

NHS WALES SHARED SERVICES PARTNERSHIP INTEGRATED MEDIUM TERM PLAN **2019 - 2022**

EXECUTIVE SUMMARY



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasanaethau
Shared Services
Partnership

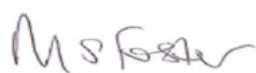
MESSAGE FROM THE CHAIR AND THE MANAGING DIRECTOR

Welcome to this Executive Summary of our Integrated Medium Term Plan (IMTP). This document gives readers an overview of how NHS Wales Shared Service's Partnership supports NHS Wales.

We are pleased to introduce this Mini IMTP for 2019 to 2022. We are especially pleased to continue to work with our partners to invest in areas that matter to them and at the same time being able to provide a balanced financial plan. NWSSP delivers a wide range of high quality, professional, technical and administrative support services to our customers and partners across NHS Wales.

Our IMTP has been developed in collaboration with our customers and partners and describes who we are, what we do and how we are going to help shape the future of our services over the next three years and beyond.

2018/19 was a good year for NWSSP, with a number of notable achievements and improvements. Our staff and services have been recognised nationally by being nominated and winning a number of prestigious awards. Our divisions continue to develop and deliver their service offering to our customers and partners and support many all Wales initiatives.



Margaret Foster,
Chair of the Shared Services
Partnership Committee



Neil Frow,
Managing Director
NHS Wales Shared Services Partnership

The level of professional influence benefits (over £100m in 2018/19) across NHS Wales, continues to be a priority, as well as increasing the scope of our services offered by reinvesting internal savings. We continue to put our resources where they will have the greatest benefit to the sector and invest in technology that delivers sustainable cost efficient services, but this is limited by our ability to access capital monies.

A Healthier Wales sets out opportunities for us to expand our services, provide systems leadership and encourages a 'Once for Wales' approach. We know that we need to keep pushing the boundaries and continue to enhance our already efficient and effective practices to customers and partners, and we are confident that our plan reflects the support and leadership that is needed.

To support our objectives and priorities, we have developed a number of key themes that will be the focus of our IMTP this year. These themes will form the basis of our transformation journey and have been derived from the policy landscape, our divisions and our engagement with our customers and partners. We know that we have a proven track record to deliver and that we can be relied upon to provide excellent services that deliver excellent value for money.



What is an IMTP?

Each year we identify the priorities and the actions we will be taking to improve and develop our services, and think about how we will continue to support NHS Wales. We describe these actions and priorities in a planning document, called the Integrated Medium Term Plan (IMTP).

We don't write our plan from scratch each year, but build on the previous year, updating it to reflect new priorities and responses to feedback from our customers, partners and staff.

Each year our IMTP is agreed and approved by our Senior Management Team and the Shared Services Partnership Committee which has representatives from each health board and trust. The IMTP is submitted to the Welsh Government at the end of January to be reviewed as part of the Minister for Health and Social Services' approval of plans for the whole of NHS Wales.

If you require additional copies of this document, it can be downloaded in English and Welsh from our website. If you require the document in an alternative format, we can provide a summary of this document in different languages, larger print or Braille.

Tel: 01443 848585

Web: www.nwssp.wales.nhs.uk

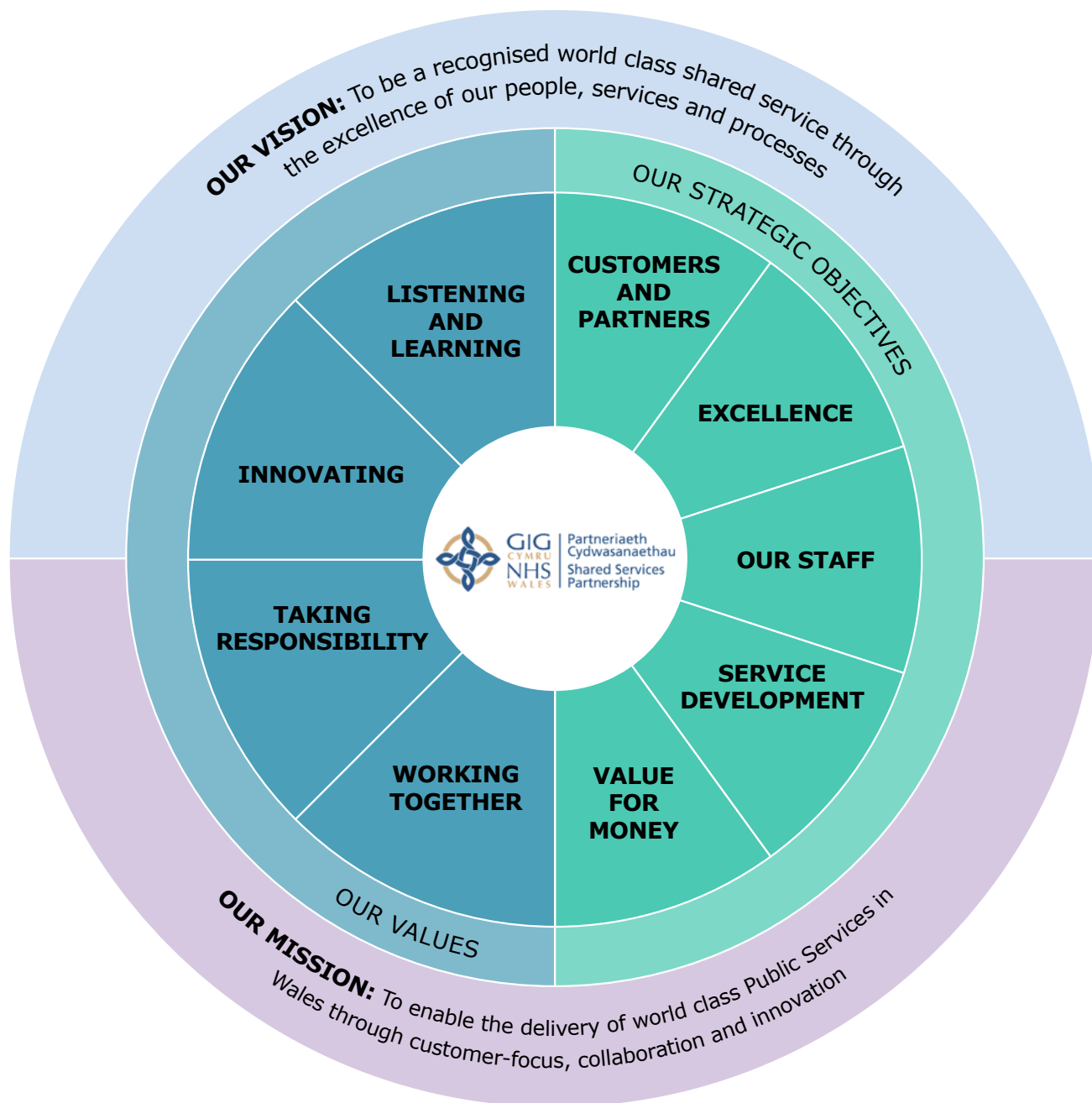
Twitter: @nwssp

Email: Shared.Services@wales.nhs.uk



Our Vision and Mission

Our NWSSP strategy map continues to be updated, to reflect the changing climate that we operate in and the flexible approach that we maintain.



Executive Summary

We work with our customers and partners to provide a range of high quality, customer-focussed professional, technical and administrative services to NHS Wales. NWSSP was created to allow Health Boards and Trusts to focus on the delivery of front line services and to provide a greater focus on support functions and the development of high quality professional services. We believe that the partnership can continue to grow and that we can do even more to support NHS organisations.

Overview Information



- ▶ 2,000 members of staff
- ▶ 23 buildings we operate from
- ▶ Budget of over £400m
- ▶ 95% of all NHS Wales Expenditure is processed through NWSSP systems and processes
- ▶ Professional influence benefits of over £100m
- ▶ We reinvest savings for the benefit of NHS Wales

NWSSP is an integral part of the NHS Wales family; as a hosted organisation it operates under the legal framework of Velindre University NHS Trust. The Managing Director is accountable to Health Boards and Trusts through the Shared Services Partnership Committee which is composed of representatives from each of the NHS organisations that use our services and from Welsh Government. We also have a number of sub-committees and advisory groups, which include members drawn from our partners, stakeholders and service users.

Our Services



Audit and Assurance Services



Legal and Risk Services and Welsh Risk Pool



Employment Services



Procurement Services



Primary Care Services



Specialist Estates Services



Lead Employer for GP Specialist Registrar Trainees



Wales Infected Blood Support Scheme



Health Courier Service



Central E Business Team (Oracle)



Surgical Materials Testing Laboratory



Digital Workforce Solutions



Counter Fraud Wales



Salary Sacrifice

Key priorities for the next three years

We have taken our strategic objectives and updated our key priorities for action over the next three years. These priorities are our route map for 2019-2022 and demonstrate how we are shaping our services for the future whilst building on the work undertaken in previous IMTPs.

1. CUSTOMERS AND PARTNERS



To develop an open and transparent customer-focused culture that supports the delivery of high quality services.

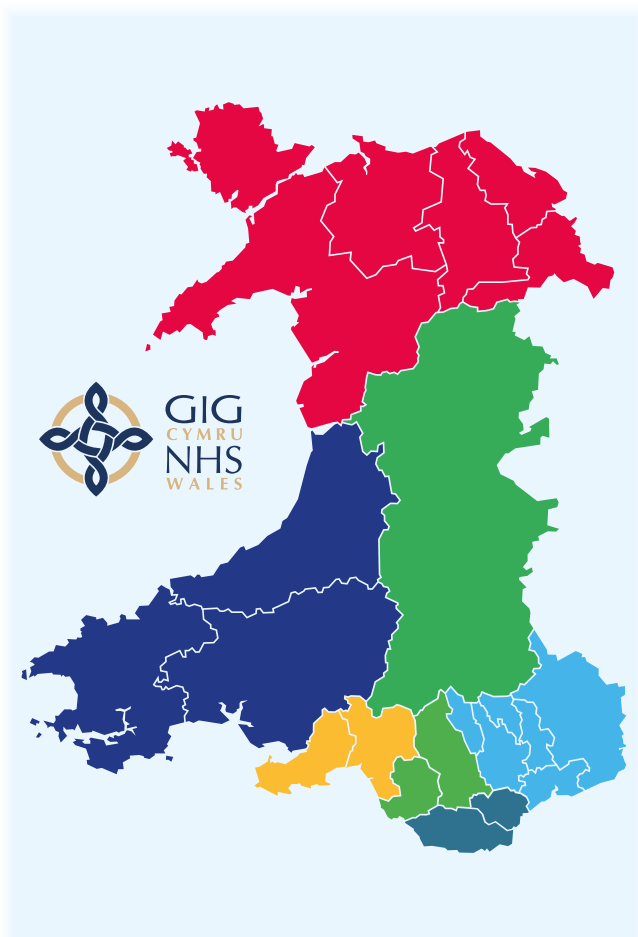
Help to shape the future by supporting our customers' and partners' significant service change whilst leading and facilitating NHS Wales' priorities including:

- ✓ Supporting the sustainable delivery of Primary Care
- ✓ Implementing Once for Wales opportunities in Service Delivery
- ✓ Enhancing system and customer support
- ✓ Sharing best practice – scaling up
- ✓ NWSSP going from strength to strength
- ✓ Supporting major capital and transformational projects

Invest in data analytics to turn our data into intelligence to support NHS Wales' decision making.

Further develop the principles of a shared services Customer Relationship Management (CRM) system to ensure customer needs are effectively collated and understood. Build upon the good relationships we have with our trusted customers and partners to ensure we truly understand what they need and want.

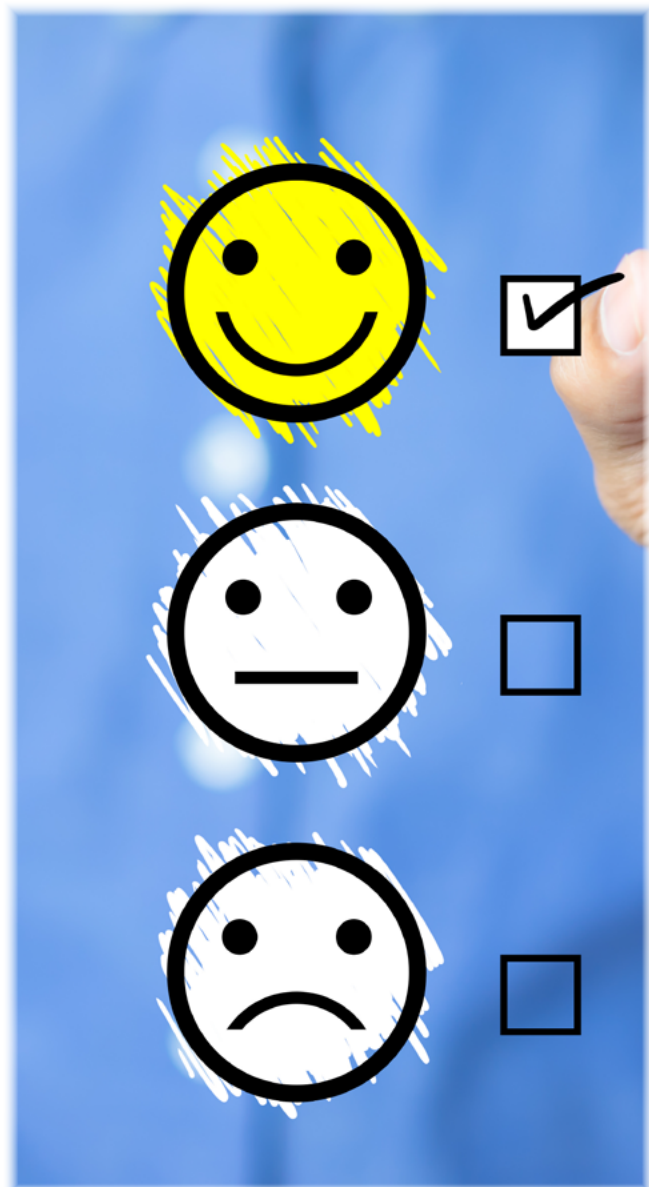
Continue to support customers and partners in the delivery of their plans.



2. EXCELLENCE



To develop an organisation that delivers excellence through a focus on continuous service improvement, automation and the use of technology.



We will embed a service-wide approach to our Continuous Improvement activities to coordinate the standardisation, modernisation and automation through the 'Once for Wales' principles and the use of our All Wales performance data to identify opportunities for further improvement.

Work in partnership with Executive Director peer groups and national groups to drive excellence by supporting national organisations and initiatives including:

- ✓ Purchase to Pay
- ✓ Hire to Retire
- ✓ Student Streamlining
- ✓ Reducing Nursing Agency spend
- ✓ Financial and Procurement systems

Continue our investment in technology driving efficiency and quality improvements, including:

- ✓ Embracing sustainability – reducing our carbon footprint and putting the environment at the forefront of decision-making
- ✓ Digital Workforce solutions
- ✓ Intelligent document scanning
- ✓ Patient Medical Records storage
- ✓ All Wales Risk Software
- ✓ Robotic Process Automation

Embed a consistent performance management framework across the organisation and deploy Business Intelligence Software to all divisions.

3. OUR STAFF



To have an appropriately skilled, productive, engaged and healthy workforce resourced to meet service needs.



Our staff need an agile working environment that allows freedom and flexibility in a setting that removes constraints and increases quality and performance. We will continue to assess and align our estate, ICT provision and HR policies to enable agile working across the organisation to support our divisions in delivering to our customers and partners.

We will ensure we have the right people with the right skills in place at the right time, then invest in our staff to ensure they have the right skills and knowledge in our changing environment. This will help us focus on retention and succession planning and will ensure that we meet our customers' needs. We will help our staff to adapt to the increasing use of new digital technologies as part of our transformational journey.

We will be an employer of choice, ensuring our staff are happy in the workplace by:

- ✓ Extending the leadership, innovation and people skills opportunities; harnessing creativity and ideas.
- ✓ Supporting the Healthy Working Wales Programme.
- ✓ Developing and enhancing the emotional well-being support programme.
- ✓ Continuing to implement corporate and divisional action plans based on the latest national staff survey outcomes.
- ✓ Ensuring staff are supported through engagement working with our Local Partnership Forum.
- ✓ Investing in staff development and training, promoting talent management and identification of succession planning pathways.

Further support NHS Wales Staff as a whole, enhancing the quality of their employment experience.

4. SERVICE DEVELOPMENT



To develop and extend the range of high quality services provided to NHS Wales and the wider public sector.



Identify opportunities for further collaboration across the wider public sector in Wales and engage with present customers to identify new service areas.

Share best practice and innovation through our structures such as the All Wales Risk Pool and the Evidence Based Procurement Board.

Develop our services under six themes:

1. Supporting the delivery of sustainable Primary Care
2. Sharing best practice and informing decisions
3. Developing Service support and customer support
4. Once for Wales opportunities for service delivery
5. NWSSP going from strength to strength
6. Supporting major capital and transformation projects

Act as an enabler for NHS Wales and support the implementation of A Healthier Wales and the Well-being of Future Generations Act.

5. VALUE FOR MONEY



To develop a highly efficient and effective shared services organisation, which delivers real-term savings and service quality benefits to its customers.



Deliver annual professional influence benefits > £100m to Health Boards and Trusts and distribute £0.75m of direct savings to NHS Wales's bodies.

Further secure sustainable capital funding for technology, systems and infrastructure.

Through a greater focus of working with partners and on a Once for Wales basis, identify further synergies in our transactional services to achieve economies of scale, remove duplication and thereby reduce operating costs.

Improve the quality and efficiency of our services to stakeholders through focused investment in:

- ✓ Our corporate approach to continuous improvement.
- ✓ IT technologies e.g. robotic process automation.
- ✓ IT infrastructure e.g. cyber security.
- ✓ Reviewing our customer support systems i.e. helpdesks.
- ✓ Our Value Based Procurement capacity.
- ✓ Other areas we can influence e.g. appliances, acute and homecare medicines.

Our Overarching Goals

1

We will promote a **consistency of service** across Wales by engagement with our partners whilst respecting local needs and requirements.

2

We will **extend the scope of our services, embracing sustainability**, within NHS Wales and into the wider public sector to drive value for money, consistency of approach and innovation that will benefit the people of Wales.

3

We will continue to add value by **standardising, innovating and modernising** our service delivery models to achieve the well-being goals and the benefits of prudent healthcare.

4

We will be an **employer of choice** for today and future generations by attracting, training and retaining a highly skilled and resilient workforce who are developed to meet their maximum potential.

5

We will maintain a **balanced financial plan** whilst we deliver continued efficiencies, direct and indirect savings and reinvestment of the Welsh pound back into the economy.

6

We will provide **excellent customer service** ensuring that our services maximise efficiency, effectiveness and value for money, through system leadership and a 'Once for Wales' approach.

7

We will **work in partnership** to deliver world-class service that will help NHS Wales tackle key issues, lead to a healthier Wales and supports sustainable Primary Care.

8

We will support NHS Wales **meet their challenges** by being a catalyst for learning lessons and sharing good practice. Identifying further opportunities to deliver high quality services.



Shaping the future – Actions to support the NWSSP IMTP 2019 to 2022 priorities

The 2019 to 2022 IMTP focusses on how NWSSP can influence change and help support our customers and partners in NHS Wales. It captures the key policies that apply to NHS Wales and applies them throughout the document and includes how we will embed the principles of A Healthier Wales, the Well-being of Future Generations Act and Prudent Healthcare into our business as usual activities. We aim to improve what we do well and look for opportunities to expand our services.

By focussing on the policy landscape and what our customers and partners need, we have established six key themes that we will deliver over the lifecycle of the plan.

These themes have been drawn out of our divisional plans and grouped together to highlight the synergies across NWSSP in supporting the Welsh Government and NHS Wales. The themes highlight the actions that we are going to take over the next three years to help achieve our objectives and priorities.



1. Supporting the delivery of sustainable Primary Care

We need to assist NHS Wales to deliver the new model for primary and social care. We must help partners empower individuals to take an increased responsibility in their own health and wellbeing and to accept the various services that complement the historical role of GP's.

We will help create the environment for A Healthier Wales to proactively support a modern primary and social care agenda. We will help support the administrative burden in primary and social care. We need to continue to support our stakeholders across pharmaceutical service expansion and to be the enabler in the development of general and specialist optometry services and dental services.

NWSSP will continue to work with Health Boards and Trusts to support the delivery of their transformational programme of change to primary care and community services. During 2019/20, in addition to local activity, on behalf of NHS Wales, we will deliver initiatives such as community wound care and procurement of an IT solution to support the new 111 service.

We will:

- Provide professional property and legal support to strengthen GP practice sustainability and a whole system approach to health and social care.
- Continue the rationalisation of primary care services into a central 'Once for Wales' function.
- Continue the Patient Medical Records (PMR), store and scan on demand programme.

- Review, develop and redesign medical, dental and ophthalmic performer lists.
- Review Implementation of Home Care and Community care supply (Wound Management) and Pharmacy.
- Streamline patients and front line users' access to medicines and supplies through the Transforming Access to Medicines (TRAMS) project.
- Extend the licencing provision and implement Certificates of Sponsorship management across other disciplines, Once for Wales:
 - Provide a Hire to Retire service generating and redirecting local capacity to patient care.
 - Implement two critical workforce platforms providing an understanding of the Primary and Social Care workforce and single point of application of all vacancies.



2. Enhancing service support and customer support

We will look to continuously improve the service we provide to our customers and partners that helps deliver better outcomes to their resident population. By enhancing the way we support and interact with our customers and partners, we will create an even more effective platform which will help improve the customer journey and increase the time available to spend delivering quality outcomes for patients.

We will:

- Enhance legal case management, lessons learned and Once for Wales claims management for Clinical Negligence and Personal Injury claims.
- Extend Student Streamlining – GP Trainees and Allied Health professionals.
- Provide, through WIBSS, a dedicated support service operated by experienced welfare rights advisors to assist beneficiaries.
- Continue to support the newly created Health Education and Improvement Wales (HEIW) Special Health Authority.
- Integrate our HCS and Supply Chain services.
- Drive the Primary Care transformation programme – replacement of NHAIS.

3. Once for Wales opportunities for service delivery

We currently provide a number of 'Once for Wales' support services, but there are further opportunities to provide additional services with the help of NHS Wales's organisations. By focussing on what our customers and partners need us to do, we can remove the burden from them, achieve economies of scale, standardisation where appropriate and provide more cost-effective processes and high quality services. We act as an enabler for NHS Wales where we support service delivery transformation. For example - the All Wales approach for the transforming access to medicines (TRAMS) project.

We will:

- Expand the Lead Employer model by increasing the offering to customers and partners by bringing new professional areas onto the scheme.
- Implement an all Wales laundry service.
- Develop a Welsh Language hub to help provide a Once for Wales service.
- Work with Welsh Government to develop and provide new arrangements for the indemnity of General Medical Service Providers in Wales.
- Develop and expand Post Payment Verification (PPV) services.
- Provide a Once for Wales single pathway to Medical and Dental Trainees that is safe and effective.
- Establish the payment of NHS Wales Student Bursary through the Electronic Staff Record.

- Explore the benefits of the development of a National Distribution Centre.
- Support the transition into the 'Strategic Programme for Primary Care' – the response to A Healthier Wales.
- Support the development and roll out of a Once for Wales Concerns Management System.

4. Sharing best practice and informing decisions

Understanding our customers' and partners' needs is essential to delivering a world class service. We will use our unique position to help share best practice and use our Once for Wales data to help inform decision making. We will continue to regularly publish case studies of best practice which embed the Well-being of Future Generation's principles.

We will:

- Continue to encourage use of 'Putting Things Right' to improve savings and enhance lessons learned around care provision and incident investigation in respect of lower value cases.
- Support the Welsh Government Workforce Delivery Unit agenda.
- Enhance our Customer Relationship Management approach across the NWSSP.
- Create an evaluation forum through the PMO that identifies lessons learned from all projects and programmes.
- Expand the Electronic Transfer of Claims (ETC) and progressing with a paperless electronic prescription.



5. NWSSP going from strength to strength

To help ensure that we are supporting our customers and partners in the most effective and efficient way, we need to continue to drive improvements from within shared services based on what our customers and partners need. We will continue to deliver a financially balanced plan, which includes delivering savings back to NHS Wales. This theme focuses on the areas within shared services that can be improved to have a significant benefit to our customers and partners. We want our staff to have an effective working environment where innovation and high performance can prosper.

We will:

- Continue to progress and embed an agile working environment.
- Review and seek to streamline our helpdesks and call handling centres.
- Develop a corporate Continuous Improvement approach.
- Implement an updated performance management framework across NWSSP.
- Proactively engage and communicate to external audiences the excellent work conducted throughout NWSSP.
- Continue to provide a balanced financial plan and invest in areas that matter to our partners.

6. Supporting major capital projects

We will continue to support major capital projects by providing professional advice and support to Boards and Trusts. We will work with all of NHS Wales to support the long term capital strategy.

- We will support all Health Boards and Trusts undertaking major capital projects. Including;

- The Grange University Hospital
- Velindre Cancer Centre
- University Hospital Wales
- Prince Charles Hospital

- We will continue to support major transformation programmes:

- The Bridgend Boundary Transfer
- A Healthier Mid and West Wales

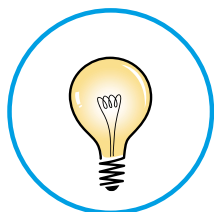
To ensure that we deliver against these themes, it is key that we have suitable resources in place and that we receive an appropriate allocation of capital funding.

Brexit may mean that we will need to be more reactive with our services and resources in the short term, which will impinge on our ability to deliver some of our planned initiatives and services.



Our enablers and risks

We put business planning and risk management at the centre of our governance arrangements. There are a number of critical key enablers that need to be in place to ensure we can achieve our priorities and deliver the key themes for action over the next three years. If these enablers are not in place to support us to deliver our ambitions they can become a risk. There are also risks that, if not managed appropriately, could affect delivery of our priorities.



Our enablers

Capital Funding

NWSSP continues to invest in technology to ensure that it remains at the forefront of technology and delivering world class services to our partners and customers. Capital funding is a key enabler for the delivery of improved efficient services and an increase of discretionary and non-discretionary capital funding would help to deliver even more and achieve further benefits, including, releasing savings, cost avoidance and improved quality.

Once for Wales

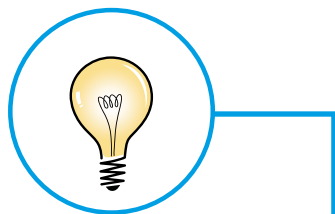
We are able to make a fundamental contribution to wider All Wales priorities in support of prudent healthcare adopting a Once for Wales approach. We endeavour, through collaborative working, to manage service improvements so benefits can be fully realised for NHS Wales. We will use our influence to continue to lead on and develop further Once for Wales opportunities.

Project Management Capacity and Continuous Improvement

We will continue to invest in our corporate programme management office (PMO) and developing a corporate Continuous Improvement strategy to help drive small and large scale change.

Trusted Partnership

We are uniquely placed to be a catalyst for change. We have the ability to drive forward prudent healthcare and embed Once for Wales opportunities by reducing inappropriate variation through evidence based approaches. The data we hold can highlight opportunities and shape required service re-design. We will use our position to develop and broker new partnerships within the NHS and other local authorities in Wales.



Our enablers

World class services

Our services have been nominated for and won a number of prestigious external awards:

- Chartered Institute of Professional Development
- Health Service Journal
- Government Opportunities (GO), Excellence in Public Procurement
- Procurex Wales
- Health Care Supply Association
- Healthcare People Management Association and Healthcare People Management Association Wales
- Institute of Directors Wales
- The Law Society of England and Wales
- Wales Quality Centre Awards
- Constructing Excellence in Wales
- Chartered Institute of Internal Auditors
- Healthcare Financial Management Association
- Unison NHS Health Awards.

Customer focussed and dedicated staff

NWSSP engages with customers and partners at all levels of an organisation. We strive to understand the strategic issues, whilst making our services fit for purpose for end users.

Our staff are fundamental to us delivering the priorities in our plan which is why we aim to attract and retain high calibre employees within NWSSP.

IT, Modernisation and Technology

IT modernisation is critical to driving efficiency through automation and innovation. NWSSP runs pan Wales IT Systems. We will continue to maximise opportunities and strengthen our relationships to drive innovations and be the leaders in the use of new technology.

Agile working

We will enable our teams to work more freely and with flexibility to help increase performance and customer service back to our NHS Wales partners.





Our risks and issues

Brexit

We will need to be more reactive, which will impinge on our ability to deliver some of our planned initiatives and services.

Succession planning

The challenges of an ageing workforce has been recognised as a risk internally. We continue to focus on succession planning to ensure we have future leadership capacity. Our leadership development programmes will be critical in helping develop the next generation of managers and staff at all levels in the organisation.

Maximising the benefits of NWSSP

There are a number of opportunities to offer NHS Wales' bodies' delivery of Once for Wales services and build on the principles contained within A Healthier Wales, to improve efficiencies and value for money. Although we are in a position to take these opportunities forward, we are not able to mandate adoption of them. We are only as successful as our partners enable us to be - if they do not choose to adopt our Once for Wales processes then we cannot maximise the benefits of NWSSP.

Collaboration and working in partnership

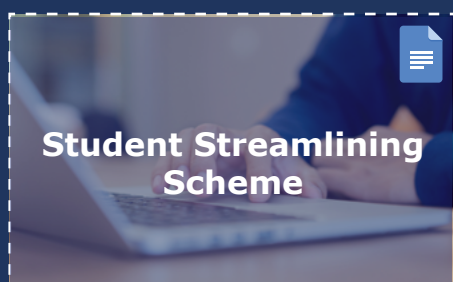
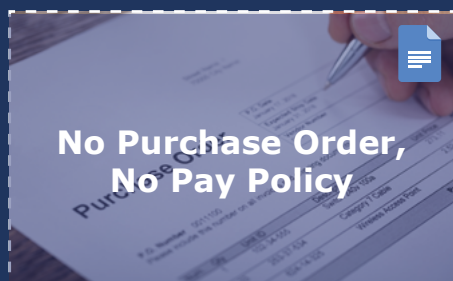
Shared Services are in a unique position to drive effective collaboration and co-production within NHS and beyond, but there must be appetite and drive from our partners in order to achieve this. During times of pressure, there can be a tendency to protect individual needs without seeing the Once for Wales benefits. In order to ensure success, a step change in behaviour is needed, that supports further integration and collaboration.

Recruitment and retention of our staff

Recruitment and retention is challenging in comparison to the private sector for some specialist professional roles, even with the changes within A4C pay scales. We will continue to develop 'social sourcing' strategies coupled with ongoing development of the existing workforce to ensure that we have the right staff with the right skills at the right time. We will strive to make NWSS a "great place to work."



Our Achievements in 2018/19 – Case Studies





@NWSSP



NWSSP

www.nwssp.wales.nhs.uk