

# IN PARTNERSHIP



Spring 2018

*Adding Value Through Partnership*

Finance Academy Hold  
Prestigious Conference for  
Welsh Finance Staff

NWSSP Supported Framework  
launched for NHS Wales  
Medical Workforce

Digital Learning Solutions  
Team Hold National  
Conference



## **New Health and Well-being Guidance Launched for NHS Wales**

New Health and Well-being guidance has been developed for the first time by NHS Wales staff working in collaboration with Trade Unions.



## **Primary Care Services Retain Customer Services Excellence Award**

Primary Care Services successfully completed their two day annual assessment.



**GIG**  
CYMRU  
**NHS**  
WALES

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership



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# WELCOME

*to "In Partnership", the Magazine for Our Staff, Health Boards & Trusts.*

This publication aims to highlight some of the recent achievements that the NHS Wales Shared Services Partnership (NWSSP) has delivered on behalf of Health Boards and NHS Trusts across Wales.

In this Spring edition, we focus on collaborative working within NHS Wales, illustrating how Shared Services staff extend their commitment to supporting others. One of the key articles this month recognises the importance of staff health and well-being. NWSSP has worked in collaboration with Trade Unions, Health Boards and trusts to develop health and well-being guidance for NHS Wales. These guides have been developed to support staff and managers to access guidance on how to make better decisions with regards to their health and wellbeing, using recognised sources of information and guidance such as 'Mind' and '5 Ways to Well-being'. The new products will help to support the well-being of our workforce and help our staff to feel safe and valued.

Further collaborative working was undertaken through the recent launch of the Together We Care (TWC) framework. The All Wales Strategic Medical Workforce Group developed the framework on behalf of the Chief Executives of NHS Wales organisations. The framework sets out what doctors can expect from training and working in NHS Wales, throughout their whole careers, and what is expected of them.

It is pleasing to note that the Primary Care Services (PCS) successfully completed their two day annual assessment with regards to the Government's Customer Service Excellence Standard (CSE). The feedback from the assessor was very positive and it is good to see how PCS has once again illustrated how it is committed to customer service excellence.

I am also delighted to announce the establishment of the All-Wales Maintenance Team, to deal with all maintenance procurement. The team pro-actively manage maintenance contracts working with Customers to establish requirements and ensure value for money is achieved.

NWSSP staff were delighted to receive an informative presentation from Catrin Hall, Community Co-ordinator for the Wales Air Ambulance Service. The presentation outlined the history of the service, its current activities and future plans. Catrin demonstrated how invaluable the service is to its users and we look forward to working with the Air Ambulance Service in the future.



We also reflect on a recent workshop held by the Board Secretaries network to facilitate discussion between the All Wales NHS Audit Committee Chairs group and the All Wales Directors of Governance/Board Secretaries Network. The aim of the workshop was for all parties to agree on a core set of principles to enable development of an all Wales approach to the development of a Board Assurance Framework (BAF) for Boards.

Finally, 2018 sees the 70th anniversary of the NHS, which was established on 5 July 1948. With this in mind watch out for 70th anniversary information, celebrations and events within NWSSP, and wider, leading up to 5 July.

**Neil Frow**  
**Managing Director**



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[NWSSP](https://www.youtube.com/channel/UC...)

# New Health and Well-being Guidance Launched for NHS Wales



GIG  
CYMRU  
NHS  
WALES



New Health and Well-being guidance has been developed for the first time by NHS Wales staff working in collaboration with Trade Unions.

The guidance signposts staff to information and resources to enable them to make better choices with regards to their own health and wellbeing and that of others.

These guides have been developed to support staff and managers to access guidance on how to make better decisions with regards to their health and well-being, using recognised sources of information and guidance such as 'Mind' and '5 Ways to Well-being'.

Claire Smith, Workforce, Education and Development Services, NWSSP said:

*"Using the Prudent Healthcare co-production principle, the guide's aims are that everybody takes responsibility for their own health and well-being and that of others."*

NHS Wales is committed to encouraging staff to improve their health and well-being and recognises that staff act as role models to the community they serve in promoting and preventing ill health.

NHS Wales believes that it is the joint responsibility of managers and individual employees to work together to encourage healthier lifestyles and life choices and support each other in the work place.







Well-being Leads and participants from across NHS Wales at the launch



Sarah Morley, Director of OD and Workforce, Velindre NHS Trust



Rob Blake from Hywel Dda University Health Board

**Sarah Morley, Chair of the NHS Wales Health and Well-being Programme Board, said:**

*"I am very pleased to see these being launched as this supports the NHS Wales Core Principles of valuing all who work for the NHS. The wellbeing of our workforce is paramount to delivering effective patient care, so we will strive to encourage work satisfaction which enables our staff to feel safe and valued, in the hope of supporting their well-being."*

**James Moore, Chair of the all-Wales NHS Health and Wellbeing Network:**

*"We have created two products which we have tested widely and on which we have actively sought feedback from colleagues. We have deliberately created this launch as part of developing ownership of improving well-being, and we will continue to monitor the impact of the products and seek to improve them over time."*





# Audit Committee Workshop: Building a Framework of Assurance for the Board

Colleagues discuss the principles to enable development of an all Wales approach to a BAF for Boards



On 12 January 2018 the Board Secretaries network held a workshop at the Wales Audit Offices (WAO) premises in Cardiff to facilitate discussion between the All Wales NHS Audit Committee Chairs group and the All Wales Directors of Governance/Board Secretaries Network.

The aim of the workshop was for all parties to agree on a core set of principles to enable development of an all Wales approach to the development of a Board Assurance Framework (BAF) for Boards.

The workshop provided an opportunity to share best practice and identify assurance gaps. The speakers included:

- Mr Ceri Stradling, Chair of Betsi Cadwaladr University Health Board Audit Committee, discussed Betsi Cadwaladr UHB's narrative board assurance framework, its framework map and corporate risk register confined to one page
- Dr Chris Turner, Chair of Cwm Taf UHB and Robert Williams, Director of Corporate Services & Governance/Board Secretary, discussed how they had been evolving their risk management strategy since 2014 and how they had approached developing a BAF

- Carol Mosely and Dave Thomas, Wales Audit Office discussing feedback from the all Wales structured assessments specifically in relation to BAF's
- Simon Cookson, Director of Audit & Assurance, NWSSP and Peter Stephenson, Head of Finance and Business Improvement, NWSSP, discussed NWSSP's approach to developing assurance maps using the 3 lines of defence model, how assurance maps for individual Directorates linked to the corporate risk register and how NWSSP were managing risk appetite and risk tolerance.

The workshop included discussion groups that considered the importance of horizon scanning to identify if factors from the macro environment could impact on long term vision, how high risk areas should be aligned to internal audit plans, the importance of engagement between independent members and Directors, and the need for board development sessions to focus on linking objectives and risks.

Feedback from the discussion groups confirmed the importance of having a BAF with a core set of principles that individual NHS bodies were aligned to.

Martin Veale, Chair of the Shared Services Partnership Audit Committee who participated in the event said:

*"The workshop provided a useful space to think about how we get assurance that we are doing the right things, and doing them well. Audit Committees seek assurance, on behalf of the Board and the Chief Executive, that there are good systems of internal control in place.*

*A board assurance framework simply pulls together all the good work that's taking place into a single framework, and identifies any gaps in assurance.*

*This framework, together with a clear understanding of our strategic objectives and the risks we face, make up the core building blocks that ensure that we are a well managed organisation."*



# Primary Care Services Retain Customer Service Excellence Award

The Primary Care Services (PCS) directorate have successfully completed their two day annual assessment with regards to the Government's Customer Service Excellence (CSE) Standard.

Subject to ratification from the awarding body, PCS will retain the CSE standard award being fully compliant in all areas. Furthermore, and building on from last year's results, PCS are likely to be awarded Compliance Plus status in a number of assessment categories.

This year a major theme of the assessment was surrounding the ongoing development of the Patient Medical Record (PMR) service that PCS provide. The assessor was extremely pleased how this was progressing taking the opportunity to visit 2 PMR practices based in Ystrad Mynach and Burry Port.

Dave Hopkins, Director of Primary Care Services, said:

*"The feedback from the assessor was very positive and it is extremely pleasing that PCS has once again illustrated how it is committed to customer service excellence."*

*"I would like to thank the business support staff who supported the assessor directly, especially in the PMR area and to everyone in making such an impression which has enabled PCS to maintain the standard and make the assessment such a success."*

## What is the Customer Service Excellence Standard (CSE)?

The Government wants services for all that are efficient, effective, excellent, equitable and empowering – with the citizen always and everywhere at the heart of service provision. With this in mind Customer Service Excellence (CSE) was developed to offer services a practical tool for driving customer - focused change within their organisation.

The CSE standard tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction.

CUSTOMER  
SERVICE  
EXCELLENCE





# NWSSP Supported Framework Launched for NHS Wales Medical Workforce



## Further information

For further information regarding Together We Care please contact Clem Price:  
[clem.price@wales.nhs.uk](mailto:clem.price@wales.nhs.uk)

The Together We Care Framework is available to download, bilingually, via the Welsh NHS Confederation [website](#).

A video that outlines TWC in detail can also be found at NWSSP's official YouTube channel [here](#).



[Play Video](#)



## Together We Care

A Framework for the development  
of the Medical Workforce in Wales

The Together We Care (TWC) framework was recently launched at the Welsh NHS Confederation annual conference in Cardiff.

Supported and developed in partnership with stakeholders by Workforce, Education and Development Services, TWC is a new framework for the Medical Workforce within NHS Wales. The framework was also developed on behalf of the Chief Executives of NHS Wales organisations by the All Wales Strategic Medical Workforce Group, through a series of engagement events with medical staff and other relevant stakeholders from across Wales.

The framework also sets out what doctors can expect from training and working in NHS Wales, throughout their whole careers, and what is expected of them. Through extensive engagement, 8 Key Themes emerged.

### The 8 Key Themes include the following:

- Theme 1: *Care with and around the patient*
- Theme 2: *An engaged and empowered medical workforce*
- Theme 3: *Digital health & social care*
- Theme 4: *Dynamic leadership*
- Theme 5: *Excellent medical education and on-going development*
- Theme 6: *A transformed and sustainable medical workforce*
- Theme 7: *Career promotion and widening access*
- Theme 8: *Innovative multi-disciplinary team working.*

Tracy Myhill, Chief Executive Abertawe Bro Morgannwg University Health Board and Chief Executive Lead for Workforce (pictured below) said:

*"The framework demonstrates NHS Wales' commitment to both our current and future doctors through its alignment with the NHS Wales Core Principles and demonstrates a commitment to the well-being goals of the Well-being of Future Generations (Wales) Act."*



Tracy Myhill



# Celebrating the 70th Anniversary of the **NHS**

**T**he NHS is turning 70 on 5 July 2018. It provides NWSSP with the opportunity to celebrate the achievements of one of the nation's most loved institutions, to look at the wide array of opportunities being created by advances in science, technology and information, and to engage, involve and say thanks to staff who are always there with their hard work and dedication to keep the wheels of NHS Wales turning.

When health secretary Aneurin Bevan (pictured to the right) launched the NHS at Park Hospital in Manchester, it was the climax of a hugely ambitious plan to bring good healthcare to all. For the first time, hospitals, doctors, nurses, pharmacists, opticians and dentists were brought together under one umbrella organisation to provide services that are free for all at the point of delivery.

The NHS is the UK's largest employer, with over **1.5 million staff** from all over the world and more than **350** different careers. NHS Wales currently employs over **72,000** of this dedicated workforce with NWSSP alone employing almost **2,000** of those staff. NWSSP has a part to play in **95%** of the NHS Wales budget and is the supporting arm of our nation with a pan-Wales remit.

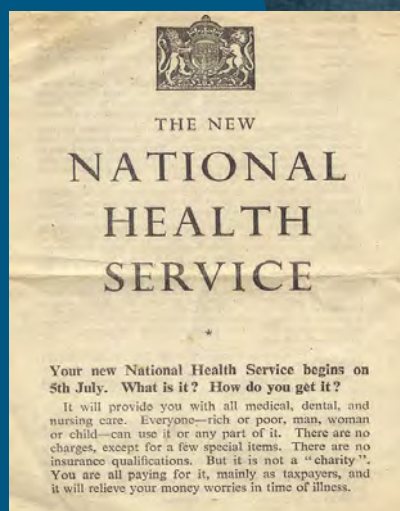
We are all proud of our NHS. It has delivered huge medical advances and improvements to public health, meaning we can all expect to live longer lives. It is thanks to the NHS that we have all but eradicated diseases such as polio and diphtheria, and pioneered new treatments like the world's first liver, heart and lung transplant. The NHS continues to drive innovations in patient care such as bionic eyes to restore sight, and surgical breakthroughs such as hand transplants.

Looking to the future, the NHS is becoming more integrated and investing in new medicines, genetic research and digital technologies like apps and artificial intelligence, which will ensure we continue to live longer and healthier lives.

## Celebrations

We will be engaging with our staff and publicising a number of themes and narratives, leading up to, and during, 5 July, using our communications channels.

Our celebration of the NHS's 70th birthday will start from February 2018 and peak on 5 July!



The original NHS leaflet  
sent out to the UK  
population in 1948





**From left:** Andrew Lever, Joanne Brenton, Amanda Legge, Sandrine Boucle, James Goddard, Craig Nelson, Matthew Wallace, Sarah Jones, Janice Tyler and Louise Hutchings

## Primary Care Services Colleagues Successfully Develop their IT Skills

Since 2011, nine members of the Primary Care Services Service Improvement Team, and some staff from Transactional Services, have undertaken a series of IT Industry Accredited Training Modules along with Examinations in the Profession of Business Analysis.



These have covered subject areas such as; Business Analysis Practice, Business Change, Benefits Management and Requirements Engineering, which has provided training on key skills such as Process Mapping, Testing concepts and knowledge of the various stages of Software Development Life-cycles to list just a few.

By investing in this training both the individuals and Primary Care Services (PCS) have benefited from industry developed and proven business models, concepts and tools that have been adopted into an international standard for Business Analysis by the British Computer Society (BCS).

After many years of training that has included self learning, work place tuition, workshops and training days with accredited training suppliers, eleven members of the group have successfully passed five examinations and thereby have demonstrated their knowledge and understanding of the Business Analysis Profession.

Over those years PCS and other Services within NWSSP have benefited from these newly acquired skills via a host of key projects undertaken by the Modernisation and Technical Services team within PCS. Their progression in this field has subsequently encouraged two further members of Primary Care Services to undertake some of the training modules themselves as part of their personal development.

In 2017, six members of the group decided that they would take the brave step of applying to be recognised as BCS Business Analysis Practitioners by passing the International Diploma qualification. This exam requires the candidate to be being tested in an interview for one hour by two accredited experts in the field.

During the exam the candidates were expected to be able to apply what they had learnt in a real life business context which included business scenarios within the NHS, and the Private and Third Sectors.

The PCS team were pleased to see Amanda Legge, Joanne Brenton, Louise Hutchings, Matthew Wallace, Sandrine Boucle and the Head of Transactional Services, James Goddard, achieve this qualification bringing the total number of Diploma qualified BAs in Primary Care Services to eight.

Special recognition also went to Sarah Jones (who herself is a qualified BCS examiner) and Janice Tyler who helped prepare the group ahead of the Oral Examination.





# Mobile 'Cath Lab' Established in Hywel Dda University Health Board



The local Frontline Procurement team worked with Hywel Dda Service Delivery Management and clinical staff to competitively source a compliant solution to the urgent requirement for a Mobile 'Cath Lab' to facilitate the reduction of waiting times for critical cardiac procedures for Hywel Dda patients from 6 months to just two weeks over a seven weeks period.

This was a complex and pressured procurement due to the urgent timelines and specific clinical requirements and also in delivering a good patient experience.

The procurement team delivered to time both compliant and value for money solutions on the mobile lab requirement and also the covered patient walkway which was also needed.

For further information please contact Alan Binks: [alan.binks@wales.nhs.uk](mailto:alan.binks@wales.nhs.uk)

The mobile 'Cath Lab' which will help to facilitate the reduction of waiting times for critical cardiac procedures for Hywel Dda University Health Board patients

## Network 75 Hold '100' Event

In December 2017 a Network 75 student event was held in University South Wales, Pontypridd.

The purpose of the event was to celebrate the milestone that Network 75 had over 100 students participate in the scheme and provided attendees a platform where they, former students and their mentors could network and share their personal experiences.

NWSSP currently has five Network 75 students placed within Shared Services across a number of our divisions. The purpose of the scheme is to provide undergraduates the experience of working within an organisation whilst undertaking a degree.

Zoe Wall, who works for the NWSSP supported NHS Wales Finance Academy, said:

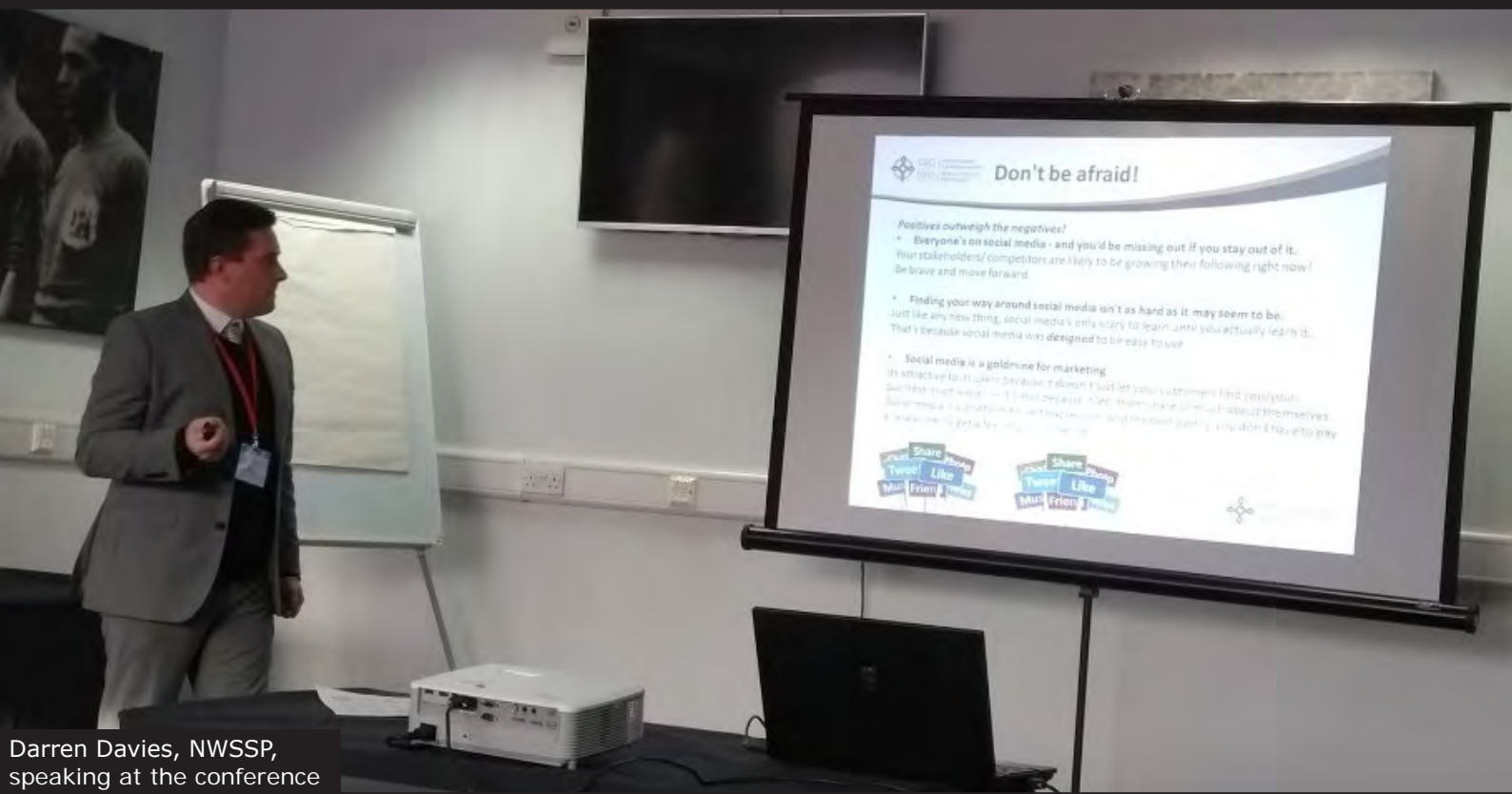
*"I think this was a great idea, to give students and mentors a chance to network across the different sectors of industry and share their own personal experiences. It was great to hear stories from past students also!"*

Network 75 students at the event including NWSSP placements Rhys Lane (far left), Zoe Wall (3rd left), India Lloyd (centre), Aidan Parkes (3rd from right) and Josh Rowlands (2nd right)





# Finance Academy Hold Prestigious Conference for Welsh Finance Staff



Darren Davies, NWSSP, speaking at the conference

**T**he NHS Wales Finance Academy recently held their annual conference at the Cardiff City Football Stadium.

The Finance Academy is supported by NWSSP and their annual conference, entitled 'Together, We Can', brought together guest speakers from NWSSP, Rolls Royce, South Wales Fire and Rescue Service, Deloitte, Welsh Government, and NHS Wales Health Boards and Trusts.

The conference was attended by over 150 people from NHS Wales finance teams who formed part of the general theme of the day which centered around working together with an emphasis on how this starts with 'us' and how we can empower ourselves to make this happen.

The conference was chaired by Huw Jakeway, Chief Officer of the South Wales Fire Service and opened by Alan Brace, Director of Finance, Welsh Government, who discussed and highlighted the current financial state of NHS Wales. Alan was followed by Sarah Baker, Capital Finance Manager, Rolls Royce, who gave a presentation on the rewards systems she initiated within her company and the successes and benefits that were produced.

Sarah was followed by Russ Favager, Director of Finance, Betsi Cadwaladr University Health Board and Glyn Jones, Director of Finance, Aneurin Bevan University Health Board. Russ shared some of the people development initiatives being taken forward within the Finance Academy.

The initiatives, Russ noted, have already made a big impact in developing the skills and knowledge of finance staff across NHS Wales. Glyn discussed the theme of innovation and how finance staff are adding value within their roles and therefore their organisations.

The second half of the day was opened by Mark Osland, Director of Finance, Velindre NHS Trust, who spoke on the themes of partnership working closely followed by Dr Paul Buss, Medical Director, Aneurin Bevan University Health Board, who presented on the subject regarding the power of clinical financial relationships.

These presentations were followed by talks from Lynne Hamilton, Director of Finance, Abertawe Bro Morgannwg University Health Board, and Gus Miah, Liz May and James Banham from Deloitte. The presentations focused on driving excellence and financial stability respectively.

The conference also held a number of workshops which focused on the themes of mentoring, Bevan Commission exemplars, the identification of key messages, and a social media masterclass which was presented by Darren Davies, Communications Manager, from NWSSP's Corporate Communications team.







The talk which was held at Cardiff and Vale College, central Cardiff, focused upon the general themes of social media whilst giving explanations as to what it is, how and why we should use it, benefits and how staff can incorporate it into their personal and professional lives.

The masterclass received positive feedback from attendees who learned much about the value and influence of social media. Shared Services colleague, and Head of Finance, Martin Riley, said:

*"I thought the social media masterclass was excellent. The content was good, well structured, pitched at the right level and the presentation style was engaging."*



**Martin Riley**  
Head of Finance





# Surgical Medical Testing Laboratory attain Re-accreditation



The Surgical Medical Testing Laboratory (SMTL) had their annual United Kingdom Accreditation Service (UKAS) inspection. The purpose of the visit was to assess SMTL's on-going ability to provide accredited testing as defined in their published schedule of accredited tests and in accordance with the requirements of ISO17025:2005 for testing.

SMTL provide testing and technical services regarding medical devices to the Welsh NHS, enabling NWSSP Procurement Services and others in the NHS to undertake evidence based purchasing.

SMTL also provide commercial testing services to the international medical device industry, who use the reports to tender for new business, submit to notified bodies for CE marking (European standards) purposes and to develop new devices and technologies.

The testing undertaken includes safety testing of medical devices (including toxicity testing of catheters and protein testing of latex gloves), and performance testing (such as the fluid handling capacity of dressings).

It is therefore vital that SMTL's stakeholders and customers can have confidence in their testing activities and test reports. To achieve this, SMTL decided to pursue independent accreditation in the 1990s, and had their first NAMAS (UKAS's predecessor) inspection in November 1995.

To comply with ISO 17025, a testing lab must demonstrate:

- appropriate control, maintenance and calibration of test equipment
- regular training and proficiency testing of staff
- participation in intra and inter laboratory testing schemes
- competency in undertaking tests, calculations and the reporting of results
- precision and accuracy in testing activities
- provision of comprehensive test reports
- audit and management review systems which continually assess the laboratory's Quality Management System (QMS).

During two days of inspections, UKAS inspectors audited SMTL's paperwork and Quality Management Standards, and SMTL staff were observed and quizzed over the testing of various medical devices.

This year UKAS brought along a specialist inspector to review the Environmental Testing service SMTL provide to the Sterile Services Department (SSD)/ Hospital Sterilization and Disinfection Unit (HSDU) departments in Wales, and observed SMTL staff testing the environment in the Princess of Wales, Bridgend, HSDU.

The UKAS final report said that:

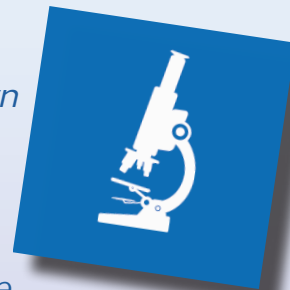
*"All witnessed demos seen were performed by well trained and experienced staff using appropriately calibrated equipment in a suitable environment.*

*In house methods describe the testing being performed well and good validation of methods was seen. The lab continues to offer their clients a good level of service and have effective quality control measures in place."*



Pete Phillips, Director of SMTL, said:

*"I am delighted that our staff have once again shown their technical competency and proficiency when testing medical devices for Welsh NHS staff and patients. In a year when we changed organisations and lost two staff from our three person Quality Assurance department, maintaining the level of service in line with ISO 17025 was not trivial. I am confident that our talented team will continue to support our stakeholders, in particular our Procurement Services colleagues, to enable the continued procurement of high quality and cost effective medical devices for NHS Wales."*





# Digital Learning Solutions Team Hold National Conference

The Digital Learning Solutions team recently held their national conference at the Principality Stadium, Cardiff. The conference was attended by Subject Matter experts (SME) and Learning and Development Managers from across different public sector organisations in Wales.

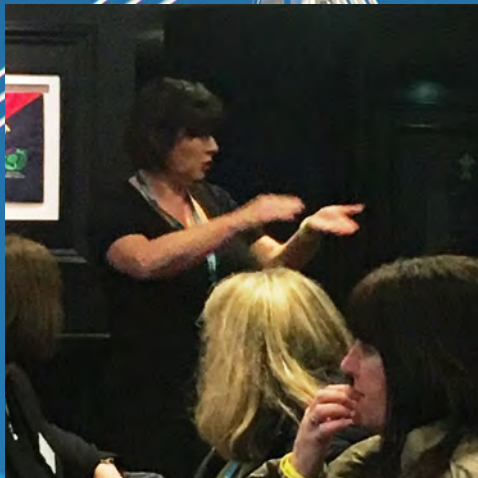
The event was attended by over 100 delegates, and the conference was opened by NWSSP Director of Workforce and Organisational Development, Hazel Robinson, who briefed the attendees on the journey of the NHS Wales Digital Learning Team and use of the Electronic Staff Record (ESR) portal.

The aims and objectives of the day was to review the 10 modules of the statutory and mandatory Core Skills Training framework that all NHS Wales staff have to undertake. Further updates were giving from the SME's on the progress of the annual review of each module. This also gave delegates the opportunity to discuss queries that they may have directly with the SMEs.

Following on from this Helen Thomas, Deputy ESR Programme Director, challenged the group on the efficient use of ESR and spoke on how ESR can enable organisation's to become paperless.

Other key speakers included Amanda Lowdon, NHS ESR Function Advisor, who presented to attendees on how to use the functionalities within ESR.

A crowd sourcing exercise followed where the delegates had the opportunity to discuss what they would stop doing, start doing and continue doing in order to progress their systems and processes when using ESR.



Hazel Robinson speaks to conference attendees



Helen Thomas addresses the conference delegates



Delegates enjoying the workshop sessions

**Feedback from the event was also extremely positive with delegates commenting:**

*"Excellent workshop, well organised. Thank you."*

*"It is always beneficial to have the ESR experts in one room with SMEs. It made for a very lively discussion."*

*"Networking with representatives was very useful. To hear about some of the challenges around consistency of learning across different NHS organisations."*





# Procurement Services Assist With New SuRNICC Unit at Ysbyty Glan Clwyd



**T**he first phase of the new £18m Sub-Regional Neonatal Intensive Care Centre (SuRNICC) at Ysbyty Glan Clwyd opened recently.

The unit will care for newborn babies from across North Wales with significant care needs. The first phase of the project includes the construction of the new unit, which features five intensive care cots, five high-dependency cots, and nine special care cots.

The new unit also features a dedicated isolation unit, a transitional care service to keep mums and newborn babies together, and on-site parent accommodation, helping patients with premature and sick babies spend as much time with their child as possible.

The SuRNICC meets the latest modern neonatal healthcare standards and provides significantly improved facilities for both families of babies on the unit and neonatal staff. The department will work in

tandem with neonatal and maternity units at Ysbyty Gwynedd and Wrexham Maelor Hospital to provide joined-up care for sick and premature babies across North Wales.

The Local procurement team at Alder House, St Asaph, have been regularly involved over the past 12 months with the Management Team for the project, the staff in the unit and the Electro-Biomedical engineering (EBME) department in identifying and procuring all the specialist equipment and furniture for the project.

The project fits really well with NWSSP's core value ethos of Listening and Learning and Working Together.

The construction of the second phase of the project, which includes additional special care and high dependency cots, has now commenced in the site previously accommodating the Special Care Baby Unit (SCBU) and upon its completion in a few months, the two phases will be joined to make the unit fully operational.

During this period the local teams' support of the project will continue with the procurement of the additional equipment required for the second phase.





# ISO 9001

## Quality Management Success



NWSSP aim to deliver quality, world class services and achieving ISO 9001 Quality Management certification is seen as an important step in this journey.

The Procurement Services Directorate recently achieved recommended certification for teams in Accounts Payable (South), e-Enablement and Procurement teams based at Mamhilad House (Aneurin Bevan University Health Board), Brecknock House (Cardiff & Vale University Health Board), Glangwili Hospital (Hywel Dda University Health Board) and Alder House (Betsi Cadwaladr University Health Board).

The audit, which was undertaken by an independent certification body, was carried out over two days and ended with a very positive outcome. No non-conformances were identified, recognising the efforts of our staff to meet not only governance and regulatory requirements but also the needs of customers.

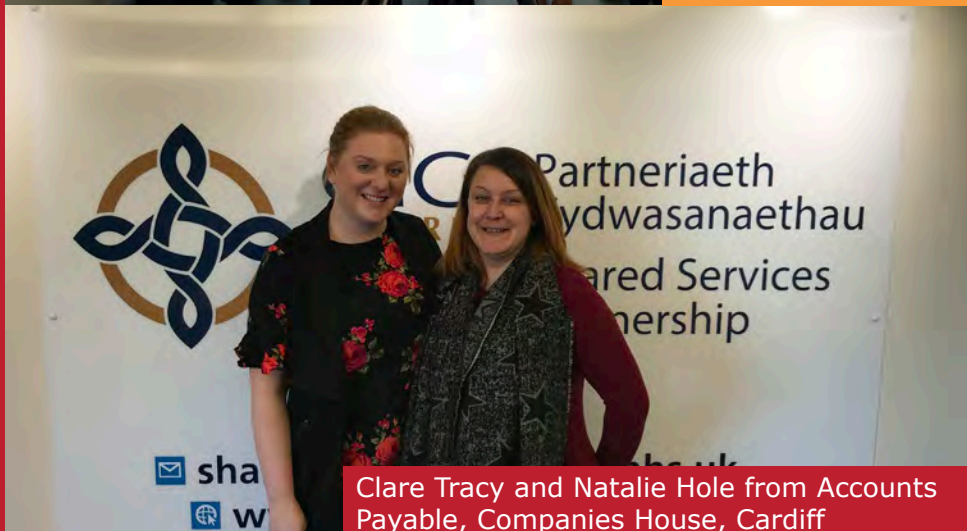
The auditor also complimented the teams on their commitment to customer service and quality. With the extension to the existing certificate, the majority of Procurement services and sites are included under the Quality Standard.

Adding his congratulations, Director of Procurement Services, Mark Roscrow, said that in addition to this being a challenging agenda;

*"It's another important step on the quality journey and the road to world class."*



Cardiff & Vale Team



Clare Tracy and Natalie Hole from Accounts Payable, Companies House, Cardiff



e-Enablement Team

# ISO 9001

## QUALITY MANAGEMENT



# Value Based Procurement

Procurement Services are leading the way in Healthcare across the UK by developing a Value Based Procurement approach. Working closely with Aneurin Bevan UHB, Procurement Services secured three year funding from the Welsh Government Efficiency Through Technology Programme to develop and implement the practice.

The approach assesses Value as a derivative of outcome divided by cost and places Clinical and Patient Reported Outcomes at the heart of the procurement decision making process and resulting contractual performance management.

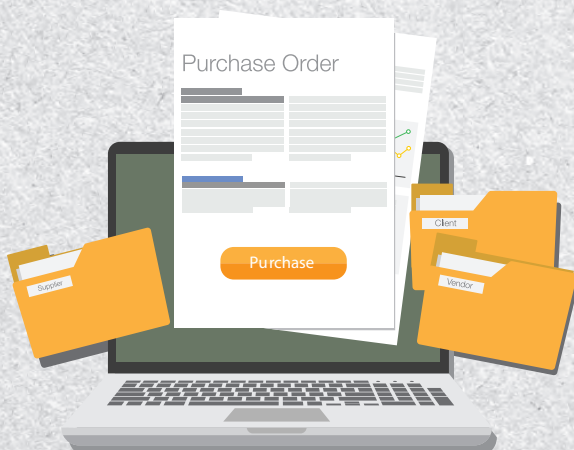
Based upon work from Harvard Business School and the Boston Consulting Group, the concept switches from the traditional procurement decisions of input product specification and individual component price to an outcome focused contractual model, where risks transfer to the supplier and improved outcomes are rewarded.

The approach also fully embraces the principles of Prudent Health and helps to remove barriers to innovation adoption.

$$\frac{\text{Outcome}}{\text{Cost}} = \text{Value}$$

**"If value improves, patients, health care providers and suppliers can all benefit."**

- The New England Journal of Medicine, What is Value in Health Care; Michael E Porter PhD

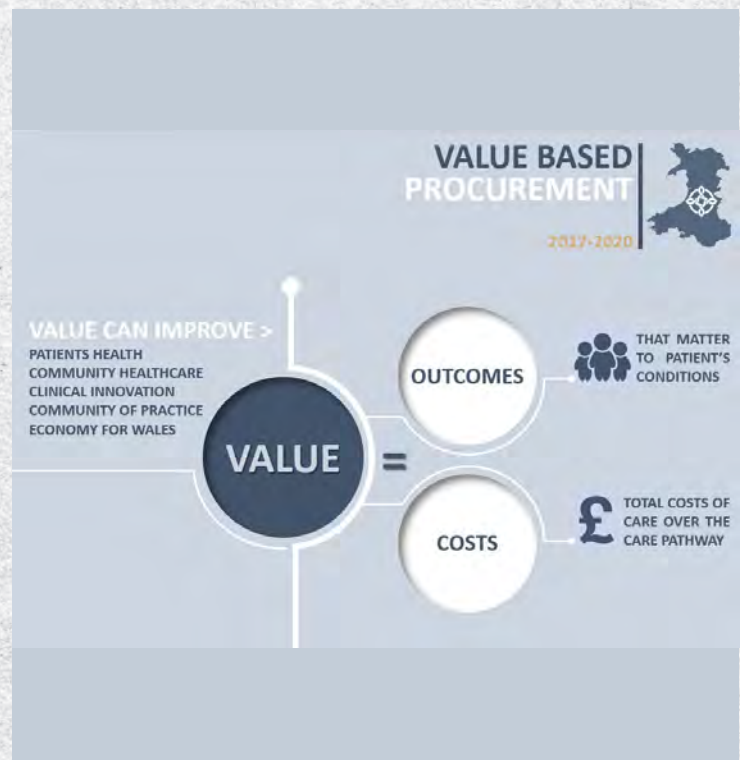


## Definition of Value Based Procurement

How to link "Value Based Health Care" and "Public Procurement"

Value Based Health Care is an emerging paradigm which has the power to change health care as we know it, but in order to achieve real impact, it must be applied to the key decisions that make up care delivery.

Achieving high value for patients must become the overarching goal of healthcare delivery, with value defined as the health outcomes achieved per pound spent. This goal is what matters to 'the person', and unites the interests of everyone within the system.

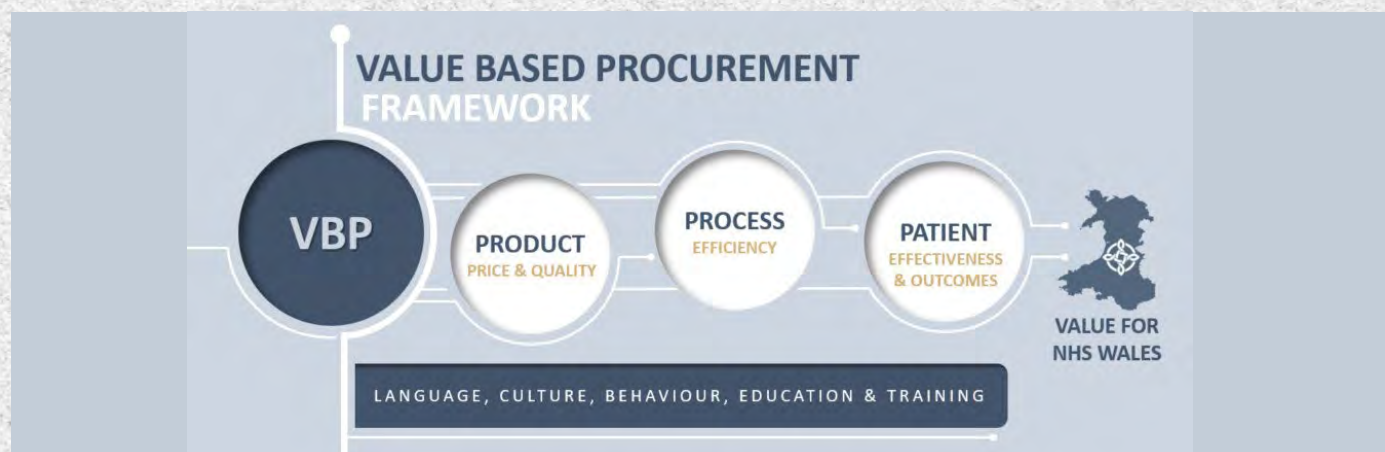


The timing of the introduction of Value Based Procurement is planned to coincide with both the introduction of Value Based Healthcare across the NHS in Wales and the adoption of standard data sets from ICHOM. International Consortium for Health Outcomes Measurement (ICHOM) is a not for profit organisation linked to Harvard Business School that seeks to bring about a consistency in measuring health outcomes around the world.

ICHOM currently have 21 disease specific standard data sets available and NHS Wales are beginning to adopt these for recording of patient outcomes.



The Value Based Procurement Programme will develop an Implementation Framework in order to ensure a systematic approach to delivery against the Programme, this will include (but not be limited to) description of processes to support Value Based Procurement activity for all of NHS Wales; to support the development of a different system of care for Wales.



Building upon the traditional strengths of Product procurement within Wales, the Value Based Procurement Framework will encourage detailed scrutiny of the Process of both product supply and patient flow to further inform the broader costs.

Ultimately the focus on the Patient will inform both the Process and the Product and allow NHS Wales to reassess its requirements to ensure that true value is delivered.

#### The Framework will have 3 areas of focus:

- **Product:**

Traditionally NWSSP's quality driven standardisation 'Once for Wales' approach has allowed procurement to work with stakeholders and set quality standards for product selection. This then allows contracts to be awarded based upon the best price above the quality threshold. This approach is well proven and will be entirely appropriate for many areas of spend.

- **Process: Efficiency Focus**

There is an acceptance that the total costs need to be considered and not just the purchase price of goods. A number of models are being introduced that allow for greater transparency and assessment of cost beyond product. Time Driven Activity Based Costing (TDABC) is now utilized across NHS Wales as is patient level costing. These models allow for activity to be focused on leaner processes to avoid cost and increase efficiency.

- **Patient: Effectiveness and Outcomes Focus**

The ultimate goal of a Value Based Procurement system in healthcare is to ensure that the patient is the focus. This means that both clinical and patient reported outcomes are informing the requirements and that the measurement is allowing for better contract management that is to the benefit of the patient and the healthcare system.







## Wales Air Ambulance Visits Nantgarw Headquarters

NWSSP staff were delighted to receive a fantastic presentation from Catrin Hall, Community Co-ordinator, from the Wales Air Ambulance Service in February 2018.

Held within NWSSP's Nantgarw headquarters to a packed-out audience, Catrin detailed the history of the service, current activities and future plans. The service is invaluable to its users and NWSSP look forward to working with the Air Ambulance Service in the future.

### Who are the Wales Air Ambulance?

Wales Air Ambulance is an all Wales charity providing emergency air cover for those who face life-threatening life illness or injuries.

Wales Air Ambulance covers the whole of Wales every single day. Each year their helicopters attend around 2,500 missions, covering rural countryside, bustling towns and cities, along the Welsh coastline and across vast mountain ranges. Their four airbase operations in Caernarfon, Llanelli, Welshpool and Cardiff are ready to save lives wherever needed.

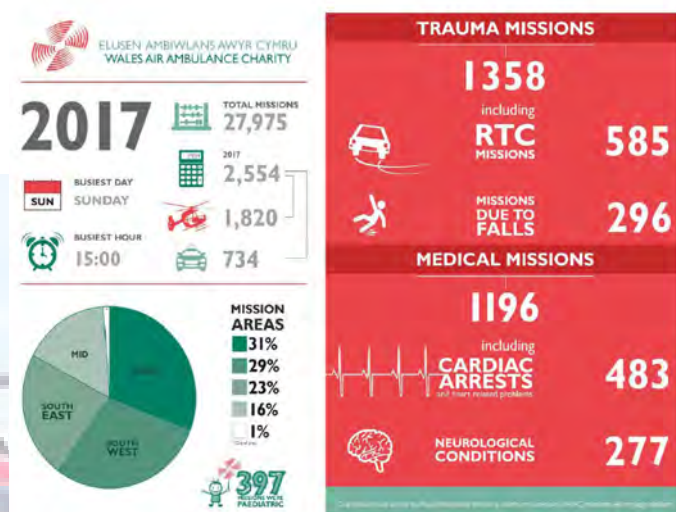
### How much does it cost to run the service?

Wales Air Ambulance is funded by the people of Wales; they rely entirely on the public's support to help keep the helicopters flying. The charity does not receive direct funding from the government and they also fail to qualify for National Lottery funding. Their helicopters are kept in the air through charitable donations, fundraising events and membership of our in-house Lifesaving Lottery. They need to raise £6.5 million every year to operate the service, with each mission on average costing £1500.



Catrin is pictured with our Director of Finance and Corporate Services, Andy Butler (left) and NWSSP Managing Director, Neil Frow (right).

### Key statistics





# Introducing the All-Wales Maintenance Team



NWSSP has established an All-Wales Maintenance Team, (pictured), to deal with all procurement relating to maintenance requirements.

The team proactively manage maintenance contracts working with Customers to establish requirements; agree level of cover required; seek best value for money; manage the contracts during the contract period and also work with customers to renew contracts. The team is located within Abertawe Bro Morgannwg UHB at Neath-Port Talbot Hospital.

Currently, the Maintenance Team manage 2,092 contracts. However, there are still a significant number of contracts yet to transition across.

The maintenance team have adopted a Category approach, the portfolio is split into the following Categories: Estates (which includes Decontamination and Hotel Services); IT & Communications; Medical; Laboratory and Radiology. Therefore, this approach develops category expertise and thus the team become specialists in their given field, which provides the Customers with confidence that they are receiving the appropriate level of support and guidance.

Compliance against both statutory/regulatory requirements and Standing Financial Instructions is imperative and the maintenance team will ensure that this is achieved. However, it must be acknowledged that the route to market for maintenance contracts is dependent and dictated by the decisions made at the point of purchase. The choice of equipment dictates whether competition is available or not and must be documented during the decision making process.

This will ensure that our focus and resource can be on new areas of work that have cost saving potential without compromising our existing Contract Programme.

However, communication is key between all parties and must be continuous (Customers, Local Procurement, Maintenance Team and Contractors) this will ensure that the contracts remind fit for purpose and relevant. This is necessary so that any equipment procured is alerted to the maintenance team to be added onto the contract and vice versa for equipment that has been replaced or is no longer in use is removed from contract. Customer Engagement is key and without this limited progress will be achieved.

The continued transition of contracts to the Maintenance Team would achieve the total Category Management approach which is the direction that NWSSP are aiming for. The benefits will be to standardise on recognised Procurement Best Practice and contracting once for Wales.

This approach will ensure that value for money is achieved and that the maintenance premiums are consistent across Wales. In addition there would be one point of contact for Customers and Contractors in relation to Maintenance.

For further information please contact Romano Provini: [romano.provini@wales.nhs.uk](mailto:romano.provini@wales.nhs.uk)



# Procurement Services Support Digital Dictation Software at Cardiff & Vale University Health Board

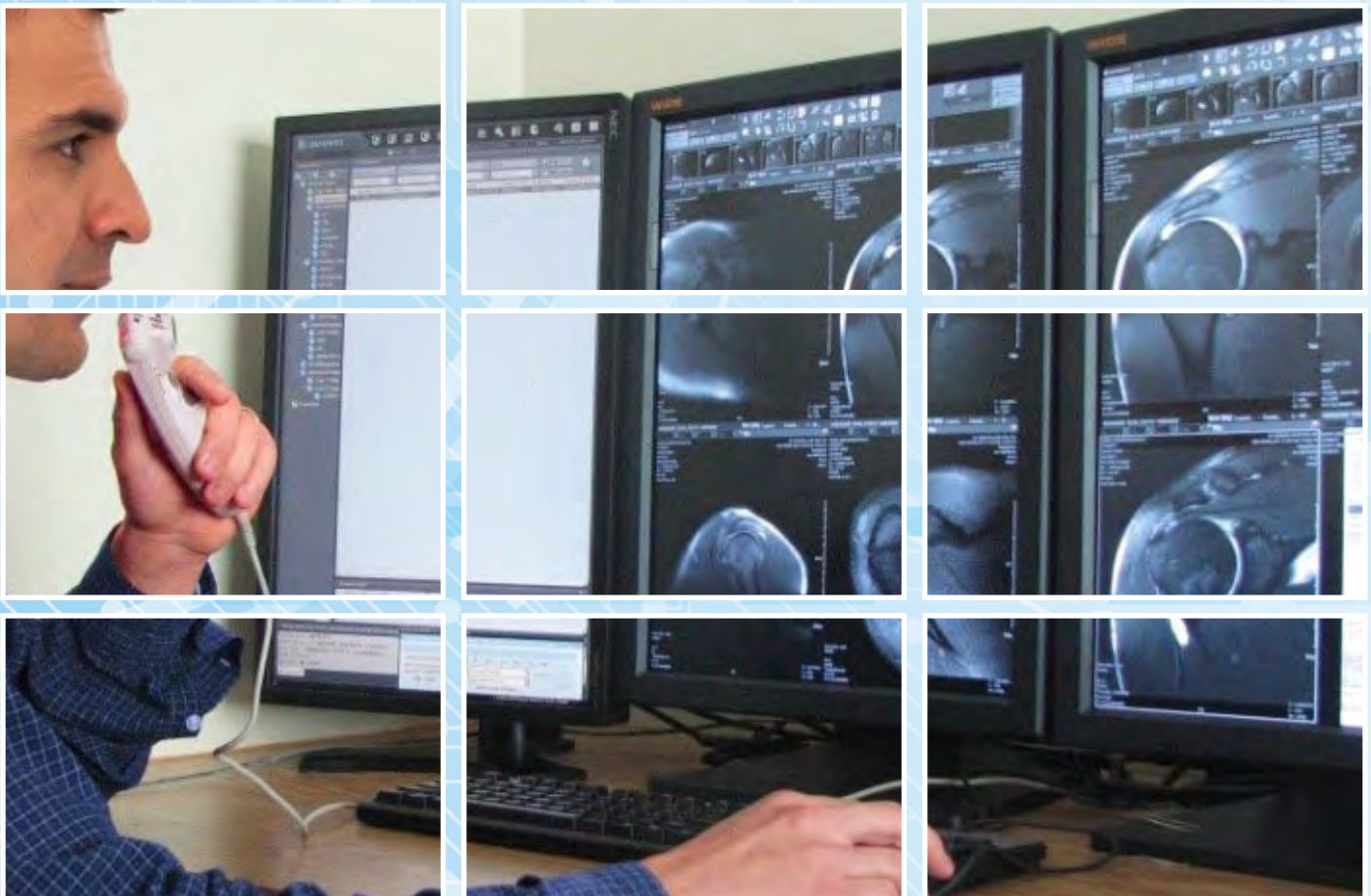
**D**igital dictation is different from speech recognition where audio is analysed by a computer using speech algorithms in an attempt to transcribe the document. This gives the typist the option to either type a document manually, or send a document to be converted to text by Software. The technology is evolving and more and more functionalities are being developed to support the recording of patient records and notes.

Cardiff and Vale UHB have recently awarded a contract for the All Wales Medical Genetics Service (AWMGS) for the replacement of its existing basic Digital Dictation System to a more enhanced version with additional functionalities.

Digital Dictation software is currently used in small pockets of the Health Board however the plan is now to roll this out across the whole Specialised Services Clinical Board (Cardiology, Critical Care, Haematology, Immunology, Neurosciences, Nephrology and Transplant) Digital Dictation Software will save Medical Secretaries significant amounts of time in typing and allow digital dictations to be uploaded from portable Dictaphones.

The system allows for transcriptions to be sent back and forth between secretary and clinician until they are finalised. The system will also allow for typed letters to be stored within it. The letters can then be checked electronically before posting. The system also allows a priority to be given to each dictation so secretaries can prioritise accordingly. It has not yet been established whether this will be procured via a full Official Journal of the European Union (OJEU) process or whether a framework will be utilised. A working group has been established to drive this forward for the wider Clinical Board.

For further information please contact Nadine Stokes: [nadine.stokes@wales.nhs.uk](mailto:nadine.stokes@wales.nhs.uk)





## Congratulations on Your Retirement

Congratulations to Primary Care Services colleague Phil Jones who recently announced his retirement after almost 40 years of service to NHS Wales.

Phil began his career in the NHS during August 1978, working at Francis Well in Carmarthen followed by the Family Practitioner Committee, the Family Health Service and then the Dyfed Powys Health Authority.

Following a reorganisation, Phil was then moved from Carmarthen to Swansea as part of the Powys NHS Trust's Business Service Centre. From here Phil then moved into Primary Care Services on the establishment of NWSSP.

Reflecting on his final day within Shared Services, Phil said:

*"Thank you all ever so much I am really moved by your cards and good wishes, 39 and a half years is a long time - it was before some of you were born. It is also strange to think that while the NHS is 70 years old this I have worked in it for over half of its existence. Once again very many thanks and I wish each and every one of you the best in the future."*



Phil Jones (right) pictured with Primary Care Services Director Dave Hopkins

HAPPY  
*Retirement!*

## Procurement Services Support the Build of the Grange University Hospital

The Grange University Hospital is a £350 million Critical Care Centre in Llanfrechfa, Torfaen. The hospital will eventually have 470 beds and will provide acute hospital care for the most serious conditions for the population of Gwent when it opens in March 2021.

A significant amount of work has been completed on the site since the ground works began in July 2017. Around 600 concrete piles have now sunk 60m into the ground to form the firm foundations required to structurally support the hospital. Surrounding the site the retaining walls, which will hold the vast quantities of earth that has been moved, are now being erected. In a few weeks the first tower crane will arrive on site and very soon after this the first signs of the actual hospital building will become visible. Aneurin Bevan University Health Board is undertaking a significant transformational change programme called Clinical Futures. The transformation will bring improvements in healthcare for the local population.

The programme is now well underway and with handover due in September 2020, the Procurement team based on site at Llanfrechfa, are beginning to work extensively with divisional staff to develop the equipment schedules for the hospital. We will provide regular updates on progress with this exciting, challenging and high profile construction project.





Radiologists and imaging professionals at a recent seminar. A new National Imaging Academy is being launched to help facilitate their training.



## Procurement Services Support the New Academy to Train the Next Generation of Radiologists in Wales

The Capital Equipping Department are currently undertaking an exciting new scheme in Pencoed, Bridgend. A new Academy to train the next generation of radiologists and imaging professionals is to be created in Wales and will open during mid-2018.

The new National Imaging Academy Wales, which is being established with £3.4 million funding from the Welsh Government, will be a flagship purpose-designed facility that will accommodate up to 20 trainees per year. The Academy will be situated at Pencoed Business Park, just off junction 35 of the M4.

The Academy will deliver the Royal College of Radiologists (RCR) curriculum in a dedicated environment through IT suites, skills labs with simulation training and a lecture theatre. Consultant radiologists from across South Wales will provide lectures, lead seminars and provide supervision for reporting sessions at the Academy. E-learning will be available alongside the didactic teaching, use of textbooks and equipment.

Trainees will be taught to report imaging studies on Picture Archiving and Communication Systems (PACS) in the Academy - initially supervised by trainers, followed by independent reporting when appropriate.

The work load can be drawn from all the local hospitals enabling access to certain studies to ensure the best exposure to rare procedures and cases.

There will be Ultrasound machines on site to enable structured training on patients. For further information please contact Sam Pennington: [samantha.pennington@wales.nhs.uk](mailto:samantha.pennington@wales.nhs.uk) or Nicola Griffiths: [nicola.griffiths8@wales.nhs.uk](mailto:nicola.griffiths8@wales.nhs.uk)





# IN PARTNERSHIP

Adding Value Through Partnership



**Spring 2018**

If you have any news items for inclusion within "In Partnership" please contact Nathan Williams, e-Communications Officer

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