

Procurement Services Customer Newsletter

Autumn 2019

NHS Wales Supply Disruption Support Centre Clinical Testing

In this edition

**Boundary change & the effect
on Capital Purchasing**

**Supply Chain reduce carbon
footprint**

**Benchmarking Team share
success**

**Customer Service Excellence
achieved**

**Procurement and
Health Courier Services
showcase to Government
of Sri Lanka**



**GIG
CYMRU
NHS
WALES**

Partneriaeth
Cydwasaethau
Gwasanaethau Caffael

Shared Services
Partnership
Procurement Services

Welcome

Director of Procurement & Health Courier Services Jonathan Irvine



I am delighted to be taking up post as Director of Procurement & Health Courier Services with NWSSP and I am very much looking forward to working with you all to meet the challenges we face in delivering a world class healthcare service for our population. I have moved to Wales with the experience of leading procurement at a senior level in one of the largest NHS Trusts in England, the Nottingham University Hospitals NHS Trust and at a national level with the Procurement and Logistics Service in Northern Ireland.

I am proud to be leading a great team of experienced and motivated professionals who I know will continue to make a positive difference in the delivery of Procurement Services for your organisations individually and as part of the national programme.

The environment is constantly changing and I am committed to ensuring that Procurement Services engages with you to evolve the range of services offered to meet the quality, environmental, financial and societal requirements of a modern healthcare system. We will, of course, be continuing to maintain and enhance existing services such as frontline procurement, logistics and supply chain and national sourcing however we will also be working with you to develop and implement initiatives such as value based procurement focusing on patient outcomes and healthcare system costs.

I am keen that we adopt and deploy technology to improve the flow of materials and provide reporting information that informs timely and effective decision making in respect of your non-pay expenditure.

I will also be engaging with you to understand how we can extend Procurement Services activity to areas not currently within scope. The "Once for Wales" approach can only be driven forwards by committing to a wider scale of Procurement influence and I hope that the success of our organisation to date and the demonstration of the value we can offer in the future will encourage you to work with us collaboratively. This approach will further increase the influence of NHS Wales in the commercial market and ensure that we can obtain best value for outcomes for patients.

It is impossible to provide any briefing without mentioning the "Brexit word". NWSSP has been at the forefront of NHS Wales Brexit preparedness planning. We have contingency arrangements in place and available and have secured supply chain resilience to ensure that healthcare provision will continue without interruption. The lessons learned from Brexit will be invaluable for moving forwards with emergency and contingency planning in the supply chain in the medium to long term.

I trust you will find this newsletter of interest and I look forward to meeting you in the near future.

Jonathan

Thank you for reading our newsletter

If you would like further information on any of the articles contained within this newsletter or would like to submit an article for the next edition please contact: alex.curley@wales.nhs.uk



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All Wales Point of Care Anti-Coagulation Monitoring contract

Following the publication of the Directed Enhanced Service: Oral Anticoagulation with Warfarin in 2017 NHS Wales Shared Services Partnership - Procurement Services have completed a formal tender process to award an All Wales contract for POCT Equipment, Consumables and Dosing Software.

A Value Based Procurement approach was applied emphasising quality and improving patient outcomes over cost.

The contract is split in to two lots:

Lot 1 - Anti-Coagulation Point of Care Testing Equipment & Consumables

Supplier: Roche Diagnostics UK Ltd

This Lot includes all necessary equipment and consumables required to conduct Point of Care International Normalised Ratio (INR) test including but not limited to: point of care testing meters, test strips, quality controls, and patient self-testing meters. It also includes all training related to use of equipment previously mentioned.

Lot 2 - Anti-Coagulation Dosing Software

Supplier: LumiraDX Care Solutions (INR Star)

This Lot includes an Anti-Coagulation Dosing Software system; interfacing to secondary care IT systems, interfacing to device, and any mobile applications to support safe transmission of meter results to software. It also includes all training related to dosing software.

IMPROVING OUTCOMES

Challenge

- Meet requirements of the DES to have compliant all Wales contract in place
- Need to take care nearer to the patient
- Include future requirements such as development of patient self-testing and use of Apps
- Collection of data to support measurement of outcomes
- Variation in dosing software systems used across Wales making data collection difficult
- Improve Symptom management & reduce number of adverse incidents.

Intervention

- All Wales tender conducted for POCT I NR Testing Equipment & Consumables and Anti-coagulation Dosing Software
- Specification focused on produce, process and patient
- Specification included reporting and measuring outcomes
- Contract & KPI's include reporting outcomes including TTR.

Impact

- **All Wales Standardisation**
- **Co-production** – outcome based approach will allow choice for patients to co-manage their conditions
- **Greatest need first** – pro-active patient monitoring through improved collection and reporting
- **No Harm** – most appropriate route for testing based on individual patient
- **Reduce inappropriate variation** - access to best method of testing, e.g. self-testing or GP.



For further information, please contact your Primary Care or Point of Care Testing Lead.

Boundary change & the effect on Capital Purchasing

At the start of this financial year the boundary of Cwm Taf Health Board changed as it incorporated Princess of Wales hospital and its catchment area into its remit. It followed up with a name change to Cwm Taf Morgannwg University Health Board.

Any change to service was always likely to have an impact on our delivery of Procurement Services to healthcare colleagues. This was demonstrated when comparing the Discretionary Capital schemes of the current Financial Year to the previous. 2019-2020 starting position was 98 schemes compared with 21 in the previous financial year. In view of these changes a need for clarity on the total requirements was needed.

CTM have a dedicated procurement resource for capital equipment as part of their business partner approach. Gwyn Thomas has been this lead since Sept 2018 and has helped guide the programme through the CTM Executive Capital Monitoring Group (ECMG) during the boundary change from a Procurement perspective.

Directorates included their equipment requirements into their IMTP plans to be considered by the CTM ECMG. This was collated and prioritised. It was then down to the Capital Business Officer to review and to plan how to approach this increased level of work.

In 2018-19 the total number of capital equipment purchases were 91 and these ranged from the smaller items such as bladder scanners all the way up to the supporting equipment such as image intensifiers and ultrasounds to support the new MRI suite in Royal Glamorgan hospital. With the dedicated resource in place this helped release £390K cost avoidance in that financial year.



Gwyn Thomas

The requested purchases for 2019-20 after this boundary change had increased to a forecasted 145 which would require a strategic approach to ensure full delivery if discretionary capital funding was given. Gwyn set about first meeting all the new departments and directorates in Princess of Wales to fully understand how the CTM capital equipment process worked so all could submit their bids compliantly and in good time.

Early engagement was key to building up good working relationships and ensuring a total understanding of need. It is pointed out however that this job would have been much harder without the help of Paul Jones (EBME Manager in POW). Once full requirements were understood Gwyn set about looking to see if there were any aggregation opportunities by supplier or by product type on a Health Board wide basis.

Key suppliers were noticed at this point and each invited in to understand better a route to market that enabled this aggregated spend. These items include ventilators, anaesthesia machines & laparoscopic stacking systems.

It has been exciting year so far with many projects already completed and has already released £140K+ cost avoidance savings back into the budget to enable further critical purchases. CTM are looking ahead for remainder of the Financial Year with some of the major projects that are in process include a full replacement of patient monitors Health Board wide and the installation of a new pharmacy robot in the new Prince Charles ground floor. With a forecasted cost avoidance for the year of almost £500K Gwyn will have his work cut out!

Medical Team update

The Medical team has had a busy few months with the following contracts being awarded, overall these contracts have provided Health Boards and Trusts within NHS Wales a saving opportunity of over £250k, there are also further savings opportunities available should a HB or Trust wish to standardise and rationalise spend. A brief overview of the awards can be found below, the award of these agreements may have had an effect on availability of items from the catalogue or NWSSP Procurement Services stores.

Communication on these changes and impact on Health Boards and Trusts were circulated at the point of award, for further information on opportunities or changes please contact:

NWSSPProcurement.MedicalTeam@wales.nhs.uk quoting the relevant reference below.

Team	Division	Project Title	Reference	Start Date
SOURCING - MEDICAL & CLINICAL	THEATRE CONSUMABLES	CLOSED SUCTION CATHETERS	MED-OJEU-36503(A)	01/09/19
SOURCING - MEDICAL & CLINICAL	DIAGNOSTICS & GENERAL MEDICAL	ECG & DEFIB CONSUMABLES & ACCESSORIES	MED-OJEU-37575	01/09/19
SOURCING - MEDICAL & CLINICAL	ANAESTHETICS, BREATHING AND IV	OXYGEN THERAPY & INHALATION	MED-OJEU-39935	01/09/19
SOURCING - MEDICAL & CLINICAL	THEATRE CONSUMABLES	SKIN & WOUND CLOSURE	MED-OJEU-40956	01/10/19
SOURCING - MEDICAL & CLINICAL	DIAGNOSTICS & GENERAL MEDICAL	PATIENT MONITORING CONSUMABLES	MED-OJEU-37500	01/11/19

Closed Suction Catheters

The agreement is for the provision of closed suction catheters and associated accessories. All items were evaluated by a working group of clinicians to ensure items met the agreed specification.

The agreement has been awarded for a period of 3 years with the option to extend for a further 12 months. The award of the agreement realised a saving of over £17k on an All Wales basis.



ECG & Defib Consumables & Accessories

The agreement facilitates the provision of ECG Electrodes, Defibrillation Pads, Ultrasound Gel and all cables and accessories for use with electrodes and pads that are in use across NHS Wales.

This agreement will be in place for 4 years therefore capturing the importance of considering the long-term need for the items. As this is an All Wales agreement all Health Boards and Trusts have collaborated to ensure economies of scale for these items.

In procuring these goods, Procurement Services sought guidance and information from specialist technicians who use these items on patients daily to understand which items would be best for Wales. Following award, Procurement Services has realised a savings of £99k on an All Wales basis.



Medical Team update (continued)

Oxygen Therapy & Inhalation

The Oxygen Therapy & Inhalation contract is a well-established contract and has seen little change in content since its inception. Many of the products on the contract are long-standing with limited innovation in the market over the last few years. Items were evaluated as part of a multi staged approach, all items were evaluated against agreed specifications by a working group of clinicians, in addition to this further evaluation was undertaken on compressors by Health Boards EBME departments and on Nebulisers by SMTL at Princess of Wales Hospital, Bridgend. The agreement has been awarded for a period of 4 years, with opportunities to save of over £27k per annum.

Skin & Wound Closure

All Wales Skin & Wound Closure contract had been in place since 2015 and contained 23 suppliers on a multi-supplier framework agreement. A compliant agreement was required to replace AW4422 Skin & Wound Closure to allow Health Boards and Trusts in NHS Wales to purchase Skin & Wound Closure items. Although previous contract compliance was well over 90%, the structure of the framework agreement didn't allow Health Boards to easily standardise and rationalise spend under the agreement.

The aim outlined during the planning stages of the previous procurement process was to rationalise the supplier base to generate savings. Pricing was on a no commitment and All Wales basis and often did not provide Health Boards with benefits and savings from rationalisation, outside of conducting mini competitions there were no mechanisms for individual or groups of Health Boards to access more beneficial pricing based on levels of commitment. A new framework agreement has been awarded for a period of 4 years, the award has realised a saving of over £150k on an All Wales basis.

To overcome the issues seen under the old agreement Procurement Services awarded a Framework Agreement with a banded pricing structure which will focus on each Health Boards annual spend with a particular supplier to determine their relevant price band. This will allow Procurement Services to pro-actively review each Health Board's spend and identify savings opportunities based on Health Board's increasing their annual spend with particular suppliers. This approach will allow Health Boards to potentially increase their annual spend incrementally with alternative suppliers instead of as a part of a larger change process. In addition to this Procurement Services have also included an All Wales banded pricing mechanism which will activate when market share reaches certain All Wales thresholds (65% - 75%, 76% - 89%, >90%).



Patient Monitoring Consumables

The contract allows Health Boards and Trusts in NHS Wales to purchase sphygmomanometers, blood pressure cuffs and accessories, SPO2 sensors and accessories, and Handheld monitoring devices, finger pulse oximeters, pressure monitoring lines, and temperature probes through a compliant All Wales contract. The spend within this category has predominantly been covered by NHS Supply Chain (NHSSC) together with several purchasing agreements which individually cover the areas of Pulse Oximetry, Blood Pressure Cuffs and Patient Monitoring Consumables. As no formal agreement is in place for these items, Procurement Services proposed to create a new agreement incorporating the ideologies that are prominent throughout Lord Carters report and the principles of Prudent Healthcare, helping the NHS become sustained into the future.

Procurement Services intended to split the Pulse Oximetry products and Blood Pressure Cuffs into two separate agreements. However, during the planning stages it became apparent that there were common suppliers across both areas and as Procurement Services would require EBME participation its was agreed that both areas could be incorporated into one agreement, additionally blood pressure transducers and monitoring lines, sphygmomanometers and patient monitoring probes were incorporated onto the contract. The agreement has been awarded for a period of 4 years with a saving of opportunity of over £43k.

Supply Chain reduce carbon footprint



The environmentally friendly Mercedes-Benz Atego heavy goods vehicle

Procurement Services, Supply Chain, is committed to managing their environmental impact, reducing their carbon footprint and increasing their sustainability. As a direct output of a recent review of the Denbigh Regional Stores, North West Wales Daily Transport Schedule an opportunity to reduce the carbon footprint and operational costs was identified.

The Supply Chain function based at Denbigh Regional Stores has recently taken delivery of a new heavy goods vehicle, a Mercedes-Benz Atego 18T with a box length of approx. 30ft. This is an increase of approx. 8ft when compared to the standard current Procurement Services HGV (Mercedes-Benz Atego 15T).

This has allowed Denbigh Stores to maximise the vehicle payload capacity by allowing up to 8 additional roll cages to be transported. Thus reducing the need to send a second vehicle on the North West Wales transport run.

This vehicle with the larger payload capacity will deliver the following benefits:

- Reduce fuel costs and increase operational service efficiencies, no 'mop up' delivery required
- Improves customer satisfaction, Gwynedd Hospital receives a complete delivery in one drop rather than having to wait for their second delivery
- Reduce CO2 emissions contributing to achieving the NWSSP Environment Objective 'To reduce our carbon footprint and our contribution to climate change.' (**TARGET:** 3% year-on-year reduction of carbon emissions generated at sites (baseline established 2016-17)).

Benchmarking Team share success



NWSSP is a member of The European wide Innovation Procurement in Health and Care Project (EURIPHI). This EU Funded project aims by June 2020 to:

- Establish sustainable Community of Practice using value-based innovative procurement methods
- Adapt the existing tools, perform market consultations and deploy cross-border Value Based PPI/PCP testing as learning cases in the field of rapid diagnostics for infectious diseases and new models of patient-centred integrated care
- Build legal guidance of a value-based cross border cooperation for innovation procurement with localised decision-making
- Build a "EURIPHI Regional Network" to prioritise areas of common interest to address unmet needs, shortcomings in care delivery and guide investment decisions.

Rachel Evans and Joanne Liddle (Clinical Sourcing Team) recently met peers from other member countries over 2 days in Paris to progress the project.

This included taking part in open market consultation with suppliers in relation to rapid diagnostic tests aimed at improving antibiotic treatment and/or prevention of Ventilator Associated Pneumonia (VAP) using value based procurement of innovative solutions. The aim being to improve quality of care and outcomes.

The group is due to meet again later this year to conduct open market consultation in relation to integrated care, particularly around stroke prevention, treatment and management.

Dependent on the success of these test cases, the aim is to progress to procurements post June 2020. For further information, please contact [Jo Liddle](#), Senior Category Manager, Clinical, or [Rachel Evans](#), Category Officer, Clinical.

Procurement and Health Courier Services showcase to Government of Sri Lanka



On the 8th August 2019, NWSSP Procurement and Health Courier Services were delighted to host the Sri Lanka Miloda Academy of Financial Studies as part of their UK Civil Service College training programme on Procurement and Contract Management.

The UK Civil Service College was founded in 2012 following the closure of the National School of Government in 2010. Civil Service College acquired many of the training programmes that were previously offered by the school and since then has increased the number of programmes on offer, ensuring that the available training reflects the current needs of those working in the Public Sector. The Civil Service College offers innovative training courses across subjects, from accountability and governance to leadership training, finance management, project management and personal development, and they have a strong International Training Programmes for Foreign Senior Civil Servants.

They are currently running a course on "Procurement and Contract Management" for the Sri Lankan Government, and reached out to well-developed public sector Procurement organisations across the UK to take part in delivering a field study element of the course, so that delegates could compare and contrast different ways of working, to see what opportunities there are for their own services.

38 delegates pitched up to NWSSP's new warehouse in Newport, and were delivered an agenda that included:

- An introduction & overview of the training programme objectives (Andrea Davis, UK Civil Service College)
- A strategic overview of NHS Wales Procurement & Health Courier Services (Graham Davies)
- A tour of the Warehouse and site (Tony Chatfield & Louise Rogers)
- An update on the future vision for NHS Wales Procurement and Health Courier Services linked to new Warehouse facility (Mark Roscrow)
- An overview of Value Based Healthcare & Value Based Procurement (Adele Cahill & James Griffiths).

The session was well received, with Andrea Davis (International Programme Manager, UK Civil Service College) thanking NWSSP for the contribution to learning.

Graham Davies, Deputy Director of Procurement & Health Courier Services, commented;
"NWSSP are delighted to collaborate with both the UK Civil Service College and the delegates from the various departments of the Government of Sri Lanka. We are pleased to be able to share our improvement journey, and hope that by establishing these links we will also be able to learn from others in the future. Such events are always of benefit to all involved, and assist in our contribution to the well-being of future generations of Wales in terms of increased collaboration, and in terms of increased global sharing of the good work that takes place within the Welsh public sector."

IT Procurement Team achieve major savings for NHS Wales

The Aneurin Bevan IT Procurement team have recently undertaken a strategic inventory rationalisation programme in regards to their mobile telephones. The Health Board has approximately 3,500 contracts which were across multiple service providers.

Audits were undertaken over an 18 to 24 month period to look into usage and to form an aggregated figure of voice and data usage.

The tender exercise was written and run by ICT Business and Procurement Manager Sarah Humphries after discussions with Betsi Cadwaladr University Health Board who had recently undertaken a similar procurement exercise.

The competitive exercise was run utilising a Crown Commercial Services (CCS) framework to ensure optimum service was achieved coupled with efficiency, EE coming out as the successful bidder. The outcome created a contract for aggregated data and voice arrangements across all mobile and Smart phone handsets that enables sharing of allowances across users, to avoid additional individual usage charges.

The savings have been monitored monthly since award and were calculated at £20,000 during August 2019, which is on target for the projected £250,000 savings over the full financial year.

All cross network charges have now been eliminated, Insurance cover has been re-assessed and cancelled for users where it was not required and this rationalisation exercise has also allowed some users to be switched to prepay contracts.

The work will continue so that estimated savings are fully achieved and these value for money initiatives will remain as part of the team's "business as usual" operation.

Well done to Sarah Humphries and the ICT Procurement staff!



Aneurin Bevan IT Procurement team, from left: Andrew Davies, Lloyd Johnson Lauren Moylan, Sarah Humphries, Natasha Sullar, Kelly Williamson, Jo Davies, Kerri Emms, Sophie Rogers and David Cook

Customer Service Excellence achieved

Procurement Services has once again retained the Customer Service Excellence (CSE) accreditation in recognition of its commitment to putting customers at the heart of the service.

The assessor noted in her report that; *"The corporate commitment to customer service in Procurement Services is very strong. All strategies are aligned to customer service excellence and associated policies put the customer at the heart of all activities."*

During the assessment, the assessor awarded five areas with a compliance plus rating. These are awarded for behaviours or practices identified as exceeding the requirements of the standard and are viewed as exceptional or as exemplar to others. These were awarded in the following areas:

- Customer engagement and consultation - The range and depth of customer engagement is more than would be expected and customers themselves state they are fully involved in decisions relating to the delivery of services to them by Procurement Services
- A strong corporate commitment to customer services - All strategies are aligned to customer service excellence and associated policies put the customer at the heart of all activities. Senior managers are strong advocates and lead by example in terms of customer care. This is more than would normally be expected and this approach is shared with other organisations within and outside of the Shared Services business. As a result of the senior level commitment, staff are also wholly committed to the customer and most importantly to the ultimate customer who is the patient
- The empowerment of staff is a positive feature of the Procurement Services culture - Due to the level of empowerment which goes above and beyond what would normally be expected given the wide range of job roles, this is considered to be a criterion that is Compliance Plus
- Customer testimony in regards to staff politeness is overwhelmingly positive. In a business to business context, this level of testimony is considered to justify the Compliance Plus rating; and
- Staff insight is regularly used to improve customer experiences - As the approach is more thorough and comprehensive than would be expected, this is an Area of Compliance Plus.



Customers consistently described that staff are "professional", "a pleasure to work with" and "they go to great lengths to help explain processes".

Director of Procurement & Health Courier Services, Jonathan Irvine, said; *"This is an excellent and well deserved recognition of Procurement Service's staff commitment to our customers. The accreditation and Compliance Plus results highlight the fact that colleagues at all levels within Procurement Services, value our customers and put them at the heart of all of our activities."*

Kirstie King, Business Quality Manager, said; *"I am delighted with the outcome of this audit. Both the Assessor's and our Customer's comments reflect the dedication and hard work of every member of staff within Procurement Services. The diligence of our teams and the behaviours driven by them have enabled us to exceed last year's report and we hope to do even better in 2020."*

Relocation of Cardiff & Vale Frontline Procurement Team

As part of the ongoing refurbishment of Cardiff & Vale University Health Board University (CVUHB) Hospital of Wales site, staff from the Local Procurement Team have been relocated into the new CVUHB HQ building in Maes y Coed Road, Cardiff. The team moved into the 2nd Floor of Woodland House during September 2019.

New contact details are:

**Frontline CVU Team
Procurement Services
2nd Floor
Woodland House
Maes-y-Coed Road
Cardiff
CF14 4TT**

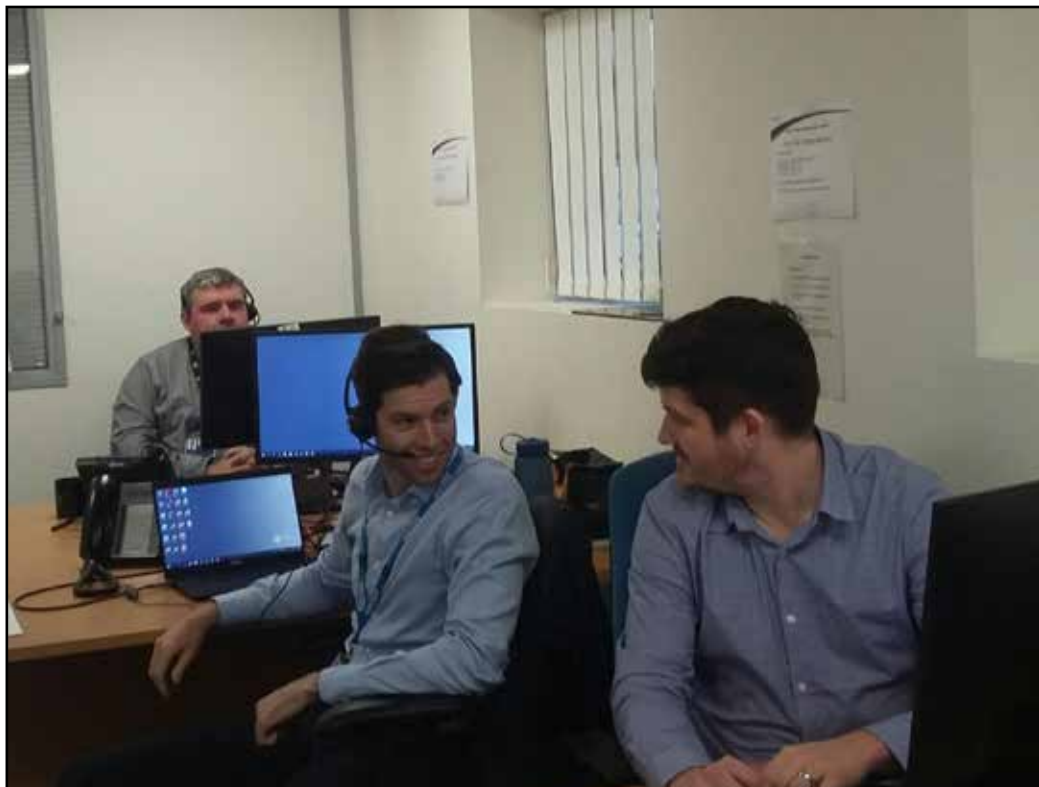
HEAD OF PROCUREMENT	Claire Salisbury (Renal)	02921 836445
DEPUTY HEAD OF PROCUREMENT	Rhian Lye	
SENIOR PROCUREMENT BUSINESS MANAGER		
PROCUREMENT NURSES	Terry Stephens (Health Board Procurement Nurse)	02921 836448
PROCUREMENT BUSINESS MANAGERS		
Jacob Stokes	Clinical Diagnostics & Therapeutics Board	
Sarah Yellen	Mental Health, Primary, Community and Intermediate Care, Medicine	02921 836449
Emma Lane	Sourcing	02921 836450
Magdalena Borkowsk	Estates	02921 836465
Julie Winterburn	Non-Med & P2P	02921 836457
Gavin Hodges	Surgery	02921 836443
Ed Butler	Specialist Services	02921 836462
ASSISTANT PROCUREMENT BUSINESS MANAGERS		
Brynmor Jones (EL)	Assistant Procurement Business Manager	02921 836452
Leanne Miles (EL)	Assistant Procurement Business Manager	02921 836454
Michael Page (EB)	Assistant Procurement Business Manager	02921 836455
Nia Price (NA/JW)	Assistant Procurement Business Manager	02921 836458
Jay Ankail (*TS)	Assistant Procurement Business Manager	02921 836448*
Ryan James (GH)	Assistant Procurement Business Manager	02921 836442
Samuel Tse (JS)	Assistant Procurement Business Manager	02921 836456
ASSISTANT PROCUREMENT BUSINESS OFFICERS		
Gaynor Bright (EB)	Assistant Procurement Business Officer	
PURCHASING ASSISTANTS		
Karen French (GB)	Purchasing Assistant	02921 836460
Adam Salisbury (GB)	Purchasing Assistant	02921 836461

NHS Wales Supply Disruption Support Centre Clinical Testing

As part of our National Supply Disruption Response Brexit preparations, NWSSP Procurement Services, NHS Wales Supply Disruption Support Centre (SDSC) completed testing over 3 days, 15th, 16th and 17th October 2019.

This has been completed to test the process for escalating supply issues relating to Medical Devices and Clinical Consumables on behalf of NHS Wales into the team by Frontline Procurement Teams.

This involved 9 different scenarios covering a full range of medical related specialities, which also tested escalation into the proposed All Wales Clinical Leads process.



SDSC Team Members, Back Rhys Davies - Velindre University NHS Trust Frontline Procurement Team, Jamie Jones (middle), Jack Robinson (last) Aneurin Bevan University Frontline Procurement Team



SDSC Team Members, Paul Beeslee - Aneurin Bevan University Health Board Frontline Procurement Team, Sarah Muir - Velindre University NHS Trust Frontline Procurement Team