

# Case Studies

*[Click to view case study](#)*

---

[Audit and Assurance Quality Assessment](#)  
[Building for Wales Frameworks](#)  
[Certificates of Sponsorship](#)  
[Development and Implementation of e-Forms](#)  
[Digital Learning](#)  
[Enteral pH Sticks](#)  
[Legal and Risk Digital Working](#)  
[Legal and Risk Property](#)  
[Network 75 Scheme](#)  
[No Purchase Order No Pay Policy](#)  
[Patient Medical Records](#)  
[Prescription Automation](#)  
[Procurement Services at Grange Hospital](#)  
[Reducing the Time to Hire Across NHS Wales](#)  
[Remote Access for Post Payment Verification](#)  
[Student Streamlining Scheme](#)  
[Ward-Based Stock Management](#)  
[Wound Management Service](#)

## Case Study



# Audit and Assurance: External Quality Assessment

It is a requirement of the Public Sector Internal Audit Standards (PSIAS) that all audit services have an External Quality Assessment (EQA) undertaken at least once every five years to assess the level of conformance with standards.



In order for Audit and Assurance Services to be able to demonstrate and report conformance with the PSIAS and thereby demonstrate to its client organisations that it provides a quality and professional service, the EQA was an essential process. The EQA process enables the Service to show commitment to achieving the Strategic Objective of Excellence: developing an organisation that delivers process excellence through a focus on continuous service improvement, automation and the use of digital technology.

Audit and Assurance Services appointed the Chartered Institute of Internal Auditors to undertake the EQA, via a tender process. The EQA was completed during February and March 2018 using a process of validation of the self-assessment carried out by the service, applying methods prescribed by the Chartered Institute of Internal Auditors.

The assessment was undertaken by reviewing a wide range of documentary evidence including surveys to representative stakeholders and interviews with members of the Internal Audit teams and stakeholders, including directors and independent members from across NHS Wales.

The final EQA report was received by the Director of Audit and Assurance in April 2018, following a draft report and further more detailed comments on a standard-by-standard checklist.

The External Assessor concluded that there was conformance to the International Professional Practice Framework (IPPF) and to the PSIAS. The Institute of Internal Auditors' IPPF includes the Definition of Internal Auditing, Code of Ethics, Core Principles and International Standards. The PSIAS are wholly aligned with these standards. There are 64 fundamental principles to achieve, with 118 points of recommended practice.

Audit and Assurance Services now can state in its documentation that it "generally conforms" to the PSIAS. **This the highest level of conformance achievable and therefore is an important mark of quality** and will benefit the service when looking to develop its service with NHS Wales and the wider public sector in line with our Strategic Objective of Service Development.

*"It is our view that NWSSP Audit and Assurance Services conforms to all of these principles, and it is therefore appropriate for NWSSP Audit and Assurance Services to say in reports and other literature that it conforms to the IIA's professional standards and to PSIAS"*

External Quality Assessment Report

## Case Study



# Specialist Estates Services: Building for Wales Frameworks



It is estimated that the expenditure going through the BfW frameworks over their lifetime will be in the region of £570m.

The challenge for the team in delivering this new set of frameworks was to create a clarity of vision and successfully accommodate the often conflicting priorities of the various stakeholders to clearly define a product. This afforded Health Boards and Trusts access to private sector parties in terms of choice, capability, capacity and competition so that their requirements could be effectively and economically discharged.

The team approached this challenge by adopting more dynamic, flexible procedures, rather than tackle issues with a conventional 'head-on' approach.

We delivered these new frameworks by extensive engagement and close working with NHS Wales and the Welsh Government, going through a complex and resource intensive procurement exercise that delivered what our partners needed. Embedding the principles of the Well-being of Future Generations Act (2015) was a key requirement during the development of the BfW frameworks, and formed part of the selection criteria.

Launched in September 2018, the new NHS Building for Wales (BfW) frameworks are now the delivery vehicle for all major capital projects with construction costs in excess of £4million. The frameworks replace the successful Design for Life Frameworks which saved NHS Wales an estimated £36m from April 2012 to March 2018.

The new frameworks are predicated on the fundamental principles of collaborative working, integrated supply chains and continual improvement. They deliver best value for money and embody best practice and sustainability.

NHS BfW comprises the following contracts:

- National Supply Chain Partner and National Project Manager frameworks for projects in excess of £12m construction cost (excluding Value Added Tax).
- Regional Supply Chain Partner, Regional Project Manager and Regional Cost Adviser frameworks for projects between £4m and £12m construction cost (excluding Value Added Tax). The regions are: South East Wales, West Wales and North Wales.



## Case Study



# Employment Services: 'Once for Wales' Certificates of Sponsorship

Employment Services strives to explore and identify opportunities for NHS Wales to deliver a 'Once for Wales' approach. We have developed a strong, collaborative working relationship with the Home Office and have delivered multiple Home Office audit compliance outcomes successfully.

The Employment Services team identified an opportunity to establish Once for Wales management of Certificates of Sponsorship for medical and dental trainees requiring tier 2 sponsorship. Working in partnership with NHS Employers and the Wales Deanery, Employment Services have been able to deliver savings to NHS Wales of £124,076 and £827,033 to trainees (based on 168 processed).

The advantages of NWSSP being responsible for tier 2 sponsorship is that trainees have cover for the duration of the training programme and all rotations, up to a maximum of five years (if required), in line with Home Office regulations.

In addition to the financial benefits of a single responsible body, the arrangement is more attractive to medical trainees as it minimises the administrative and associated costs incurred by individuals. Trainees will only need to apply for a new visa at the end of their programme (or after five years for programmes exceeding five years in duration). Historically, trainees would be required to re-apply every time their employment changed as a result of a change in rotation.

Trainees have expressed high levels of satisfaction with the scheme and its financial benefits, as well as the opportunity to choose training places that will enhance their clinical skills rather than reduce the cost of sponsorship.

Our 2019-22 plan sets out further opportunities to extend sponsorship management; to offer services to non-medical and dental employees within NHS Wales and to GP practices within the Primary Care sector.

**£124,076**

Savings for NHS Wales

**£827,033**

Savings for individuals



## Case Study



# Employment Services: Development and Implementation of e-Forms

Employment Services delivers a transactional service to NHS Wales, processing 1.4 million payslips, advertising 14,130 vacancies and assisting 6,380 students with their NHS Wales Student Bursary/loans. Core to our modernisation agenda is maximising use of the Electronic Staff Record (ESR) and modernising transactional instructions through technology.

Traditional methods of paper forms and emailed instructions result in poor quality information, late notification of new starters, employment changes and retrospective submission of pay information. The result of this is either the need to run an additional manual process, requiring a cheque or bank transfer outside of normal process, or an overpayment which requires recalculation and reclaiming of monies from individuals.

Following Business Improvement Technique training, a team identified and developed an effective e-form that has grown to meet the needs of NHS organisations. The new starter process makes use of data provided by applicants during their appointment process and 'pushes' a completed e-form out to the appointing manager on completion of all pre-employment checks.

This is important for three reasons:

- It ensures all new starters in NHS Wales receive the appropriate employment checks prior to their first day of work.
- Auto-generation of the e-form upon completion of the checks removes delays in hiring of new starters and avoids unnecessary emergency manual payments.
- Data is captured once at source and used throughout the hiring process; supported by effective validation settings the e-form delivers quality data, enabling quicker processing which avoids over and under payments.

In 2016-17, NWSSP Recruitment Service processed 13,230 vacancies, appointing 21,853 full time equivalent staff on behalf of NHS Wales via the Trac Recruitment System. 2017-18 has seen an increase in activity; 14,130 vacancies have benefited from the e-form, avoiding late receipt of salary payments and reduced demand for manual payment. An additional benefit is strengthened governance, supporting NHS Wales workforce data standards.

Working closely with lead process users, this model has sought to maximise customer experience by combining national and local strategic needs with self-taught technology. The final phase will be to transition organisations to the new single e-form, and to gradually remove functionality in order to encourage managers to process change through ESR Self Service.



### 14,130

Vacancies advertised



### 23,068

Full time equivalent staff appointed



### 6,380

Students assisted with bursaries and loans

## Case Study



# Digital Workforce Solutions: Digital Learning

The Digital Workforce Solutions team, working in collaboration with NHS Wales organisations, suppliers, subject matter experts and learning and development managers, successfully delivered a technology enabled learning (TEL) operating model based on the following user requirements:

- 'Once for Wales' solution
- Development of e-learning in line with policy and business requirements
- E-learning materials should be developed collaboratively and then shared across all NHS Wales organisations
- E-Learning should carry a competence assessment test and be portable, in order for it to move with individuals throughout their careers
- Learning should be quality assured to industry best practice
- Compliance with learning should be reportable in a timely and consistent way across NHS Wales

The success of this project is evidenced by:

- A demand for access to e-learning modules outside the NHS Wales family, including undergraduate health students, local government, contractors and the third sector
- A TEL operating model that eliminates licence costs
- Agile e-learning development – over 200 e-learning courses have been developed by NHS Wales employees
- Accessibility in use of e-learning; there are approximately 200,000 e-learning users registered
- An increase in the average number of learners, from 500 to over 30,000 users per month
- Cost avoidance to NHS Wales of over £7.5m and cost efficiencies of over £1.2m
- A reduced reliance on classroom based training, with fewer journeys having time-saving, economic and environmental benefits

An e-learning platform available 24 hours a day, 365 days per year



200,000 registered users and 30,000 users per month



Cost avoidance savings of £7.5m and cost efficiency savings of £1.2m



Creating the TEL strategy has required a 'Team Wales' approach from inception. The project encompassed all NHS Wales organisations, with a requirement to move from the 'known' (local development, hosting and reporting of e-learning) to the 'unknown' (adoption of a national strategy requiring engagement, collaboration and new systems and processes).

Learning and development managers, trainers, subject matter experts and specialist advisors working as a team have been key to influencing systematic and sustainable change and delivering value and quality on this national scale.

This Once For Wales vision will give assurance to organisations that staff are competent and compliant with the required levels of knowledge to deliver patient care safely and efficiently, whilst meeting service, quality and financial challenges.

This project has delivered a One Wales national e-learning platform with materials available 24/7, 365 days a year – at home or at work.

## Case Study

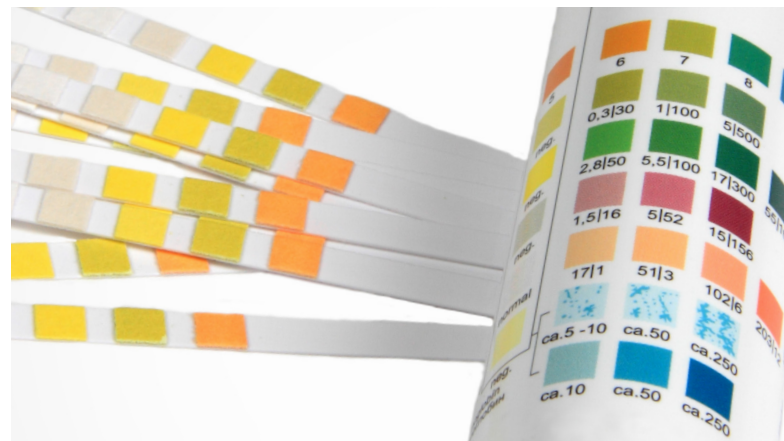
# Surgical Materials Testing Laboratory: Enteral pH Sticks

The Surgical Materials Testing Laboratory (SMTL) has been working with Procurement Services since 2013 to test the pH sticks used for testing gastric aspirate. These sticks are used to ensure that a nasogastric tube is placed in the stomach rather than in the lung, because if incorrect placement of a tube is not detected before use, there is a risk of serious injury to the patient.

The initial contract was awarded to a supplier whose CE-marked pH sticks were the most accurate and consistent when tested at SMTL. The CE Mark identifies a product as complying with the health and safety requirements of European legislation and is mandatory for equipment operating in the European Union. The business was re-awarded to the company in 2017, but the manufacturer withdrew the product from the market within a month of winning the business. At this point, Procurement and SMTL started sourcing alternative products for NHS Wales.

All products tested poorly in the SMTL testing, until a non-CE-marked pH stick was tested from a new supplier. Recommending a non-CE-marked device was problematic for the Welsh NHS, and therefore NWSSP Welsh Risk Pool (WRP) undertook a risk assessment in liaison with the Welsh Government Medical Director team, Procurement Services and SMTL. The assessment was shared with Health Boards and it was agreed to use the new supplier's device under cover of the WRP's assessment.

In the interim, WRP brought key stakeholders together to discuss next steps, and in early 2018 it was agreed to work with industry through Procurement to find a CE-marked solution. In spring 2018, the Procurement team set up multiple meetings with suppliers, including debriefings to share the previous test data. In early summer 2018, two manufacturers responded with re-designed products.



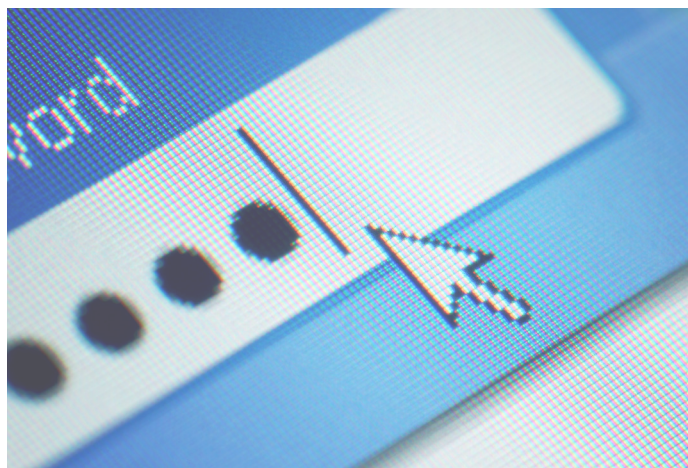
In autumn 2018, SMTL retested the new devices, and by November 2018 a very high quality product had been identified.

Welsh Risk Pool are discussing an extension of the risk assessment cover, to give Procurement Services a window in which to brief the suppliers on the performance of the new devices and to undertake a compliant procurement exercise to deliver a CE-marked pH test strip to the Welsh NHS in 2019.

## Case Study



# Legal and Risk Services: Digital Working



In April 2016, Legal and Risk Services implemented a new integrated case and document management system called Virtual Cabinet (VC), with the aim of improving task management, allocation and automation in order to save time and reduce the amount of paper used.

VC transformed Legal and Risk from a paper-heavy to a paperless office, vastly reducing its environmental impact. The number of filing cabinets within the department has decreased significantly, along with the number of printers required in the department. This has happened whilst the workload of the team has increased, as well as the total number of staff.

The team are encouraged to work digitally and are able to work offline by downloading documents to desktop using the VC portable application. Consequently, there is now a limited need to print documents for meetings elsewhere.

A Virtual Private Network connection is widely used, meaning it is no longer necessary for legal staff to be in the office at all times in order to perform their duties. This facilitates flexible working, which reduces stress and the carbon footprint of commuting.



Digital working has seen a **98% reduction in the amount of paper used**



There has been a **1,083% increase in documents sent via secure file sharing portal**



The introduction of VC has resulted in a **76% increase in matter related emails being sent**



Correspondents are encouraged to communicate electronically, thereby reducing their paper consumption too – this is evidenced by a **44% reduction of incoming post**



Working digitally aids delegation of work to the most appropriate team member, improving effectiveness, customer service and efficiency



## Case Study



# Legal and Risk Services: Property

The Temple of Peace is a non-religious, civic building on King Edward VII Avenue within Cathays Park in Cardiff, which was opened on 23 November 1938. Lord David Davies, a politician, philanthropist, internationalist and veteran of World War I, funded the construction of the building as a gift to the Welsh people. Lord Davies had witnessed conflict first-hand in the trenches of the Somme and believed that the way to avoid the bloodshed of another world war was through international cooperation, in particular through the work of the League of Nations. Indeed, to emphasise the international nature of the work carried out within the building, its art deco style was created using raw materials from various countries.

The ownership of the Temple passed to the Minister of Health under section 6 of the National Health Service Act 1946, and by 2009 the title had devolved to Public Health Wales NHS Trust. As well as the Trust, the Temple was (and remains) the home of the Welsh Centre for International Affairs, which has been the tenant since it first opened and has the benefit of a 999 year lease.

Given the iconic nature of the building, which is Grade II listed and houses the National Book of Remembrance for the 35,000 Welsh victims of World War I in a specially constructed underground vault, a careful tender process was undertaken by the Trust and Cardiff University was identified as the building's next custodian.

Working closely with the Trust, Specialist Estate Services and other professional advisers, Legal and Risk Services dealt with all aspects of the sale of the Temple in a timely, sensitive and diligent manner.

In the previous year, Legal and Risk assisted the Trust with its major headquarters acquisition at Cardiff's Capital Quarter office scheme.



The Temple of Peace

## Case Study



# Network 75 Scheme: Looking to the Future

It is fundamental for NWSSP to plan the development of future generations of our workforce. The Network 75 scheme provides an opportunity for students to undertake a recognised degree qualification whilst applying their knowledge directly in the workplace.



Aidan Parkes  
Network 75 student  
Specialist Estates Services

Network 75 is a combined work and study route to a degree. Undergraduates apply their academic knowledge to real-life work within a host company. Trainees have the opportunity to gain both academic knowledge and qualifications alongside practical experience, making them industry-ready graduates. As an NHS employer, home to a wide-ranging technical and professional workforce, this route allows us to think long-term and address the engineering and technology skills shortage as well as to 'grow our own' staff within specialty areas, from engineers to solicitors, to ICT technicians and HR professionals, as well as those progressing within business and finance management. Providing these opportunities for development and growth is vital to succession planning within the organisation and aids retention.

The initiative is administered by the University of South Wales, offering students the opportunity of undertaking a part-time, fully-funded degree over five years whilst undertaking a paid work placement with a sponsoring employer. The student spends two days per week at the University studying towards their degree, and three days a week on a work placement during term-time, but five days a week at work during the university holiday periods. As the degree is part-time, it is part-funded by the Higher Education Funding Council for Wales (HEFCW). The remaining cost is paid for by the sponsoring employer. In addition, the employer pays the student a bursary.

NWSSP has sponsored a number of students in this way over the past three years, mainly from the first year of their course, but in one instance has sponsored a student who was part-way through the course and will graduate this year. The University works closely with the organisation to continually develop the Network 75 students whilst ensuring that the organisation is up-to-date with academic progress.

The scheme is organised centrally by the NWSSP Workforce & OD function, who also provide additional skills development to all students, in order to enhance their integration into the workplace. Progress and placements are monitored on a regular basis by the Workforce & OD team and the University, to ensure the continued success of the programme and to understand and meet the requirements of the students and the service.

An overview of those currently on placement is shown below, and indicates that the variety of areas and the number of students being offered places is growing. This is indicative of the success of the programme and the value added to the organisation by students so far.

Study year	Students on placement
<b>1</b>	Legal & Risk Services x 2 Specialist Estates Services x 2 Finance & Corporate Services x 1
<b>2</b>	None
<b>3</b>	Employment Services x 1
<b>4</b>	Finance & Corporate Services x 3
<b>5</b>	Specialist Estates Services x 1

## Case Study



# Accounts Payable: No Purchase Order, No Pay Policy

On 1 September 2018, all NHS Wales organisations agreed to introduce a 'No Purchase Order, No Pay' policy. The policy was introduced following consensus across all Health Boards and Trusts via the Finance Academy Procure to Pay (P2P) Forum, to ensure that P2P continues to provide world-class services on a 'Once for Wales' basis.

Prior to the policy being implemented, there was an inconsistent approach to the use of purchase orders across NHS Wales, even though it is a requirement of the health organisation's financial procedure. Furthermore, if an invoice is sent to the Accounts Payable team without a purchase order number, the accounts payable team have great difficulty in finding the correct person to authorise the invoice.

The new policy ensures that a purchase order is raised at the beginning of a purchase. This follows industry standard best practice as it provides a commitment as to what is likely to be spent. The supplier must obtain a purchase order number for their invoice in order for it to be processed for payment. All invoices that fall foul of this are placed in dispute until a purchase order is raised, thereby not impacting on the All Wales Public Sector Pay Policy (PSPP). We have communicated with our suppliers to ensure that they are aware of the changes.

The performance data is shared on a weekly basis with the P2P leads of NHS Wales organisations so that they can manage internal issues and address them locally.

A streamlined process that follows best practice

Greater efficiency within Accounts Payable teams and for NHS Wales

Consistent communication with our partners and suppliers

Improved PSPP metrics for health organisations

Enables health organisations to identify areas of non-compliance





## Case Study



# Patient Medical Records: Store and Scan On Demand

The Patient Medical Record (PMR) 'storage and scan on demand' service is an off-site storage and management facility for live patient paper medical records, operated by NWSSP's Primary Care Services. The service is provided to general medical practices and supported by primary care leads in health boards in Wales.

The facility has grown over the last two years, and in January 2019 houses 25% of NHS Wales live patient paper medical records.

Acting as an enabler to achieving elements outlined in 'A Healthier Wales', the PMR service proactively supports cluster development by providing the environment for service expansion and improved patient services. The innovative approach taken to deploy 'store and scan on demand' has assisted the Primary Care Services team at NWSSP to enhance our accreditation of the Cabinet Office's Customer Services Excellence (CSE) Standard.



PMR storage facility

Many GP practices in Wales have outgrown existing premises, with a substantial amount of valuable primary care estate in general practices used for the storage of paper medical records. However, it is clear that paper medical records are not routinely required in order to support a patient consultation.

GP Practices have the appropriate clinical data within their GP clinical systems, to ensure that patients can be safely and effectively assessed in the vast majority cases without the need to review the physical paper record. Also, as primary care services develop and the electronic transfer of live patient records via GP2GP is rolled out by the NHS Wales Informatics Service (NWIS), there is a reduced requirement for immediate access to the paper record in order to treat patients.

One clear benefit of the 'store and scan on demand' initiative is that practices are subsequently able to reallocate the space for the provision of increased primary care and social services to communities.

Therefore, this facility acts as a catalyst to broaden the portfolio of services offered within the practice and on a wider cluster basis. This directly improves access to services, and consequently benefits the overall health and wellbeing of the local population. As the service has rolled out, further benefits have been realised in meeting the strategic agenda of health boards whilst supporting GP practice sustainability.

## Benefits of the PMR service:

- Allowing valuable practice space to be created, which enables resource re-allocation across multi-disciplinary primary care teams.
- Providing high quality scanned images, produced and electronically transferred to clinicians via the secure NHS portal.
- Responding directly to GP and the broader primary care sustainability agenda.
- Enabling additional services to be provided at cluster level, supporting a shift from secondary care to primary and community-based services.
- Providing a secure repository that conforms to national information governance guidelines and protocols.
- Creating an opportunity to review legislation, in order to move to a paperless NHS Wales.



## Case Study



# Primary Care Services: Prescription Automation

**80 million**

Items dispensed per year by NHS Wales

**23,000**

Prescriptions scanned per hour by PCS

**99.58%**

Accuracy in processing prescriptions

Over 80 million prescription items are dispensed in Wales every year. NHS Wales Shared Services Partnership's (NWSSP) Primary Care Services (PCS) is responsible for capturing data from every prescription form in order to calculate the reimbursement due to community pharmacies, appliance contractors and GPs for medicines and medical devices they dispense against NHS prescriptions. The data is also used to provide information to management on the prescribing activity of clinicians, in order to budget, plan for and manage the use of medicines across NHS Wales.

Historically, the data capture process was labour-intensive with each prescription item being manually input by operators from bundles of paper forms. An investment in technology was needed, and this began with the installation of high volume intelligent scanners which were able to capture 23,000 prescriptions per hour.

Since the scanners have been installed, there has been a decrease of over 60% in the number of staff required to input the prescriptions, whilst there has been an increase in the prescribing activity by over 55%. Over the period, PCS has increased the percentage of accurately processed prescriptions to 99.58% against a Welsh Government target of 99%.

Scanning prescriptions and storing them electronically has allowed for seamless tracking and auditing work through the whole process. Furthermore, having prescription images stored in our data warehouse allows us to share these with Health Board medicine management services and directly to high street pharmacies in an instant. Having seven years of images readily available enabled the Welsh Government to approve the reduction for storing paper-based prescriptions from thirteen to three months, generating savings in storage costs.



High volume scanner at PCS

The scanners are also used to capture data by reading a 2D prescription barcode. We have continuously improved our processes and built a sophisticated rules engine that interprets the captured data in order to facilitate the automated processing. We have refined and developed the rule set, incrementally increasing the automation levels from 40% to 70% over the life of the programme.

During the next stage in the programme, we have been working with community pharmacies and their IT system suppliers to develop an electronic dispensing message. The message will complement the data captured from the 2D bar code, providing a match from the prescribing to dispensing message, enabling further automation. Being rolled out in early 2019, the additional electronic data will enable a major new development of the rules engine which will increase the percentage of automated capture by a further 15%.

## Case Study



# Procurement Services: Supporting the Construction of Grange University Hospital



The building of The Grange University Hospital in Torfaen, South East Wales, is progressing rapidly. The capital costs of the project are approximately £350 million. The Grange will include the following services: an emergency department, emergency surgery, major and comorbidity surgery, emergency assessment unit, critical care, acute cardiac unit, cardiology inpatients, hyper acute stroke, acute medicine, obstetric inpatients and high risk births, children's assessment unit, NICU & SCBU, paediatric inpatients and surgery, diagnostics and emergency endoscopy.

NWSSP's Procurement team, which is based on site at Llanfrechfa, has been supporting the project since initiation. The team are continuing to work closely with Aneurin Bevan University Health Board divisional staff to develop the equipment schedules for the new hospital. This work has included identifying equipment which can be transferred from existing hospital sites within the health board. Completion of the equipment and transfer lists is complete and work has commenced on procuring of the 'Group 2' equipment. Group 2 equipment is identified as 'equipment that the Health Board will purchase for the contracting company Lang O'Rourke to install or fit' – this includes noticeboards, dispensers and wall-mounted equipment.

The equipment budget is approximately £26 million, of which £6.6 million is allocated to radiology and £5.7 million to the interventional suite. The equipment list has over 65,000 lines, with over 850 different items which the procurement team are actively supporting. Construction is due for completion in autumn 2020 and the hospital is due to open in spring 2021.



### £350m

Capital costs of project



### £26m

Equipment budget

## Case Study



# Recruitment Services: Reducing the Time to Hire Across NHS Wales



Time taken from vacancy request to unconditional offer reduced by

**19.6 days**

Time taken to complete employment checks reduced by

**12.2 days**

Recruitment Services is responsible for the provision of recruitment services across NHS Wales, including identifying and implementing service improvements. We work in partnership with all NHS Wales organisations to ensure candidates are recruited efficiently, in accordance with safe recruitment principles and in a timely manner.

In spring 2017, NWSSP and NHS Wales organisations conducted a recruitment process review which highlighted a series of potential improvements which were subsequently agreed and implemented. Whilst this achieved a reduction in the time to hire, a review of performance demonstrated that the focus should be on the role and responsibilities of hiring managers and applicants throughout the recruitment process.

In a six month pilot scheme, the Enablement Team was introduced to support hiring managers at key stages throughout the recruitment process, such as when an advert closes but shortlisting has not been completed, or when interviews have been held but a candidate has not yet received an offer. The intention of the 'enablers' was to provide support, to focus and guide hiring managers onto the next stage of the process. The enablers highlighted the importance of communication and building relationships with the candidate, as well as providing expertise related to the Trac Recruitment System.

Following the pilot, analysis of the overall time to hire showed that time taken from vacancy request to unconditional offer had reduced by 19.6 working days, and the time taken for employment checks (from conditional offer to unconditional offer) had reduced by 12.2 working days.

Enablers also began to contact candidates a few days before ID check meetings, to ensure that they were prepared and possessed the required documentation. If the candidate indicated that they did not have the correct documentation, appointments could be rescheduled, saving time for both the candidate and staff.

Further success can be seen in a reduction in the time taken for candidates to complete ID check meetings and submit DBS applications. Recruitment advisors have also noticed that there are fewer queries and documentation issues during ID check meetings.

The pilot had such a successful impact on reducing the time to hire for one health board that the scope has been extended to support all NHS Wales organisations.





## Case Study



# Primary Care Services: Remote System Access for Post Payment Verification

The Post Payment Verification (PPV) process provides assurance to health boards that claims for payment made by Primary Care contractors are appropriate and that the delivery of the service meets NHS specifications and conforms to relevant legislation.

Historically, PPV teams have undertaken reviews by physically visiting GP premises. Following an examination of procedures, the team recognised the benefits of remote access principles and sought an opportunity to enhance existing services whilst reducing the burden on staff resources.

After a successful pilot, remote access has been rolled out across Wales, enabling teams to directly access the electronic patient medical record from their desktop in a different location.

Collaborative working with GP practices has been critical as they are the Data Controllers of patient information. Working in partnership with NHS Wales Informatics Service and our Information Governance (IG) team has enabled PPV to have enhanced IG controls in place following the introduction of the new GDPR regulations in May 2018.

These arrangements include a unique secure login, which is generated by the GP practice on behalf of a nominated PPV officer. This provides the practice with an audit trail showing who has accessed the clinical system and which records have been reviewed.

In instituting a remote access system for PPV, our teams took care to reassure partners that they would not receive a lesser service without site visits. In fact, service has been enhanced as we can now engage with GP practices to resolve queries in real time. Our staff have more time to complete checks and our impact on the environment has reduced due to less travel.

A major benefit of remote access is provision of a system that can be used by a number of different teams within PCS. For example, the Primary Medical Care Advisory Team now undertake independent clinical investigations utilising remote access arrangements.



The success of remote access work on PPV has also enabled the PCS team to offer a new medical records summarising service across NHS Wales. Summarisers will review records on behalf of health boards and practices, directly inputting summaries into the GP clinical system, reducing the burden on practices.

Using remote system access is consistent with NWSSP's strategic aims and objectives in terms of:

Achieving value for money through the delivery of streamlined services

Development of a customer-focused culture that supports the delivery of high quality services

Delivering process excellence through continuous service improvement, with innovative and effective use of technology



## Case Study



# Employment Services: Student Streamlining Scheme

Employment Services delivers a transactional service to NHS Wales. Identifying cross-boundary efficiencies and maximising use of technology is core to our modernisation agenda.

In August 2018, Employment Services launched the first Student Streamlining Scheme for Nurses on behalf of NHS Wales, working in partnership with students, higher education institutions and NHS Wales Employers. The Streamlining Scheme facilitates the transition of healthcare graduates into employment in NHS Wales.

Historically, graduates have applied to multiple organisations with separate applications, with some students attending up to seven interviews to secure a post within NHS Wales. This process coincided with end of training placements and final assessments. For NHS Wales, this resource-intensive process involved clinical managers shortlisting and interviewing with no guarantee of a successful appointment, with some students accepting multiple job offers and holding out for their preferred job. This scheme removes this duplication, whilst offering individuals the opportunity to express preferences of specialty, organisation and location.

Learning from the matching model applied to medical and dental trainees, a matching algorithm has been developed that takes account of the student preference and provides a mini shortlisting process to organisations built on values based questions.

339 Nurse Students from the March 2016 cohort were invited to join the 2018 Student Streamlining Scheme in August 2018. Vacancies suitable to new nurse registrants were made available through the matching scheme platform, where students were able to select four vacancy preferences. Based on the Students that remained within the Scheme, 97% were allocated posts in accordance with their preferences; 89% of these were their first choice.

A full evaluation of the cost efficiencies is being established through evaluation of the pilot model. This evaluation and understanding will be used to inform roll-out to other professional staff groups.



Students complete one application for a post in NHS Wales

Opportunity to be matched to a post based on preference

Removes unnecessary duplication of process for students, ward managers, and Employment Services staff

Cost savings associated with reduced duplication of processes

## Case Study



# Betsi Cadwaladr University Health Board: Ward-Based Stock Management

Through Procurement Services work streams and internal Betsi Cadwaladr initiatives, it was identified that there were differing levels and standards of materials and stock management practices across the Health Board's hospital sites.

The local NWSSP procurement team, working in collaboration with the BCUHB facilities team, finance team and the 'Well Organised Ward' initiative, has reviewed the stock ordering system and implementation of Automatic Data Capture barcoding in three locations: Ysbyty Glan Clwyd, Ysbyty Maelor Wrexham and Ysbyty Gwynedd.

The team looked at the current processes used by wards and departments for ordering, managing and replenishing contracted stock items procured by the team at Denbigh Stores. The aims were to assess whether the systems and processes used were following best practice and to ensure the most efficient and effective service. One recommendation of the review was the implementation of scanning technology (barcodes and handheld readers) to help automate the ordering process.

During the process, the team faced a number of challenges, such as differing ownership of the ordering process, lack of understanding and knowledge, service confidence and storage restrictions. Initial difficulties were overcome through early engagement with ward staff and the Health Board's own Materials Management Teams, ensuring that all staff understood that the team was there to help improve the service.

Effective engagement ensured that ward staff understood the reasons for the project and the potential benefits of the changes. They were also reassured that they would be consulted about changes to ordering practices, stock levels and stock layout in advance. Communication and ongoing support were essential in maintaining an effective working relationship throughout the process and delivering a successful outcome for all concerned.

## Benefits of the project



Stock PAR levels set with maximum stock levels based on historic usage



35% reduction in the value of stock kept in stores



Improved stock management via an Inventory Management System



Paperless system introduced



More effective use of staff time, more time to focus on patient care



Speedier, traceable ordering and receiving of items

## Case Study



# Wound Management Service: Helping to Enable Care in the Home

Community Services includes the treatment and management of wounds for patients requiring care in the home. In 2017, a review of the management and supply of dressings to patients in the Primary Care and Community settings was commissioned by Hywel Dda University Health Board.

There were multiple systems to generate orders and supply products for wound care, which included:

- Prescription
- Direct supply via Community Pharmacies to Community services
- Direct supply to Community Services

Following the review, an opportunity arose to implement a direct supply system for community dressings, which utilised the prescription-only route to supply the Health Board area. The pilot for this was supported by existing NHS infrastructure provided by NWSSP.

NWSSP Supply Chain, based at the Princess of Wales Hospital in Bridgend, purchased and stored dressings in bulk. Community Services ordered products using the Oracle system which were then delivered by Health Courier Services, another division of Shared Services, who already supported frontline services across Wales by providing vital logistical support.

The pilot practices reported the following benefits:

- Easier access to dressings and availability of more appropriate items
- Reduction in product wastage
- Fewer errors and reduced duplication (due to fewer incorrect or multiple prescriptions)
- Time saving (no need to await a prescription, providing additional clinical time)
- Quicker treatment for patients
- Nurses were able to be more organised in terms of items taken to patients
- Cost saving and a reduction in prescribing budgets for GPs



NWSSP Supply Chain purchase  
and store products in bulk

Community Services order products  
via Oracle system

NWSSP Health Courier Services deliver  
to Community Nurse locations

The project also resulted in development of successful working relationships between Hywel Dda University Health Board Community Teams and NWSSP's Health Courier Services and Supply Chain team.

Early indicative figures from the local Health Board areas give a saving in excess of £350k. If extrapolated across Wales, further savings could be significant. Work continues to explore the benefits of using this model on a 'Once for Wales' basis.