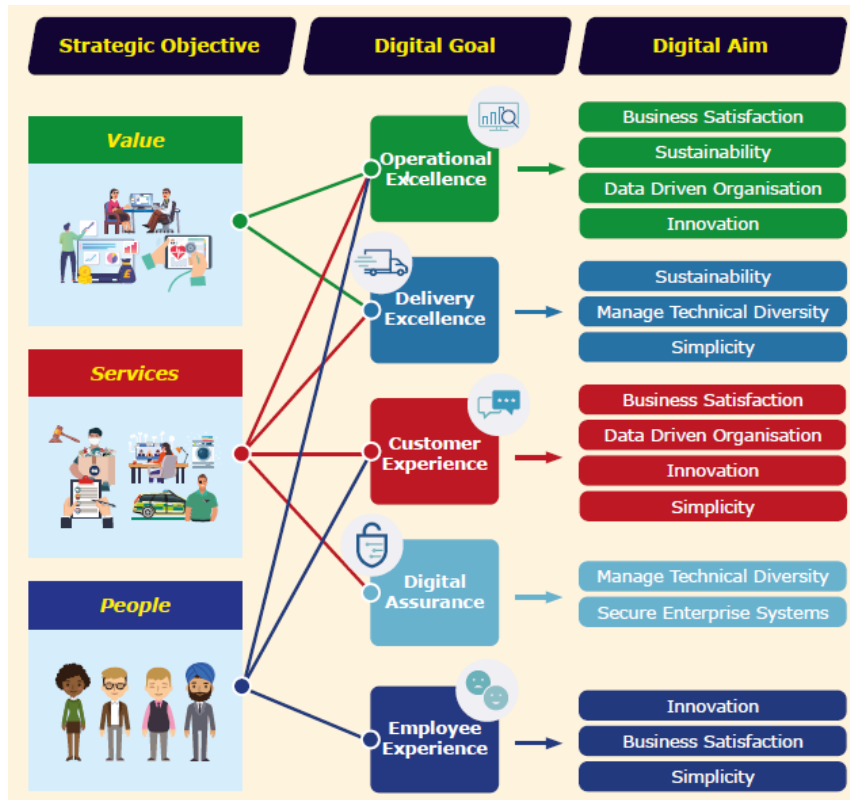
Developing our workforce capability to meet the changing needs of the organisation and NHS Wales.

Increase the use of the Welsh Language in our work environments and instil confidence to use and learn the language.



## Digital as an Enabler

Implementation of our new Digital Strategy captured by five digital goals which are also aligned to our strategic priorities:



## Operational Service Plans

Three common themes within our Divisional operational plans:

- Automation** – to improve efficiency and resilience.
- Digitisation** – to improve user experience.
- More effective use of data** – to leverage maximum added value from the data that we collect through our processes for our customers and end users.

Working in partnership with DHCW and the Centre of Excellence and with third party suppliers

## □ Digital as an Enabler

**ESR Transformation Programme** – A flexible, agile system that is more responsive to the needs of NHS Wales and which interfaces seamlessly to other NHS Wales E-Systems.

**Scan for Safety** – We are seeking to make the NHS in Wales one of the safest and most transparent health care system through product traceability.

**Oracle Cloud Financial Management System** – Provision of a stable and secure management system with increased cyber resilience.

### **Recruitment - Joiners / Movers / Leavers**

Working with Centre of Excellence to automate our processes and align with other national infrastructure programmes.

**TRAMs** – design the digital solutions required to support the national service model.

**New Student Awards system** – an improved process that enhances the end user experience and reduces administrative time.

**ePrescribing primary care (EPS)** – adapting our systems and processes to accommodate electronic transfer of claims.

**Implementation of telephony solution** – investment in Microsoft Teams Voice for telephony services as part of a wider contact centre programme of work.

**Expanding capacity in Process Automation** – further investment in Robotic Process Automation as well as Microsoft Power Platform.

## Finance

The financial outlook is very challenging.

The financial plan, contains several significant risks and income assumptions including

- **Energy - £5m** indicative funding shortfall, primarily from laundries – SLA values will require review for 2023/24
- **Transactional services** – significant increase in activity being processed by Payroll, Recruitment and Accounts Payable . We will absorb £641k of the additional £1.246m cost through internal efficiencies and savings
- **COVID 19** –£19m will be required for the ongoing procurement, warehousing and distribution of PPE. Discussions with WG are ongoing

The plan includes savings and efficiencies of 4.4% based on our core allocation. Income assumptions and recharges have been shared with health bodies.

### Priorities areas for investment include

- Foundational Economy
- Decarbonisation
- Digital strategy
- Contact centres
- Payroll modernisation
- Covid Public Inquiry response
- Staff health & Wellbeing
- Health & Safety e.g. Reinforced Autoclaved Aerated Concrete (RAAC)

### Welsh Risk Pool

The forecast claims settlements of £136m will require a risk share contribution of £26.5m ( HDd - £2.845m – 23/24)

### Capital

Investment in excess of £228m is required for the five year period to 2027/28. Major projects include Laundry and pharmacy technical services.

## Performance Framework

### Quarterly review process:

- Quarterly meetings with every Division to assess progress against the IMTP, KPIs, risk registers, budget and other resourcing matters.

### KPIs

- We provide organisations with a quarterly KPI report. And report bi-monthly to the Partnership Committee.
- The format of this report has evolved in recent years but the basket of KPIs is in need of a refresh.

### New for 2023:

- Established a Performance and Outcomes group to support the development of outcome measures and outcome reporting across NWSSP.
- This is envisaged to be a basket of quantitative and qualitative measures to demonstrate the impact of the role of NWSSP in supporting NHS Wales.
- We have recently created a service improvement team to support innovation and to support Divisions in a targeted way where there are escalating concerns.

# Focus on Hywel Dda

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excellence through Partnership*



## Spotlight on Hywel Dda

- Specialist Estates team provided support to get the Prince Philip Modular Theatres operational.
  - Laundry team working collaboratively to support staff during a period of transition, implementing a staff forum for view and suggestions to be heard.
  - Primary Care team working with 9 GP practices on the provision of debit cards for Gluten Free food purchases in place of prescriptions. A six month pilot with the aim to roll out across the UHB and wider NHS.
- Audit and Assurance ran an ethical finance session with the local team. Also undertaken a financial management review tailored to the needs of the organisation.
  - Audit and Assurance also undertaking two targeted reviews looking at the Transformation Programme Governance and also Agency and rostering arrangements.
  - Single Lead Employer team have developed a process so we also pay the trainees who work additional hours (locum) and they receive everything on one payslip. This frees up time for local Bank and Workforce teams.

## Spotlight on Hywel Dda

- Accounts Payable team working with local finance team to improve Purchase to Pay processes:
- Nurse agency invoices – improved the speed with which these are being paid and cleared backlog.
- Invoices on hold protocol – collaborative approach to chase authorisations within the UHB to reduce the threat of late payment or threat of non-supply.
- We use this collaborative approach as an exemplar for other UHBs to consider and adopt.

- Our Surgical Medical Testing Laboratory has undertaken a number of environmental and microbiological testing projects involving theatres, endoscopy suites and Sterile Services Departments.
- Currently discussing the migration of van transport to NWSSP which will strengthen quality compliance.
- UHB Assistant Director of Assurance and Risk played a critical role working with us as we lead the implementation of the risk management module of Once for Wales Concerns Management system.
- Our Pharmacy Technical team providing Quality Assurance Pharmacist to Aseptic Service and providing advice on the new unit planned for Withybush Hospital.

## Spotlight on Hywel Dda

- We led the international nurse recruitment campaign and 100 registered nurses recruited for Hywel Dda of which 98 have started.
  - Our move to retain agile working as part of our recruitment and retention plans will increase the opportunity for people to live locally and apply for roles in a national organisation such as NWSSP.
  - As part of our accommodation strategy looking for opportunities to co-locate public sector staff wherever practicable.
- We are looking to provide apprenticeships within our Supply Chain, Logistics and Transport team.
  - We are also working to develop a Procurement apprenticeship scheme with Welsh Government.
  - We have a Hywel Dda procurement team development day in February focusing on business agility and customer service. This is supported by our Workforce team.

## Spotlight on Hywel Dda

- Provision of ongoing support to vaccination and booster campaigns – often providing same day or next day response to manage the fluctuations in attendances.
- Working collaboratively on the Wrap It Scheme – aimed to reuse and recycle unwanted equipment, furniture within the UHB that is too good to waste. The scheme has been very successful and we are looking promote with the other UHBs.

- We have rolled out our Wound Care service in November.
- The scheme operates across 36 sites and uses barcoding and scanning of stock items on sites which automatically feeds orders to our stores.
- Our Supply Chain Logistics and Transport team pick, pack and deliver the stock direct to the store room. Recycling any packaging.
- Saving on district nursing time who would usually order the stock, put it away and remove the waste.
- We also check on stock rotation to avoid any obsolescence – since October a saving of £20k on stock alone.

## Spotlight on Hywel Dda

- Procurement team identified a single contract as a pilot to measure sustainable outcomes through a local supplier.
- The main aim was to find a local company who could provide a maintenance contract that was inclusive of call outs and could guarantee an engineer to attend site within 4 hours of a fault occurring.
- A local supplier was appointed to service automatics doors at Glangwili Hospital.
- We have recommended rolling this approach out to other sites and use this on a wider basis across other planned procurement.

- By utilising a local supplier:
- Saving on emissions equivalent to the carbon footprint of 96 A&E trips, 26k pairs of gloves and 67k Type IIR surgical masks annually.
- The local supplier has support the local community with flood aid – 10 wet vacuums following recent floods. They also sponsor and coach local sports teams
- They have an internal apprentice engineer programme where they recruit locally and provided accredited training.

# Comments

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