



MEETING	All Wales Chairs
DATE	June 2021
REPORT TITLE	NWSSP Annual Plan
PRESENTED BY	Margaret Foster, NWSSP Chair
Agenda item	TBC

Background

The purpose of this report is to highlight some of the key features of the NHS Wales Shared Services Partnership (NWSSP) Annual Plan.

A copy of the NWSSP 2021-22 Annual Plan is enclosed as Appendix A.

The Shared Services Partnership Committee (SSPC) approved the 2021-22 Annual Plan for submission to the Welsh Government on 18 March 2021.

Our plan includes how we will continue to support our partners to reduce the four harms of COVID-19, whilst striking an appropriate balance in defining our longer-term goals over the next 3 years. It has been developed in collaboration with our partners and describes who we are, what we do and how we are going to shape the future of our services beyond 2021-22.

Reflections on 2020-21

Looking back at 2020-21, I am immensely proud of the achievements of our all staff and their ability to adapt and change quickly to meet the shifting demands the pandemic places upon the wider NHS and in turn, on our own services.

During 2020-21 we were able to adapt our existing plan as the pandemic hit. We enabled the majority of our workforce to work from home, without impacting on productivity and we intend to retain an agile working model as part of our plans for the future.

We continued to build on our strong organisational performance, and still distributed cash savings of £2M back to our partners.

Key messages for 2021-22

Our plan for this coming year is ambitious but proportionate. By focussing on the policy landscape and what our customers and partners need, during 2021-22, we will:

- Support the NHS in reducing the four harms of COVID19, including the vaccination campaign.
- Continue to deliver the basics well, with a strong focus on end user experience.
- Review our processes and tailor services to customer priorities as they restart areas such as planned care.

- Implement a number of 'Once for Wales' solutions that deliver service improvement and transformation.
- Apply our learning from the pandemic and embed new efficient and sustainable ways of working across the organisation.
- Put the voice, health and wellbeing of our staff at the heart of our plans.

We are already making good progress on a number of key service developments planned for 2021 which includes finalising the business case for Scan for Safety, securing initial investment and Ministerial endorsement in Transforming Access to Medicines (TRAMs) and the transfer of existing Laundry Services across to NWSSP, as the first phase of planned longer term service improvement.

We have agreed a comprehensive People plan for 2021-22 that includes our 'This is our NWSSP' internal culture programme, adaptation to agile working as well as our recruitment and retention strategy. We will employ just over 1,900 wte staff in 2021-22, rising to 3,000 when we include trainee clinicians.

We are committed to applying our learning from our response to the pandemic and realise the return on investment made in new ways of working including the adoption of new technologies. We have plans to build on our existing Digital Plan and update our strategy during 2021-22, now that we have rolled out Microsoft Office 365 across NWSSP.

We have submitted a financially balanced plan and are confident on the delivery of the savings plans we have put in place. We aim to distribute back to partners a planned surplus of £0.750m again in 2021-22. Core income streams will be in excess of £458m in 2021-22 rising to £627M when taking account of planned COVID-19 expenditure. We will continue to work closely with finance colleagues within Welsh Government on material matters relating to PPE and the mass vaccination campaign.

The indicative feedback received from our touchpoint meetings with the Finance Delivery Unit and Welsh Government has been wholly positive.

2021-22 also sees us welcoming Digital Health and Care Wales and Health Education and Improvement Wales as full members of the SSPC, with the now regulations being amended to take account of the creation of these new bodies.

The Welsh Risk Pool Committee met on 17 March 2021, and it is important to note that within this submitted plan the forecast for clinical negligence expenditure does not account for any potential future claims relating to COVID-19. Our Legal and Risk services are working closely with the Welsh Government taskforce that has been appointed to handle this evolving matter. We will report via the Welsh Risk Pool Committee on this matter and through Directors of Finance group.

Overall approach

The SSPC agreed we would retain a medium-term planning approach and our Annual plan 2021-22 includes a forward look to 2022-2024. Our 2021-22 plan therefore builds on what we set out in our IMTP for 2020-23: embedding our longer-term goals into the core of our divisional operational plans. The plan demonstrates how we comply with the national planning framework and play our

part in contributing to Ministerial priorities and the vision set out in A Healthier Wales.

During the COVID19 pandemic, we continued to provide a full level of service to the NHS in Wales and took on additional responsibilities for Welsh Government and provided additional services to primary and social care.

The national framework also requires us to set out our response to the Four Harms of COVID-19, including our contribution to the vaccination campaign. **A summary of our ongoing contribution to the COVID19 pandemic is set out in Appendix B.**

A bank of case studies has also been completed and will be published on our website alongside the Annual Plan.

Our Strategic Objectives

We continue to align our priorities against our **five** strategic objectives and some examples are provided below:

1. Value for money

We deliver annual professional influence benefits to Health Boards and Trusts and distribute direct savings to NHS Wales organisations. Through a greater focus of adding value through partnership we will identify additional All Wales opportunities and further synergies in our transactional services to achieve economies of scale, remove duplication, reduce inconsistency and thereby reduce operating costs.

Laundry Services: The All Wales Laundry Programme – The future service model will aim to deliver:

- A continual supply of clean, good quality and decontaminated linen within NHS Wales, providing a safe and comfortable patient setting as well as reducing the risk of healthcare acquired infections.
- A high quality, resilient and sustainable healthcare service which is not hindered by a lack of linen resources and therefore the availability of bed.
- Laundry Production Units which are set in a controlled clean environment that is hygienic and safe for the workforce.
- An efficient service that delivers best value for money.
- A reduction in carbon emissions relating to laundry production and transport.
- Centralised management arrangements that will enable effective collaboration and provide opportunities to deliver a consistent standard approach across Wales.

TRAMS:

We are leading this comprehensive programme of People, Process, and Capital Investment change, to reconfigure Pharmacy Technical Services across NHS Wales into a single national shared service. TRAMS will demonstrate an improvement in quality, safety and regulatory compliance

with the main benefit seen as patient equity across Wales in terms of both access to medicines and the associated cost recharges.

2. Customers and partners

At the heart of everything we do is our commitment to providing quality services for our customers that are easy to use, responsive and reliable. We will help to shape the future by supporting the local needs of our customers and partners whilst leading a number of All Wales initiatives.

National distribution centre (IP5):

We are actively playing an essential role in improving the level of service for our customers and partners by developing a national warehousing and distribution model for NHS Wales:

- modernisation of our transport and logistics operations
- growth and development of new and existing services to NHS including primary care and Social Care
- expansion of logistics and materials management infrastructure.

Single Lead Employer Rollout

We already provide an innovative service managing the employment of GP trainees in Wales, Pre –registration Pharmacists, Foundation Dentists and some Speciality Medical trainees. This provides:

- a consistent employment arrangement for the duration of the trainees' training programme while studying and working within NHS Wales.
- a fundamental role in addressing recruitment and retention within Primary Care.

The Service will be extended during 2021-22 to incorporate all other medical and dental trainees resulting in one set of employment checks completed across NHS Wales saving time and money; avoiding repetition of work.

3. Excellence

Embed a service wide approach to our continuous improvement activities to improve the end user experience, co-ordinate standardisation, and increase use of automation.

Contact Centre/Customer Service Hub

During 2021-22 we will complete a review into our existing customer helpdesks and contact centres. Building on a scoping exercise completed in 2020-21, we want to ensure the end user experience is the best it can be, embraces new technologies and industry standard ways of working.

We aim to ensure that there is a consistently good experience whatever service our customers contact. This is also an opportunity to strengthen our business continuity plans and build workforce and systems resilience across the organisation.

Scan4Safety

This new way of working seeks to make the NHS in Wales one of the safest and most transparent healthcare systems in the world. Scan4Safety is a national inventory-management system to improve the traceability of healthcare products throughout the supply chain. We aim to implement Scan4Safety across all NHS Wales organisations during 2021-22.

Not only will this serve to provide greater control over stock and reduce the volume of system-wide waste, but it will also facilitate the rapid identification of defective products to transform the product-recall process – a crucial patient-safety benefit.

4. Our staff

We will make sure 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. This will help us expand on retention and succession planning and will ensure that we meet our customers' needs.

Agile Working Strategy

There are a variety of benefits of agile working to our staff, the way we work across our Divisions, our customer experience and the environment. Introducing more agile working practices will involve developing a new work culture.

It is not about doing things in the old way with some new technologies and redesigned offices – it is about new ways of working using new tools, new processes, and new approaches to management and teamwork. This requires different types of behaviours and different expectations about how work is done. Allowing people to grow, innovate and challenge. We will need to support all staff to make this change in a compassionate and inclusive way.

Health & Wellbeing

We will continue to ensure that the Health and Wellbeing of staff is our key priority. With the majority of our staff current working from home, this presents new challenges and opportunities. All our Divisions have embedded the importance of health and wellbeing and provision of support to staff in their local plans.

In particular we have committed to signing the Time to Change pledge, symbolising the active role we will take in promoting the importance of our mental health. We continue to invest through our Mental Health Wellbeing Advisor and Mental Health first aiders within the workplace.

5. Service development

We will continue to identify opportunities for further collaboration across the wider public sector in Wales and lead the way in new service developments.

We will embed the implementation of A Healthier Wales and the Wellbeing of Future Generation Act in all we do.

Decarbonisation

Specialist Estates is currently leading a project to develop a Decarbonisation Strategic Delivery Plan for the NHS in Wales which will set out a route-map for the NHS to transition to a lower carbon future and enable it to contribute to and align with the Welsh Government's ambition for a carbon neutral public sector by 2030.

Whilst the plan development is being led by our Specialist Estates team, the scope of the plan and initiatives are cross-cutting. They cover the whole range of NHS activity and not just those relating to estates. Initiatives will cover emissions from buildings, from transport and travel, the procurement of goods and services, emissions from land use as well as opportunities within the delivery of clinical services.

Primary Care Workforce Sustainability

Locum Hub Wales deployed in April 2020, responding to the Urgent Primary Care needs, this one-stop platform is shortly to be extended to the out of hours service across Wales. Plans for 2021 will see greater enhancement of primary care workforce intelligence developing greater understanding of workforce demographics informing critical decision making for GP Practices, Health Boards and the urgent primary care services for Wales.

Engagement with the Foundational Economy

One of our key priorities in this year is to build opportunities for strengthening our engagement with the foundational economy in supply chain and procurement. Our Procurement Strategy embraces the Wales First principles nurturing local supply chains and provides opportunities via competitive tendering to promote economic regeneration, by ensuring equal opportunities via local, regional and national strategies on all contracts for goods and services. By adopting these principles this improves the Welsh economic operators' abilities to access and realise opportunities, which in turn also provides significant environmental benefits by sourcing locally.

We are continuing to engage with stakeholders and the market to enable foundational economy outcomes from our procurement processes. As an example, we have already begun the process of redesigning our Food category strategy with the aim of increasing the level of NHS spend within the foundational economy by the use of far more local suppliers.

Our Plan on a Page is captured in Appendix C.

Conclusion

We are confident the plan, whilst ambitious still enables us to adapt to future requirements that may emerge from Welsh Government and from health boards and Trusts as their recovery plans commence.

The scrutiny and forward delivery of our plan will be supported by robust governance arrangements, namely the SSPC. The SSPC will make the decisions that oversee the delivery of the plan and monitor performance against the plan.

Colleagues are asked to:

- note the content of this report;
- share the NWSSP 2021-22 Annual Plan with independent members within their own organisations; and
- consider the scope for additional opportunities for working in partnership with NWSSP.