

ASSURANCE REPORT

NHS WALES SHARED SERVICES PARTNERSHIP COMMITTEE

Reporting Committee	Shared Service Partnership Committee
Chaired by	Mrs Margaret Foster, Chair
Lead Executive	Mr Neil Frow, Managing Director, NWSSP
Author and contact details.	Jacqui Maunder, Head of Corporate Services, Jacqueline.Maunder@wales.nhs.uk
Date of meeting	19 th January 2017

Summary of key matters including achievements and progress considered by the Committee and any related decisions made.

1. Robotic Process Automation (RPA) – Blue Prism

The Committee **received** a presentation by Steve Smith (SS), Head of Enablement, on Robotic Process Automation (RPA) with a particular focus on the benefits achieved via the joint “Blue Prism” Project work with Abertawe Bro Morgannwg UHB (ABMU).

SS provided the Committee with the background on how RPA was being developed in NHS Wales and advised that two different solutions had successfully been piloted with ABMU using “Blue prism” software and the NWSSP’s Central Team e-Business Services (CTeS) using “T-plan” software. SS highlighted the many potential benefits of using RPA software how it could assist staff with their workload and enable them to be more efficient, accurate and time effective when completing their day to day tasks. During his presentation he outlined how RPA could be taken forward and the infrastructure requirement that would be required to underpin such a development.

The Committee **noted** the development of RPA and **endorsed** the investment within the proposed IMTP.

2. Chairman’s Report

The Committee **received** an update from the Chair who advised that a number of planned meetings with boards had been re-scheduled and would now take place during February and March. She advised that the annual Committee effectiveness survey was due to be issued and she encouraged all Committee members to complete it.

3. Managing Director’s Report

The Committee **received** a report from the Managing Director, NWSSP which included an update on:

- **Transfer of Primary Medical Care Advisory Team (PMCAT)** – the PMCAT function transferred from Public Health Wales (PHW) to NWSSP on the 1st January 2017 and Dr Richard Lewis had been appointed under an honorary contract as the NWSSP Medical Director to provide professional support and oversight for the PMCAT function. Following the transfer NWSSP had set up a working group with the Directors of Primary and Community Care to review the PMCAT service in order to better align the resources and service levels with the health board / trust future requirements.
- **National Clinical Assessment Service (NCAS)** – following ongoing discussions with Welsh Government Officials, management of the NCAS contract would transfer to NWSSP from 1st April 2017 to operate on behalf of NHS Wales. As part of the new arrangements a small group would be established with colleagues from health boards and trusts to review the existing NCAS Service Level Agreement.
- **Single Point of Contact (SPOC)** – NF reported that there had been significant interest on the progress being made by the NWSSP SPOC team at the recent Cabinet Secretary for Health, Well-being and Sport's Primary Care Task Force meeting. Following the successful recruitment campaign "Train, Work, Live" the team had experienced a high number of initial queries from potential GP Trainees and doctors enquiring what they needed to do to apply to work in Wales. It was noted that the number of GPSTR Trainee Referrals had increased by 19% and it was hoped that these would convert to actual appointments. NF also advised that NWSSP Employment Services had started advertising primary care vacancies on the NHS Jobs platform as part of the outputs from the task force.
- **Health Education Review (HER)** – NF provided an update with regard to the establishment of the new Health Education Wales body, which was due to be operational by 1st April 2018. He explained that Welsh Government were in the process of appointing a project manager and team to take the work forward. Given that the NWSSP Workforce Education and Development Services (WEDS) division was identified as an integral element of the new body further work was needed to understand what elements of the service would transfer.
- **111 Project** – NF provided an update following his attendance at the latest 111 Project Board meeting and advised that given the stage of the project and the current hosting arrangements NWSSP may be asked to procure a new 111 support system on behalf of NHS Wales.
- **Health Courier Service (HCS) Accommodation** – Following the request from Cardiff and Vale University Health Board to vacate their site at Lansdowne Road, Cardiff work was progressing well on the newly acquired accommodation at Penarth Road, Cardiff and the HCS team should be out by the end of February 2017.
- **Paperless Board Software** – NF informed the Committee that the Head of Corporate Services was currently working with Velindre NHS Trust on the procurement of an electronic board software system for Committee meetings, which would support paperless meetings and reducing its impact on the environment. The Committee fully **endorsed** this approach.
- **NHAIS System Update** – NF updated members on the delays being

experienced with regard to the transition of the Primary Care NHAIS system. He explained that dialogue was ongoing with the main NHS England Transition Board, NHS Digital and CAPITA and that hopefully a more detailed timetable for the decommissioning of NHAIS would start to emerge over the next few weeks. He further explained that the delays had given NWSSP more time to consider different options especially around the payments element of the new system.

2. Integrated Medium Term Plan 2017-2020

As part of the planning cycle for the approval of the Integrated Medium Term Plan (IMTP), the Chair led an engaging discussion on the draft NWSSP IMTP for 2017-2020. Andy Butler, Director of Finance & Corporate Services presented the main changes and updates that had been made to the plan following discussions with NHS Wales peer groups, local divisional operational meetings with health board / trusts and previous Welsh Government and Committee members' feedback. In particular the Committee members' feedback at the initial workshop in November had assisted in shaping the IMTP document and ensured that the focus of the IMTP was evidence led and focussed on the priority areas identified by the individual Health Boards and Trusts.

Committee members were asked to consider the key strategic objectives, the overarching financial plan together with any additional potential pressures or areas that NWSSP could help support and contribute towards organisation's challenges over the next three years. Following detailed review and subject to a number of minor amendments the Committee **approved** the draft IMTP for submission to the Welsh Government.

4. Efficiency Through Technology Bid – Information for People

The Committee **received** a report on a funding bid NWSSP had submitted to the Welsh Government's "Efficiency for Technology" fund which supports projects which use innovative technology to improve the efficiency of healthcare services. NWSSP had been approached by the Welsh Government's "Information for People Group" and asked to act as the lead organisation for a project to develop an information service on an all Wales basis and facilitate a "Once for Wales" approach to improve the experience of all users of healthcare across, primary, secondary, tertiary and community settings.

The original bid was compiled by the Patient Experience Manager at Hywel Dda UHB on behalf of the Group and was finally submitted through NWSSP in November 2016. A further update will be provided once NWSSP had received a response from Welsh Government. The Committee **noted** the report.

5. Prudent Procurement

The Committee **received** a verbal report from Marie-Claire Griffiths (MCG), Project Manager, concerning progress made in respect of the **All Wales Medical Consumables and Devices Strategy Group (AWMCDSG)** on Prudent Procurement. It was **noted** that the group had set up four sub groups to focus on orthopaedics, Trocars, Cardiac stents and silver dressings. The Committee **noted**

the progress made.

6. ESR Enhance “Hire to Retire” progress update

The Committee **received** an update report from Hazel Robinson (HR), Director of Workforce & Organisational Development on the NHS Wales ‘Hire to Retire’ work programme which had been set up to maximise use of the ESR platform and standardise, streamline and simplify workforce processes, maximise the efficiencies of electronic and interfacing workforce technology and to enhance the quality of workforce information held on ESR with regards to the NHS Wales workforce. The Committee **noted** that the ESR re-tender undertaken in 2015 included the requirement for both technical and user enhancements to be delivered across NHS England and Wales from April 2016. However, the service provider was unable to meet the target delivery timescales and following a review an abridged roadmap of ESR enhancements had been deployed in June 2016 which outlined the prioritised enhancements required in accordance with the following timescales:

- **December 2016**
 - Deployment of Beta Portal to Velindre and hosted organisations – this is the new Employee Self Service Landing Page that will be available mid-January 2017. This will significantly enhance the user experience
 - Improved layout and design of ESR screens
 - Deployment of Welsh pay scale capability
 - Interactive self service e-mail workflow notifications
 - ESR e-Learning available for NHS Wales employees automating the competence updating and reporting process
- **March 2017**
 - Full release of Portal (ESR Self Service Landing page) to all NHS Wales organisations
 - Business Intelligence reports available through ESR Landing Page
 - Improved learning enrolment and competence functionality
 - External data integration available – ability to import other data into ESR Business Intelligence for analysis and reporting
- **June 2017**
 - e-mail notification Part 2 – will include a wider range of notifications e.g. notification if someone has breached a sickness trigger
 - Deployment of Manager Self Service Portal (Landing Page) via the internet and from mobile devices
- **Sept- Dec 2017**
 - A range of additional business functionality changes to further automate processes and remove paper transactions within core functionality and Self Service.

The Committee **noted** the progress made.

7.Capital Expenditure Update

The Committee **received** a report on NWSSP’s Capital Programme which is based on the NWSSP Integrated Medium Term Plan (IMTP) submissions for 2016/17. It was highlighted that further capital allocations during the year for four main schemes:

- **South West Wales Regional Centre** – the landlord of the Oldway Centre,

Swansea had received planning permission to convert the building into student accommodation and NWSSP were advised they would be issued with a termination notice for the lease. Following an extensive property search, the new preferred location was identified as Matrix House, Llansamlet, Swansea and the 2016/17 Capital spend requirement had been secured and work was in progress to secure additional funding for the work required in 2017/18.

- **Health Courier Service (HCS) Cardiff Site – the existing** HCS site located at Lansdowne Hospital, Cardiff is provided by Cardiff & Vale UHB and the site is scheduled for redevelopment. Due to the planned site closure, NWSSP have been issued with a formal notice by Cardiff & Vale UHB regarding occupation of the site and the expected site closure date is early to mid 2017. A detailed appraisal of alternative sites was conducted and new site on Penarth Rd in Cardiff has been identified as meeting the services requirements. A business case was presented to Welsh Government and Capital funding was approved. The lease for this building has been signed and work to convert the building is underway. HCS plan to move to this location in March 2017.
- **Health Courier Service Fleet Replacement Programme** - The fleet replacement programme was identified during the work done prior to the Health Courier Service transferring from the Welsh Ambulance Service Trusts (WAST) to NWSSP in April 2015. The programme identified a need to replace a number of vehicles and funding was provided by Welsh Government during the year.
- **Health Courier Service - Temperature Control Boxes** - The National Pathology Transport Project was formed to explore and appraise all possible options for the establishment of a safe, sustainable, affordable and high quality transport service for pathology in Wales. Management of the conditions in which the pathology is transported will prevent exposure to excessive temperature, and result in fewer spoilt samples. To achieve this, a business case for Temperature Control Boxes was developed and submitted to Welsh Government and funding was subsequently approved. The procurement process for these boxes is currently being undertaken. The Committee **noted** the progress made.

6. Laundry Services Review

The Committee **received** a verbal update on progress with the NHS Wales Laundry Service Review. Following the Committee's decision to explore potential areas of extension of NWSSP's services at its March 2016 meeting as outlined in the IMTP 2016-2019, and the review undertaken by the Specialist Estates Services department on laundry services in preparation for the introduction of new standards for laundry and linen services in 2017, a Project Board comprising of representatives from each HB had been set up to take the review forward. NF advised that the invitations to tender had been issued on the main programme of work and that a preferred supplier was in the process of being agreed. The Committee **noted** the progress made.

7. Student Streamlining

The Committee **received** a report from Paul Thomas, Director of Employment Services on a healthcare student streamlining project which provides an

opportunity for cross-sector working that will enhance the student experience and make Wales an attractive place to study aligned to the NHS. NWSSP has already been working closely with Universities in Wales to implement the online application process for the NHS Wales Bursary Scheme. The benefits of working together to support healthcare students in Wales have already been realised and there is a wish to drive forward further change that would encourage students trained in Wales to be employed in Wales. The healthcare student streamlining project will have benefits for students, NHS Wales's organisations and the Universities, including:

- Students
 - Streamlined recruitment process
 - 'Buy-in' to the NHS in Wales
 - Single NHS e-mail address throughout training
 - Enrolling on Nurse Banks much easier
 - Reduce duplication
 - Streamlined job application processes
 - Being able to match vacancies with students rather than having students making numerous applications
- Service
 - Lifelong Learning records
 - Assists with integration of students into the Local Health Community
 - Ability to communicate with students more effectively
 - Ability to increase and utilise bank
 - Reduced duplication of processes
 - Statutory and Mandatory Training undertaken earlier
 - Disclosure and Barring Service (DBS) checks
 - Occupational Health record
 - Reduced vacancy rates

A draft process flow chart has been presented to the Nurse Recruitment Subgroup and they agreed for the project to be managed by NWSSP as a separate work stream to introduce greater pace. A finalised process, with stakeholder input, will be taken to WODs and Nurse Directors to be agreed. The Committee **noted** the report.

9. Finance and Performance

The Committee **received** a report from the Director of Finance & Corporate Services summarising the latest **financial position** and key performance indicators (KPIs). It was noted that additional savings had been made and an additional £1m would be distributed to NHS Wales in addition to the £0.750m in the IMTP. It was also highlighted that the forecast outturn for the Welsh Risk Pool was in the range of £60m-£65m, which confirmed that the risk sharing agreement was not going to be invoked this financial year.

The Committee **noted** the report.

10. Welsh Risk Pool Financial Position

The Committee **received** a report from the Director of Finance & Corporate Services updated the Committee on the current financial **position regarding the**

Welsh Risk Pool and the proposed actions to strengthen the related processes including learning lessons from claims.

11.Reports for Information

The Committee **received** and **noted** a number of reports for information, these included:

- Prudent Procurement Update
- National Procurement Service (NPS) Update
- Audit Committee Highlight Report

Key risks and issues/matters of concern and any mitigating actions

The Committee received an update on **key risks** and reviewed the updated Corporate Risk Register. The risks contained within the risk register included matters discussed within the business of the meeting. The two main risks related the ongoing issues following the changes made by NHS England in relation to primary care records transfers and the proposed changes to the Exeter payment and patient registration system; and the ongoing issues within the Accounts Payable team and the arrangements in place within NHS bodies that has resulted in some delay in payment to suppliers in a number of Health Boards and Trusts. It was noted that improvements were being made and an All Wales Purchase to Pay review group, chaired by the Assistant Director of Finance – Aneurin Bevan with representation from, NWSSP and senior Finance staff from all health bodies had been created and had met on a number of occasions. The Group had devised a work plan and had made good progress in reviewing existing processes, sharing best practice and introducing more consistent ways of working. The Committee emphasised the need for all Health Boards and Trusts to participate in this group to obtain maximum benefit.

Matters requiring Board level consideration and/or approval

- The Board is asked to **NOTE** the work of the SSPC and ensure where appropriate that Officers support the related work streams.
- The Board is asked to **CONSIDER** any potential pressures that NWSSP could consider providing support for, or any areas which NWSSP could invest in to further support HB's/Trusts in meeting any additional challenges over the next three years. To be reported back to the next Committee meeting.

Matters referred to other Committees

n/a

Date of next meeting

28th March 2017