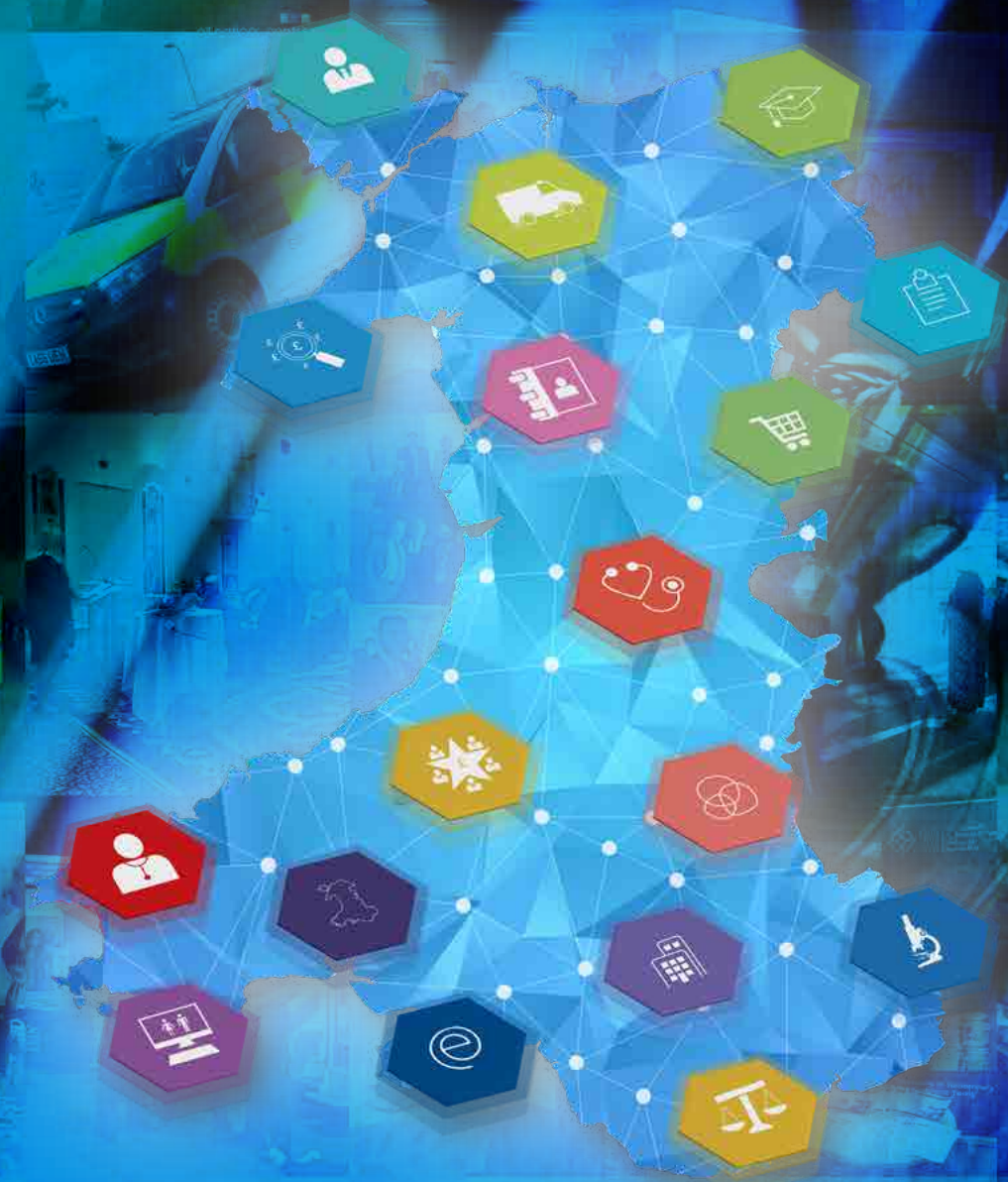


NHS WALES SHARED SERVICES PARTNERSHIP SUMMARY INTEGRATED MEDIUM TERM PLAN 2020-2023



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership

NHS Wales Shared Services Partnership Integrated Medium Term Plan 2020-23

*Adding Value Through Partnership,
Innovation and Excellence*



If you require additional copies of this document, it can be downloaded in English 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.

A full version of our IMTP 2020-23 can be found on our [website](#).

Tel: 01443 848585

Web: www.nwssp.wales.nhs.uk

Twitter: @nwssp

Email: Shared.Services@wales.nhs.uk



MESSAGE FROM THE CHAIR AND THE MANAGING DIRECTOR

We are pleased to introduce the NHS Wales Shared Services Partnership (NWSSP) Integrated Medium Term Plan for 2020 to 2023. We continue to provide a balanced financial plan whilst striving to build on our strong organisational performance to date.

NWSSP delivers a wide range of high quality professional, technical and administrative services to our customers and partners across NHS Wales. This plan sets out how we will continue to improve the quality of our existing services as we also develop the range of services we provide to 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.

2019-20 was a positive year for NWSSP. We continued to distribute cash savings back to our partners, and our dedicated staff and services have been recognised for service excellence through accreditation and by being nominated for, and winning, several prestigious awards.

NWSSP was the driving force behind a number of 'Once for Wales' solutions in 2019/20 to help respond to the challenges faced by NHS Wales. A few examples include:

- ▶ The acquisition and set-up of the warehouse facility at Imperial Park to meet the risks arising from a no-deal Brexit.
- ▶ The successful transfer of staff, and other direct support to ensure the establishment of Health Education and Improvement Wales.
- ▶ The continued growth of the Patient Medical Record System which facilitates storage of records freeing up space in GP surgeries for delivery of a wider range of services and treatments.

- ▶ The preparations for the introduction of the Medical Examiner Service and General Medical Practice Indemnity scheme.

Looking forward to 2020 and beyond, we will continue to evolve as an organisation and invest our resources where they will have the greatest longer-term benefit to our partners. It feels timely therefore to have refreshed our existing Mission and Vision statements to capture more succinctly what difference we feel NWSSP makes to the NHS in Wales now, and will make for the future: **'Adding Value through Partnership, Innovation and Excellence'**.

During 2020-21, we will:

- ▶ Deliver excellence through continuous improvement of our existing services.
- ▶ Implement innovative new service developments.
- ▶ Embed the Wellbeing of Future Generations Act objectives into divisional level plans.
- ▶ Strengthen our internal 'Plan, Measure, Report, Review' arrangements to improve our performance monitoring and measurement of outcomes.

We know that in leading the development of key new service areas such as Laundry services, NHS Collaborative Bank arrangements and, Lead Employer for trainee health professional staff, we cannot take our eye off those core services which our customers, staff, and suppliers are dependent on such as payroll, recruitment, accounts payable and legal services. We recognise the need, supported by our Committee to challenge ourselves to be great on the basics, continuing to enhance our already efficient and effective services.



MESSAGE FROM THE CHAIR AND THE MANAGING DIRECTOR

We are confident that we have struck the right balance, and that this plan will deliver innovation and excellence through the provision of high-quality services, whilst continuing to evolve as an organisation and take the lead on Once for Wales service developments, where it makes good business sense to do so; demonstrating value for money.

This 2020-2023 plan builds on what we set out in our IMTP for 2019-2020; embedding our longer-term goals into the core of our divisional plans whilst also playing our part in contributing to the priorities for the NHS in Wales, as set out in A Healthier Wales.

Whilst 2020-2023 will continue to provide challenges to NWSSP and our customers in the NHS in Wales, we are confident that our plan reflects the response and leadership needed to meet such challenges. We continue to learn from our past experiences and successes and to apply our unique insight of services across Wales to help implement change through adoption of good practice. We will play our part in improving the quality of care to patients across the NHS in Wales.



Margaret Foster,
Chair of the Shared Services
Partnership Committee



Neil Frow,
Managing Director
NHS Wales Shared Services Partnership

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.



Executive Summary

NWSSP is an integral part of the NHS Wales family. As a hosted organisation it operates under the legal framework of Velindre NHS Trust. The Managing Director is accountable to health boards and trusts through the Shared Services Partnership Committee (SSPC), which is comprised of representatives from each of the NHS organisations that use our services and from Welsh Government.

The Shared Services Partnership Committee is a decision-making committee setting the Shared Services policy for NHS Wales. It performs a critical role in monitoring the performance and supporting the strategic development of NWSSP and its services.

We also have several sub-committees and advisory groups, which include members drawn from our partners, stakeholders and service users.

Partnership working and collaboration is essential to our journey in ensuring sustainable, successful delivery and development of services for the future of the NHS in Wales.

We interact and engage with our partners in a variety of ways, we develop trusted partnerships across NHS Wales so that we can support efficiency changes ensuring we champion a sustainable, data driven system.

We are committed to creating and developing a positive approach to customer service in which we strive to consistently exceed the expectations of our customers and to create an environment in which customer service is a core component of the management and delivery of services.

We value our staff and work closely with our trade union colleagues. Through our Local Partnership Forum, we jointly address the management of change to safeguard the quality of service and employment opportunities.

Overview Information



2,148
members of staff.



Professional influence
benefits of over
£100m



Operating from
24 buildings



Budget of over
£400m



95%
of all NHS Wales
expenditure is processed
through NWSSP systems
and processes.



We reinvest **savings**
for the benefit of NHS
Wales.



Our Services



Audit and Assurance Services



Accounts Payable Services



Counter Fraud Wales



Central E Business Team (Oracle)



Digital Workforce Solutions



Employment Services



Finance Academy (hosted)



Health Courier Service



Lead Employer for GP Specialist Registrar Trainees



Legal and Risk Services



Medical Examiner



Primary Care Services



Procurement Services



Specialist Estates Services



Surgical Materials Testing Laboratory



Salary Sacrifice



Welsh Risk Pool



Wales Infected Blood Support Scheme

Internal support services:



Finance and Corporate Services teams



Workforce and Organisational Development



Our 2020-23 IMTP continues to focus on how NWSSP can help innovate and deliver excellence through support to our customers and partners. It captures the key policies that apply to NHS Wales and aims to embed them throughout, including the principles of A Healthier Wales, the Wellbeing of Future Generations Act, Value-based Healthcare, the move towards cluster-led planning in primary care and the implementation of the Welsh language (Wales) Measure 2011.



Key priorities for the next three years

We have reviewed our strategic priorities and overarching goals and updated our key priorities for action over the next three years. Embedded within our divisional plans we have robust and realistic deliverables aligned to national priorities and the local IMTP priorities of our customers and partners.

The following five strategic priorities are our route map for 2020-23 and demonstrate how we are shaping our services for the future whilst building on the work undertaken in previous IMTPs:



1. Customers & Partners

Case Study:

Welsh Language Hub
(Progress the welsh language hub has made throughout 2019)



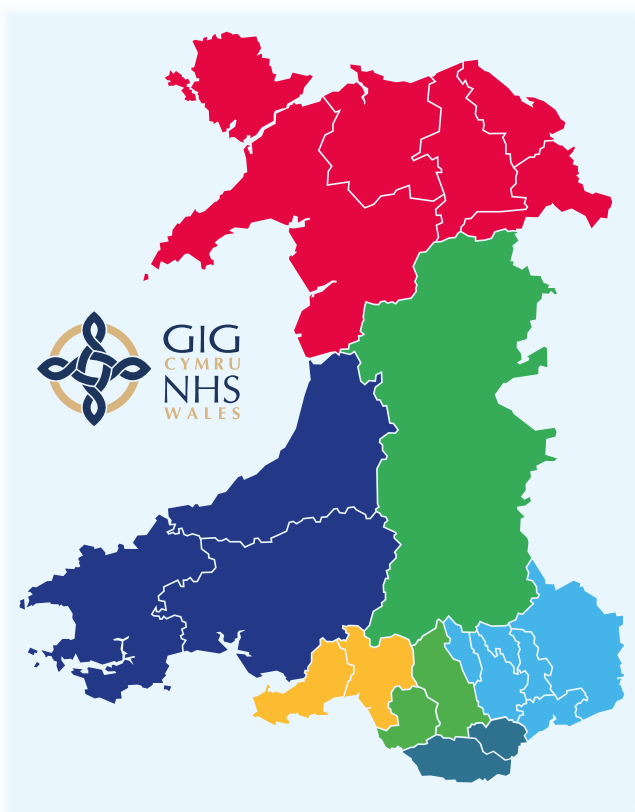
To enhance an open and transparent customer focused culture that supports the delivery of *high-quality* services.

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

- ✓ Supporting sustainable delivery of primary care.
- ✓ Implementing 'Once for Wales' opportunities in Service Delivery.
- ✓ Enhancing system support and customer support.
- ✓ Sharing best practice – scaling up.
- ✓ NWSSP going from strength to strength.
- ✓ Supporting major capital and transformation programmes.

Further investment into the use of robotics and data analytics to turn our data into intelligence to support decision making for NHS Wales.

Further develop QlikView capability across all our divisions and develop KPI dashboard tools in our procurement services.



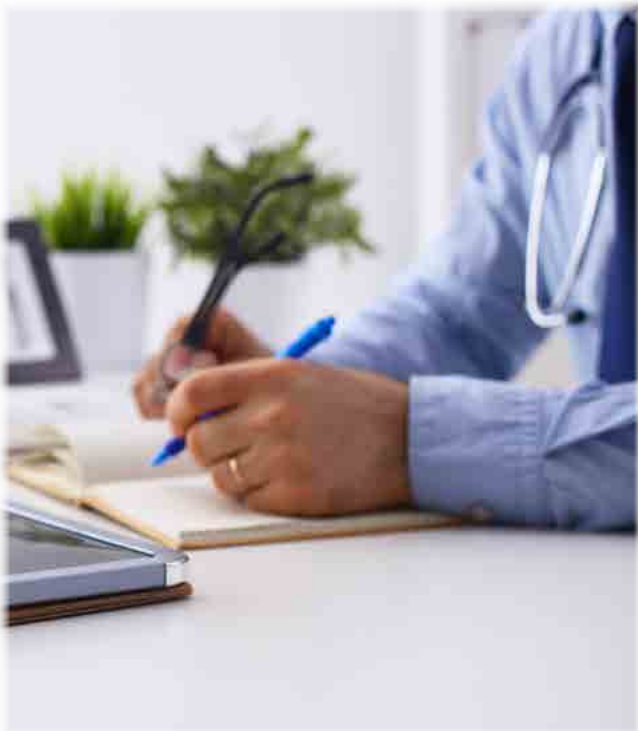
2. Excellence



Case Study: Legal and Risk Services Excellence



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



Embed a service wide approach to our Continuous Improvement activities to coordinate the standardisation, modernisation and automation through the 'Once for Wales' principles and to use 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 projects including:

- ✓ Purchase to Pay
- ✓ All Wales Collaborative Nurse Bank
- ✓ Student Streamlining
- ✓ Reducing Nursing Agency spend
- ✓ Financial and Procurement systems
- ✓ Implementation of the 'Charter for International Health Partnership' in Wales programme/recognition.

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 (PMR)
- ✓ Robotic Process Automation

Awards and recognition are an important part of our excellence, as they help to encourage and motivate staff, as well as aid reputation and assurance, whilst reiterating our commitment to be a world-class centre of excellence. They also formally demonstrate the value of the services we provide and drive the quality of our services, encouraging a culture of continuous improvement and quality assurance.





3. Our Staff

Case Study:

Accounts Payable agile working



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



Our staff need an agile working environment which allows freedom and flexibility and removes constraints and increases quality and performance. We will continue to 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 make certain that 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 expand 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. This includes the rollout and implementation of Microsoft Office 365 in 2020.

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

- ✓ Developing leadership, innovation and people skills; harnessing creativity and ideas.
- ✓ Continuing to develop and enhance 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 NWSSP staff as a whole, enhancing the quality of their employment experience.





4. Service Development

Case Study:

Development and implementation of Welsh Language TRAC (Recruitment facing application form)



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 Counter Fraud Services enhancing resilience across health boards and trusts in Wales

Develop our services under six themes:

1. Supporting the delivery of sustainable Primary Care,
2. Enhancing service support and customer support,
3. Once for Wales opportunities for service delivery,
4. Sharing best practice and informing decisions,
5. NWSSP going from strength to strength, and
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

Case Study:

Scheme for General Medical Practice Indemnity (GMPI)



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



We deliver annual professional influence benefits to Health Boards and Trusts and distribute direct savings to NHS Wales's bodies.

Generation of £2 million in savings during 2019-20, which were invested back into health boards and trusts.

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

Through a greater focus on 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:

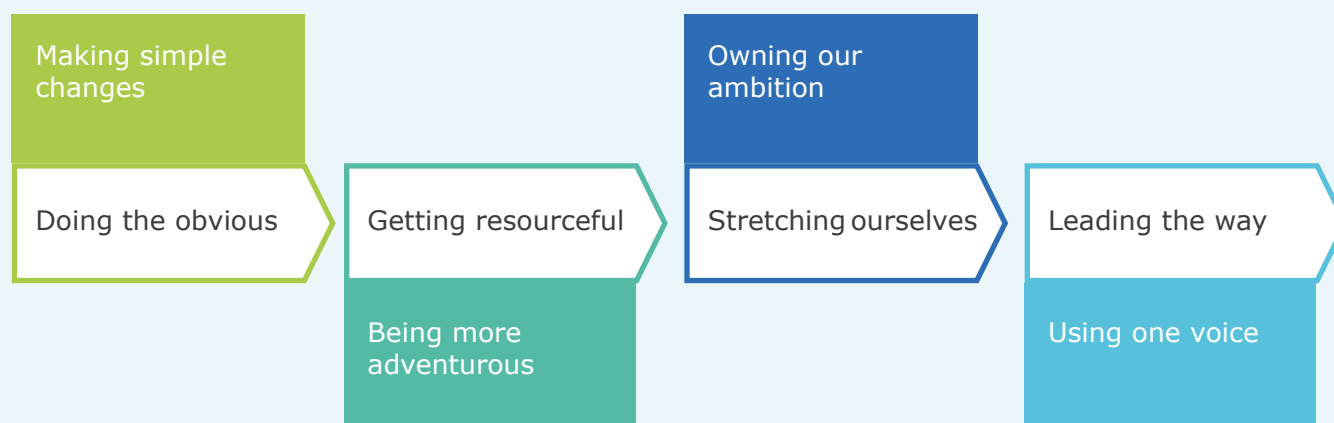
- ✓ Our corporate approach to continuous improvement.
- ✓ IT technologies e.g. robotic process automation.
- ✓ IT infrastructure e.g. cyber security.
- ✓ Reviewing our customer support systems i.e. helpdesks.
- ✓ Implementation of Microsoft 365.
- ✓ Our Value Based Procurement capacity.
- ✓ ESR solution to support NHS Wales succession planning and talent management strategy.
- ✓ Continued leadership through digital workforce solutions delivering efficiency on a 'Once for Wales' basis.



Key cross cutting themes

We have begun to adapt and incorporate the Future Generations Commissioner's 'Journey checker' approach into our planning arrangements. To capture the simple changes we want to improve existing services as well as create new service developments where we will lead the way.

Journey checker – 'where are we now?'



Our approach will incorporate:

- **Making simple changes** – this year's plan is not a rewrite; we are building on solid foundations.
- **Leading the way** – we will bring the achievement of our goals to life using case studies.
- **Being more adventurous** – we have reviewed and refreshed our Key Performance Indicators (KPIs) and our divisional objectives to ensure they are SMART.
- **Owning our ambition** – we will drive forward and lead a number of critical 'Once for Wales' initiatives and schemes.
- **Using One Voice** – we will make every contact count through customer feedback and consistent performance reporting across NWSSP to our staff, customers and partners.

By focussing on the policy landscape and what our customers and partners need, we established six key themes in 2019-20 that we will deliver over the lifecycle of our plan:

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



Key Theme

1. Supporting the delivery of sustainable Primary Care

Aim

We will help to create the environment for A Healthy Wales and to proactively support a modern primary care and social care system.

Simple changes

Utilise the same Lead employer model. Assist in the promotion of the GP training scheme by attending various conferences and events in collaboration with Health Education and Improvement Wales (HEIW).

Being adventurous

Expansion of the Optometry data warehouse to enable surveillance services to be deployed (Post Payment Verification) and to provide data to NHS Wales stakeholders to inform future service planning.

Leading the Way

Expansion of Lead employer arrangement for pre-registration pharmacists, dental foundation trainees and core & specialist medical trainees over the period of the plan.

Key Theme

2. Enhancing service and customer support

Aim

We will aim to continuously improve the service we provide to our customers and partners that helps deliver better outcomes to their resident population and staff.

Simple changes

Increase the number of suppliers that we trade with across Wales utilising 2-way matching in Accounts Payable.

Being adventurous

All Wales review of decontamination arrangements in relation to Central Sterile Services Department (CSSD), endoscopy and community and Primary Care dental services.

Leading the Way

Build business intelligence and data analytics capability including development of hand held devices and integrated dashboards in Procurement and Health Courier Services. With further development across NWSSP, including Digital workforce solutions and as an organisational approach for performance reporting.



Key Theme

3. Once for Wales opportunities for service delivery

Aim

We will continue to explore opportunities for NHS Wales to achieve economies of scale, standardisation where appropriate and provide more cost-effective processes and high-quality services.

Simple changes

Study clinical waste capacity in the current market in order to establish options for satisfying the demands of NHS Wales in this regard including possible investment in an in-house incinerator facility.

Being adventurous

Create a new Medical Examiner Service for Wales for improved patient safety and death certification accuracy.

Leading the Way

We are supporting an All Wales project to scope possible reconfiguration of Pharmacy Technical Services (Transforming Access to Medicines - TRAMS).

Key Theme

4. Sharing best practice and informing decisions

Aim

We will continue to understand our customer's and partner's needs and to share best practice and opportunities for improvement with them.

Simple changes

Deliver All Wales Collaborative Bank pilot with view to wider adoption across Wales to allow cross-boundary working of Bank workers with the aim of delivering weekly pay and obtaining greater clarity on working time directives and contracted hours to improve patient care and safety.

Being adventurous

Improved use of All Wales ESR Self Service functionality which meet the evolving needs of NHS Wales in line with changes to legislation. This includes: use of e-forms to support hire, termination and exit questionnaires, appraisal & pay progression and talent management, empowerment of service users and managers; better reporting; efficient and standardised processes.

Leading the Way

Improve Counter Fraud Services Wales financial investigation resource. Share good practice with All Wales Local Counter Fraud Services to raise standards of investigation and increase sanctions across NHS Wales.



Key Theme

5. NWSSP going from strength to strength

Aim

We will continue to ensure that we are supporting our own staff, customers, and partners in the most effective and efficient way.

Simple changes

Achieve ISO27000 Information Security Accreditation.

Being adventurous

Counter Fraud service
Introduce the new CMS system (Clue 3) across NHS Wales, for improved case reporting and recording of sanctions.

Leading the Way

Explore the use of robotics and informatics to develop an NWSSP data warehouse and subsequent Qlikview Reporting dashboard.



Key Theme

6. Support major capital and transformation projects

Aim

We will continue to support major capital projects by providing professional and technical advice to support NHS Wales.

Simple changes

Health Courier Services will develop an agreed national and local, financial and non-financial savings & reporting strategy
Enabling further savings and improvement opportunities.

Being adventurous

Develop national warehousing & distribution model for NHS Wales (IP5) to maximise cost and process efficiencies to NWSSP and NHS Wales.

Leading the Way

Implement an All Wales Laundry Service to provide an efficient, compliant and equitable Service for NHS Wales.



Sustainability

We are highly committed to developing and implementing a 'Once for Wales' approach, where appropriate. It is vital that we embed the Well-being of Future Generations Act 2015 sustainable development Principle and in highlighting best practice of the integrated reporting requirement of the Act, we have mapped our highlights and key environmental achievements under the five Ways of Working.

These require us to think about the long term, integrate with the wider public sector, involve our partners and work in collaboration, in order to prevent problems and take a more joined up approach to service delivery.

Integrate



- Develop a wider public sector engagement model within Digital Workforce Solutions.
- Support the training to practice managers within GP practices.
- Develop a collaborative procurement strategy in partnership.
- Support procurement effectiveness and robustness through the selection of safe, efficient and effective medical devices for NHS Wales staff.

Longterm



- Focus on sharing best practice and common risks/challenges.
- Add value through safe, quick and efficient recruitment services within primary care sector.
- Take holistic approach to development of succession planning across NWSSP, continuing the use of apprenticeship schemes.
- Develop an engineering graduate scheme in order to support Network 75 students through master's degree, increasing qualified engineering skill set in NHS Wales.
- Review and simplify footprint of Financial Management Systems ensuring easier transition and being 'cloud ready' for the future.



Collaborate



- Work in collaboration to increase the number of GP trainees through lead employer model and GP returners.
- Recruit and employ pre-registration pharmacists, dental foundation trainees and core & specialist medical trainees for all Health board and trusts in NHS Wales.
- Roll out audit recommendation tracking system to facilitate standardised methodology.

Involvement



- Engage frequently with our partners to ensure 'Once for Wales' approach intended for future projects.
- Provide workforce and finance support to establish the new NHS Executive and the reform of NWIS to become a Special Health Authority.
- Build opportunities for expansion of audit services with NHS Executive and NWIS.

Prevention



- Our Surgical Medical Testing Laboratory Provide testing to Hosiery CEN/TR 15831M.
- Achieve ISO27000 Information security accreditation within CTeS Services.
- Ensure robust succession planning across the organisation.
- Develop a national procurement warehouse and distribution model.
- Utilise Qlik reporting dashboard to ensure accuracy and timely access for reporting through development of NWSSP data warehouse within digital workforce solutions.



Financial performance

Since NWSSP was established, we have achieved all our financial targets and operated within our allocated budget. We have made direct savings of more than £22M. These savings have been used to reinvest in our Once for Wales services, which has allowed us to absorb cost pressures for delivering more services and distribute £18M to health organisations and Welsh Government (£2M in 2019-20).

The financial benefits to be gained by health organisations from professional influence measures are significantly greater than those outlined above. Working with organisations, the professional influence and advice from our services has helped generate significant savings and cost avoidance for NHS Wales. Indicative financial benefits within health bodies over the first eight years is approaching in excess of £900m. For the first 9 months of 2019/20 benefits are estimated at £110m, as summarised below:

- Specialist Estate Services – Lease management £1.4m
- Legal and Risk Services - £68m
- Procurement - £30m (£19m attributed to the Pharmacy Appliances & Dressings Sourcing Team)
- Building for Wales £11m

Organisational performance

In June 2019 we implemented a corporate performance management strategy. We have worked with the divisions to review and update our Key Performance Indicators (KPIs) and have restructured our internal quarterly review process to more closely align with IMTP objectives. It is acknowledged that divisional performance is critical but we have worked to align divisional KPI into Key Focus Areas to enable a balanced and integrated view across the organisation. Our Key Focus Areas (KFAs) are aligned to our five Strategic Objectives: Value for money, Customers, Excellence, Staff Wellbeing and Service Improvement.

Individual performance reports are shared with health bodies on a quarterly basis, detailing performance data in respect of a number of services we provide. A standard set of reports has been developed for each organisation, providing data on all our services following feedback from customers and partners on the initial reports.

These performance reports are a key part of our performance discussions with the SSPC, and a crucial part of our internal operational review of each service. These reviews are being strengthened by building in a systematic review of the key priorities in each Service Delivery Plan. Our KPIs can be found in the full version of the IMTP 2020-23.



NWSSP Strategy Map

Adding Value Through Partnership, Innovation & Excellence

Our Values

Listening & Learning

To constantly improve the quality, effectiveness and efficiency of all we do

Innovating

To encourage continuous improvement

Taking Responsibility

For decisions and making things happen

Working Together

With colleagues customers and supplier

Our Strategic Objectives

Value for money



- ✓ Highly efficient and effective organisation.
- ✓ Deliver real term savings and service quality benefits to its customers.

Customers and Partners



- ✓ Open and transparent customer-focused culture.
- ✓ That supports the delivery of high quality services.

Staff



- ✓ Appropriately skilled, productive, engaged and healthy workforce.

Excellence



- ✓ An organisation that delivers process excellence.
- ✓ Focus on continuous service improvement, automation and the use of technology.

Service development



- ✓ Extend the range of high quality services provided to NHS Wales and Welsh public sector.

Our Overarching Goals



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



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.



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.



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.



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.



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.



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.

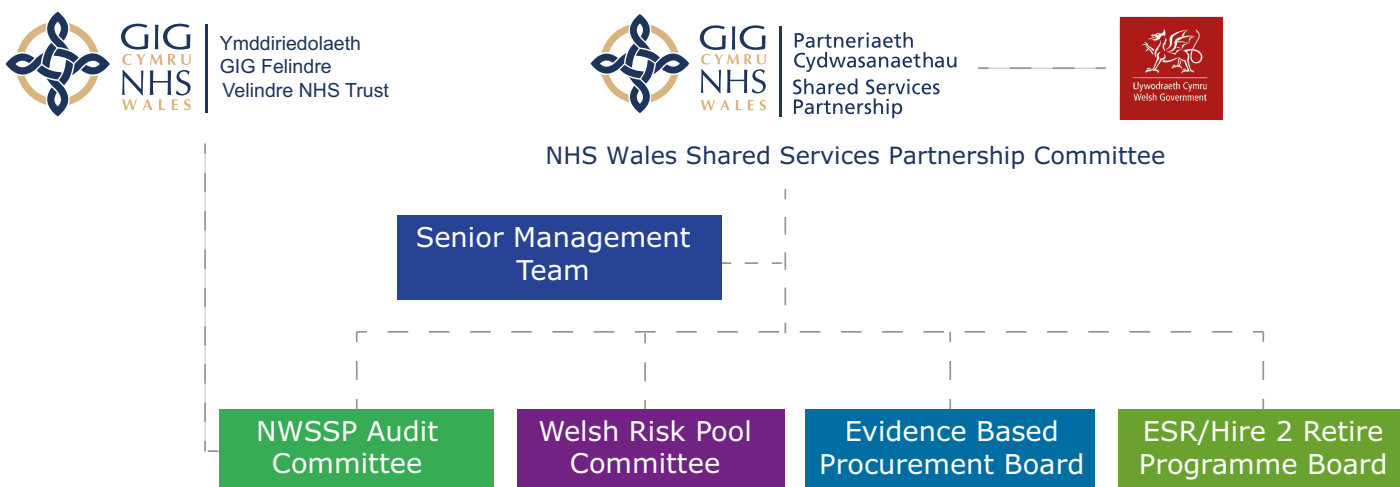


We will support NHS Wales **meet their challenges** by being a catalyst for learning lessons and sharing good practice. Identifying further opportunities to deliver high quality services.



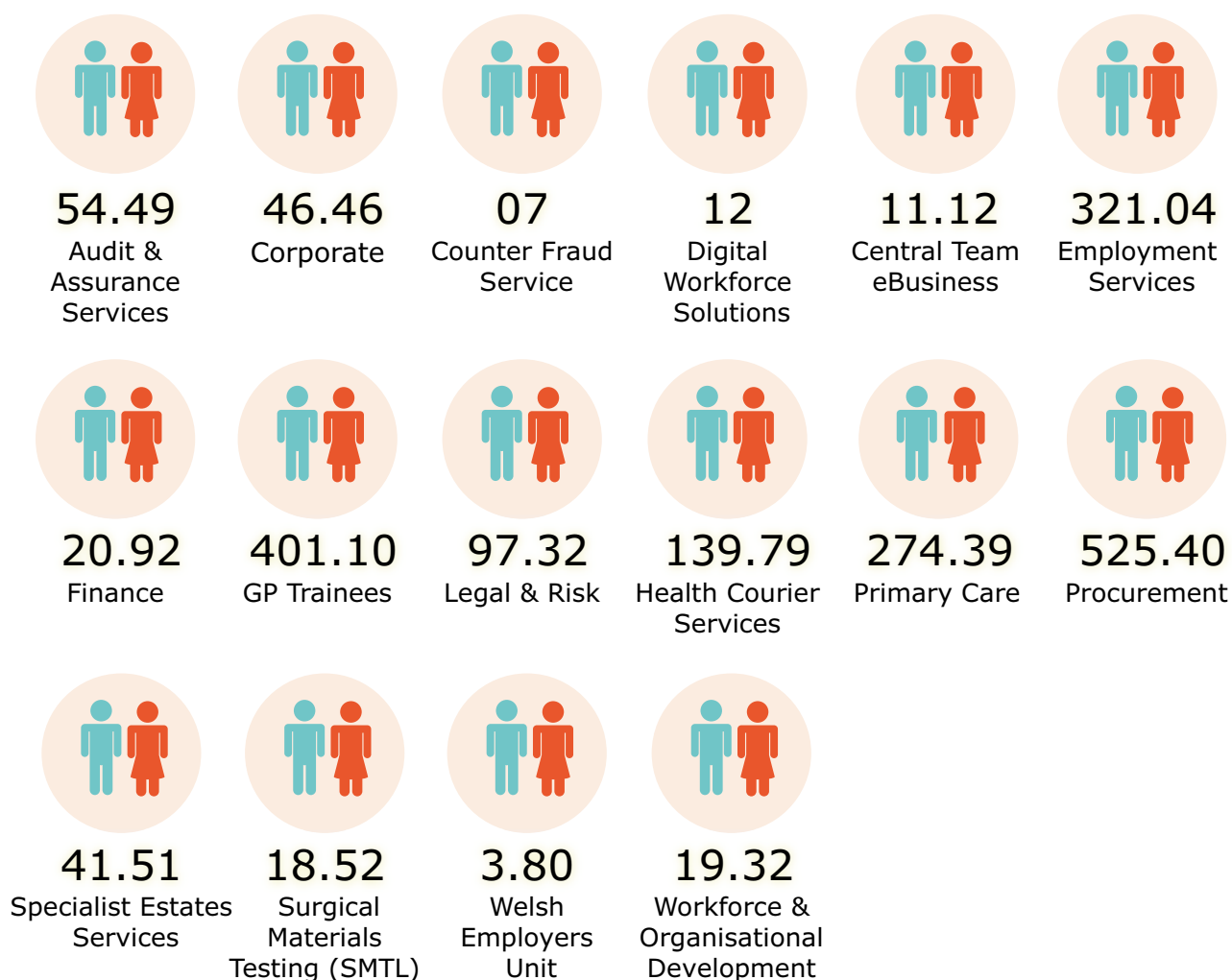
Our structure

Our structure is underpinned through the overarching Velindre NHS Trust legal and assurance framework.



Our workforce and budgets – an overview

NWSSP Staff in Post at 31st March 2019



Our Achievements in 2019/20 – Case Studies



Welsh Language Hub



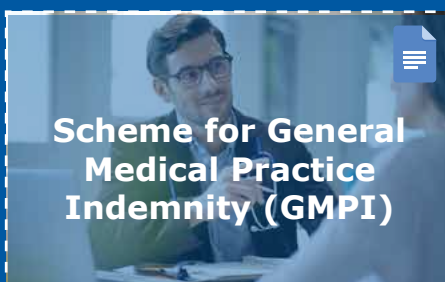
Legal and Risk Services Excellence



Accounts Payable Agile Working



Development and Implementation of Welsh Language TRAC



Scheme for General Medical Practice Indemnity (GMPI)



NWSSP Procurement Services Show Case to Government of Sri Lanka



Publication of Usability Assessment of Medical Devices



Automating Supplier's Statement Reconciliations



Embracing Innovation & Collaboration in Public Sector Wales



Single Lead Employer



Procurement – Wound Dressing Savings



All Wales Catering IT System – Project Management Office



Electronic Transfer of Prescription Claims (ETC)



NHS Managers Jailed for Fraud



Equality Engagement Initiatives





GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership



@NWSSP



NWSSP

www.nwssp.wales.nhs.uk



GIG
CYMRU
NHS
WALES

Partneriaeth
Cydwasaethau
Shared Services
Partnership