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CYMRU  
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WALES

Partneriaeth  
Cydwasaethau  
Shared Services  
Partnership

# NHS Wales Shared Services Partnership

*Delivering Value, Innovation and  
Excellence through Partnership*

## About Us



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# Who are NWSSP

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## Our Background

In May 2009, the Minister for Health and Social Services commissioned a research study to be carried out by the School of Management at Bath University to review best practice models for shared services across the UK and internationally, and to canvas detailed feedback from stakeholders across Wales.

A consultation paper was produced to propose changes to the structure of the NHS in Wales to include provision for Shared Services Wales. The Shared Services business case focused on the need to deliver economies of scale; efficiencies and consistency of quality and process for the business and professional services that were directly managed and delivered by local NHS bodies. Consequently, NHS Wales Shared Services Partnership (NWSSP) was established in November 2010 and went live in April 2011. Since then, NWSSP has significantly developed and continued to improve and adapt; expanding our range of services year on year.



## *Delivering Value, Innovation and Excellence through Partnership*

NHS Wales Shared Services Partnership (NWSSP) delivers a wide range of high quality, professional, technical, and administrative services to NHS Wales working with wider public services, including the Welsh Government. We are an integral part of the NHS Wales family; supporting the staff and patients of Health Boards, Trusts and special Health Authorities in Wales and we also provide a range of services to the GP practices, dentists, opticians, and community pharmacies.

# Our Services

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Accounts Payable



Health Courier Services



People and Organisational Development



Audit & Assurance Services



Laundry Services



Procurement and Supplychain Services



Central Team eBusiness



Lead Employer for Medical, Dental & Pharmacy Trainees



PROMPT



Counter Fraud Services



Legal & Risk Services



Pharmacy Technical Services



Digital Workforce Solutions



Medical Examiner



Student Awards Services



eEnablement Procure to Pay (P2P)



Once for Wales CMS



Special Estates Services



Employment Services



Primary Care Services



Surgical Materials Testing Laboratory



Finance Academy Services



Planning Programme for Learning



Welsh Infected Blood Support Scheme



Finance & Corporate Services



Planning, Performance and Informatics

# Our Services

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Providing excellent customer service is at the heart of service delivery to individuals and communities. NWSSP is committed to creating and developing a positive approach to customer service in which we strive to consistently exceed the expectations of our customers and create an environment within which customer service is a core component of the management and delivery of services.

To help us in ensuring continuous development of our services to meet user needs, we review performance with our customers through ongoing dialogue and individual performance reports with each Health Board and Trust.

We are a dedicated organisation that supports the statutory bodies of NHS Wales through the provision of a comprehensive range of high quality, customer focused support functions and services.



# Our Values

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## This is **our** NWSSP



### *Listening & Learning*

To continually reflect upon and improve the quality and effectiveness of all we do.



### *Taking Responsibility*

For brave and compassionate decisions and making the right things happen.



### *Working Together*

Inclusively with colleagues, customers, and suppliers.



### *Innovation*

To be courageous and creative through continuous improvement.



# Listening & Learning

**To continually reflect upon and improve the quality and effectiveness of all we do.**

**We demonstrate Listening and Learning in the following ways:**

- » By respecting that everyone learns differently, we care about our colleagues and learn from their experiences.
- » Being prepared to act and make changes as a result of learning new things.
- » Sharing what we've learned, and empowering each other to do the same.
- » Taking time to reflect, to give and accept constructive feedback, and accept that mistakes are a part of learning.
- » Engaging effectively with others, and make sure to include everyone in the process.



**The following behaviours do not fit with Listening and Learning:**

- » Being dismissive of others, their knowledge, or experiences.
- » Being closed to learning new things, and refusing to act.
- » Using personal biases to influence who we listen and learn from.
- » Ignoring opportunities to improve.
- » Belittling ourselves, or others' learning and lived experiences.



# Taking Responsibility

**For brave and compassionate decisions and making the right things happen.**

**We demonstrate Taking Responsibility in the following ways:**

- » Taking pride in the value that we add to the organisation
- » Role modelling compassion towards colleagues, encouraging others to do the same, by admitting mistakes and learning from them
- » Empowering each other to be themselves, to feel psychologically safe at work.
- » Through showing we're trustworthy and put our trust in others.
- » By taking ownership of our work and behaviour, the good and the bad.



**The following behaviours do not fit with Taking Responsibility:**

- » Creating a blame culture and focus on whose fault it is, rather than learning from a mistake.
- » Distrusting others without cause, and we are prepared to work at building trust with others.
- » Judging unfairly and without all the facts – we won't jump to conclusions.
- » Expecting the worst from people automatically.
- » Devaluing someone's input and being disrespectful.



# Working Together

**Inclusively with colleagues, customers, and suppliers.**

## **We demonstrate Working Together in the following ways:**

- » Creating shared goals and collaborating effectively to be successful.
- » Being inclusive through valuing our differences and create opportunities for everyone.
- » Through being empathetic, and practicing compassion through supporting each other.
- » Communicating with others regularly and effectively, as an individual and as part of a team.
- » Recognising others' contribution and sharing in joint success and failures as a team.



## **The following behaviours do not fit with Working Together**

- » Being self-focused, including achievements and value.
- » Using personal biases as an excuse to not work as a team, or to be disrespectful to others.
- » Being reluctant to share knowledge, experiences, or information.
- » Blaming others without facts, and focus on what went wrong rather than fixing a problem.
- » Disengaging from working with others without cause, and without talking it through first.



# Innovating

**To be courageous and creative through continuous improvement.**



## **We demonstrate Innovating in the following ways:**

- » By embracing change and new ideas, prepared to listen to suggestions for improvement.
- » Creating a safe environment to share ideas openly without judgement, focusing on psychological safety.
- » Being inclusive by involving others in developing new ideas and recognising that different perspectives are invaluable. By caring about each other and the input we can offer.
- » Communicating the rationale behind changes and appreciate that not everyone will understand at first.
- » Through inspiring and empowering colleagues to speak up and encourage creativity.

## **The following behaviours do not fit with Innovating:**

- » Remaining at a standstill by refusing to listen to new ideas or get stuck in 'the way its always been done'.
- » Discouraging others from sharing their ideas, or make people feel stupid for sharing their creativity.
- » Being resistant to change, not being open about our fears and reason for reluctance.
- » Refusing constructive criticism because it will interfere with change or because we disagree.
- » Being dismissive of others experiences and knowledge, or their ability to think differently to us.

# Our Strategic Objectives

## Our People

Working together to be the best that we can be



## Outcomes

We will create opportunities for our current and future staff to maximise their potential and nurture our talent pipeline.

We will increase the diversity of our workforce and advance the use of the Welsh Language in all that we do.

We will promote physical, social, mental, and financial well-being throughout the organisation to support our staff.

We will listen and learn from our staff to co-produce innovative solutions with our partners.

- » Developing our workforce capability to meet the changing needs of the organisation and NHS Wales.
- » Increase the use of the Welsh Language in our work environments and instil confidence to use and learn the language.



- » Develop our Health and Wellbeing offering to staff through collaborative working.
- » Embed equality and diversity into our workplace culture and thinking.

## Our Services

Driving the pace of innovation and consistently providing high quality services



## Outcomes

We will enable our customer facing teams to close the majority of enquiries at first contact, by improving service speed, quality, and experience.

We will drive innovation, setting the standard for good practice, and enhance our processes through automation.

We will cultivate partnerships with industry leaders and academic institutions and seek University status.

We will be data driven, sharing intelligence with our partners to influence decision making across NHS Wales.

- » Lead on the development and implementation of the Electronic Staff Record Transformation Programme.
- » Improve Supply Chain, Logistics and Transport operations and infrastructure; reduce carbon emissions.
- » Lead on the All Wales International Nurse recruitment programme and develop a more streamlined model.
- » Support the proposed introduction of the national ophthalmic contract for Wales.



## Our Value

Maximising the benefit, efficiency, and social impact of what we do for our partners



## Outcomes

We will make bold investment decisions that drive transformation and add value.

We will lead the way and command of others the changes required to address the climate change emergency and achieve decarbonisation targets.

We will utilise our resources efficiently and make a positive impact on a social and sustainable basis.

We will spearhead opportunities to grow investment in the foundational economy across Wales as an increasing proportion of our supply

- » Support NHS Organisations with delivery of their Decarbonisation Action Plans.
- » Deliver the agreed Foundational Economy workplan for NHS Wales.



- » Improve candidate experience through a modernised recruitment service.
- » Implement our Digital Plan to enable a digital workplace and drive innovation.

# Decarbonisation

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In 2019, the Welsh Government declared a climate emergency, becoming the first Government in the world to declare such an emergency. As a result of this, the Welsh Government and NHS Wales, led by NWSSP-SES, has created the **NHS Wales Decarbonisation Strategic Delivery Plan** (published March 2021) in order to co-ordinate NHS Wales' contribution to tackling this crisis. During COP26 in Glasgow in November 2021, all four health services committed to net zero carbon emissions.

The Delivery Plan sets out **46 initiatives** for decarbonising NHS Wales, among them many challenging and ambitious targets.

## For Wales this means, for example:

- » The public sector in Wales is committed to being collectively net zero by 2030.
- » By 2025, all lighting across the NHS Wales estate will be LED.
- » Reducing emissions will be part of all new procurement contracts for major suppliers.
- » By 2030, the Welsh Ambulance Service will aim for all new ambulances to be plug-in electric or low-carbon fuel (depending on technology being able to support this).
- » Low carbon heating will be used in all NHS Wales new builds and renewable energy will be generated.

The NHS accounts for 5% of the UK's carbon emissions - making it one of the largest contributors to climate change and air pollution. The NHS Wales Carbon Footprint has been calculated as approximately 1 million tonnes of CO<sub>2</sub>e, which represents around 2.6% of Wales total greenhouse gas emissions.

In order to deliver healthcare to a high quality it also relies on an increased demand for the use of energy, water and consumables - including single-use plastics; waste production and management and travel requiring fossil fuels and therefore contributing to air pollution. However, in order to create a NHS that is more sustainable, all employees have an obligation to be more aware of how they can help reduce their carbon footprint. The NHS Wales requirements under the wellbeing of Future Generations (Wales) Act 2015, mean that the climate is considered at an everyday decision-making level.

With climate change being detrimentally linked to health impacts, the climate change emergency is also recognised as a health emergency. Increased public awareness has led to growing pressure on the governments and businesses to act rapidly to make changes in order to reduce the risk.



## **It is vital that we keep global temperature increases to under 1.5° Celcius above pre-industrial levels.**

**Why?** the IPCC published a special report on Global Warming indicating that we should be keeping our temperatures below 2 degrees, however, more recently they have concluded that actually it is more prudent to set the targets for under 1.5° Celcius pre-industrial levels as it reduces severe weather conditions such as droughts, heatwaves and water stress - More than one-fifth of all humans live within regions that have already seen a warming greater than 1.5 degrees in at least one season (NASA). The five warmest years on record have occurred in the last five years, the WHO estimate that climate change will lead to around 250,000 extra deaths per year globally from 2030, with a direct cost impact of approximately \$2-4 billion per year over the next decade.



NWSSP's action plan is split into three sections: **Moving up a gear (2020-22)**, **Well on our Way (2022-26)**, and **Achieving our Goal (2026-30)**. The strategic plan has been structured into six main activity streams: Carbon Management, Buildings, Transport, Procurement, Estates Planning and Land Use, and Approach to Healthcare. Below is a flavour of the objectives listed in the plan.

### *Moving up a gear (2020 - 2022)*



- » Low carbon heat evolution plans will be completed for all acute hospitals, and renewable energy implementation plans will be developed.
- » WAST will aim for rapid response vehicles procured AFTER 2022 to be at least plug-in hybrid-electric or fully battery-electric in appropriate areas.
- » Best pharmaceutical waste practice will be in place.

### *Well on our way (2022 - 2026)*



- » Decommissioning of natural gas CHP plants will be prioritised over refurbishment, all lighting will be LED.
- » All new medium/large freight vehicles procured after April 2025 will be to the future modern standard of ultra-low emission vehicles.
- » NWSSP will have updated to market-based emissions accounting and continue to favour supply chains to support decarbonisation.
- » Digital technology will be developed to support a smart communication approach.

### *Achieving our goal (2026 - 2030)*



- » Renewable Energy Guarantees of Origin - backed electricity will be procured by 2025, and 100% offset gas by 2030.

All organisations were required to develop Action Plans to set out how they plan to achieve the strategy aims etc. These had to be created and submitted to Welsh Government by **31st March 2022**. Specialist Estates Services led the production of the NWSSP Action Plan. Below is a flavour of the objectives listed in the plan.

## *Energy - Buildings*



- » Continue to build on the provision of electric vehicle chargers across NWSSP - we currently have 25 charging points for staff and fleet vehicles.
- » Replacement of old-style lighting with energy efficient LED lighting across the NWSSP estate by 2025.
- » NWSSP is investigating the opportunities to generate renewable electricity on our buildings through solar panels.

## *Supply chain - Logistics*



- » Continuing to upgrade our vehicle fleet with low emission vehicles including better electric vehicles - 22 new electric vehicles were purchased in 2022.
- » Participating and supporting a UK wide trial of electric HGV's (heavy goods vehicles) during 2022 and 2023.

## *People and Workforce*



- » Developing a carbon literacy programme to improve staff engagement and understanding of decarbonisation issues.

## *Laundry Services*



- » The All-Wales laundry services programme will deliver 2 brand new laundry facilities which will be designed and built to a BREEAM Excellent Standard for sustainability and environmental performance.



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Thank you for reading our About Us document. If you would like to find out more, please visit our website, our social media channels, or use the contact details provided below:



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