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CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



<b>Meeting Date</b>	<b>16 July 2019</b>	<b>Agenda Item</b>	<b>4.2</b>
<b>Report Title</b>	<b>Benefits Assurance Process</b>		
<b>Report Author</b>	Ian MacDonald, Head of Strategic Capital Finance		
<b>Report Sponsor</b>	Lynne Hamilton, Director of Finance		
<b>Presented by</b>	Lynne Hamilton, Director of Finance		
<b>Freedom of Information</b>	Open		
<b>Purpose of the Report</b>	The purpose of this paper is to provide an overview of the current benefits assurance process, along with details of benefits from previous investment approvals. This was requested by the Performance and Finance Committee at its meeting on 18 <sup>th</sup> June		
<b>Key Issues</b>	<p>Ensuring investments deliver the agreed outcomes, impact and benefits, including both financial and non-financial measures.</p> <p>The IBG Benefits Tracker has been established and provides a solid platform for reporting, monitoring and action planning/ escalation (where appropriate), however there are resourcing issues in terms of overseeing and driving the work and in implementing more widely.</p> <p>Variable level on quality of reporting, and release of financial savings and non-financial benefits to plan.</p>		
<b>Specific Action Required (please choose one only)</b>	<b>Information</b>	<b>Discussion</b>	<b>Assurance</b>
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Recommendations</b>	<b>Approval</b>		
	<input type="checkbox"/>		
	<p>Members are asked to:</p> <ul style="list-style-type: none"> <li>- <b>NOTE</b> the enhanced scrutiny of business case investments and identification of benefits taking place through the IBG Scrutiny Group and the monitoring of benefits through the IBG Benefits Tracker.</li> <li>• <b>NOTE</b> that further actions and resourcing are required to ensure a uniform level of robust</li> </ul>		

	reporting and performance management, and that this is being progressed through the Transformation Programme.
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## **BENEFITS MANAGEMENT PROCESS**

### **1. INTRODUCTION**

The purpose of this report is to provide assurance to the Committee on the management of benefits throughout the Health Board following strategic investment decisions.

### **2. BACKGROUND**

The management of investment benefits is undertaken through a number of different processes across the Health Board. Following the establishment of IBG (Investment and Benefits Group) in August 2017, a new benefits tracker hosted on the IBG Sharepoint site was launched in July 2018.

The tracker was originally developed for tracking the financial and non-financial benefits for those spend to save investments coming through the Invest to Save route for funding from both Welsh Government and the Health Board's internal investment fund. The tracker is also being developed for use in other investments such as additional funding for service change (capital or revenue) or a value based case which requires disinvestment in one area and investment into another area.

An internal finance-led review of the tracker process has highlighted some challenges in relation to data quality and resources to run the process. Recommendations to improve these aspects have been approved by the Senior Finance Team:

- Projects to be reset for impact of Bridgend Boundary Change and agreed changes to delivery,
- Scrutiny of Invest to Save Business Cases. Increased scrutiny and agreement of savings currency and detailed budget areas to be adjusted as part of business case approval,
- Accountability. Approval letters to be issued to host unit and other units and departments impacted by the scheme,
- Tracker. Some minor changes to the content of the tracker, to include summary of future years rather than monthly profiles,
- Reporting. To retain the benefits tracker but incorporate reporting alongside the CIP tracker & High Value Opportunities – this should reduce the risk of double counting within different streams of savings. Report into the proposed Benefits Management Evaluation Group (BMEG),
- Resourcing. Additional resource to be identified manage the process.

Appendix A provides a summary of the tracker reporting for 2018-19.

The tracker is only one part of the process and just as important has been the increased level of scrutiny applied to all business cases coming to IBG. A new IBG

scrutiny function was formed in late 2018 and this has a role in ensuring that cases not only identify financial and non-financial benefits (where measurable), but that they also have; suitable baselines, benefit owners and, where spend to save schemes or cash releasing benefits are expected, these have a clear path identified for the budgets to be released from and sign-up across units where applicable.

There are also benefit processes in place in a number of other areas of the Health Board outside of the IBG benefits tracker. These include areas which have formal Project Board structures in place, including; Capital Planning for major business cases submitted to the All-Wales Capital Programme and Informatics, for example the Mobilisation and SIGNAL electronic white board solution in Singleton, where projects report through to the Informatics Programme Board. Examples of Informatics benefits realisation are included in Appendix B.

To ensure that benefits remains high on the agenda, a new Benefits Management Evaluation Group (BMEG) is to be established, which will need to align with the work of the Transformation Programme. There are pockets of good work taking place on benefits realisation but there remains a need to consolidate into a standard methodology for the Health Board.

### **3. GOVERNANCE AND RISK ISSUES**

The identification and monitoring of benefits currently forms part of the IBG Terms of Reference, which is chaired by the Directors of Finance and Strategy and includes multi Executive membership.. Risks have been identified in terms of the quality of benefits data and the resourcing of reporting and performance management, and mitigation actions will be progressed and overseen by IBG.

### **4. FINANCIAL IMPLICATIONS**

The Health board has accessed Welsh Government Invest to Save funding and has also prioritised the use of its own internal repayable investment funds, and is required to demonstrate both the financial and non-financial impact. A key consideration is the ability of the Health Board to repay the investment funds and determine project financial sustainability on an on-going basis.

### **5. RECOMMENDATION**

Members are asked to:

- **NOTE** the enhanced scrutiny of business case investments and identification of benefits taking place through the IBG Scrutiny Group and the monitoring of benefits through the IBG Benefits Tracker.

- **NOTE** that further actions and resourcing are required to ensure a uniform level of robust reporting and performance management, and that this is being progressed through the Transformation Programme.

<b>Governance and Assurance</b>		
<b>Link to Enabling Objectives</b> <i>(please choose)</i>	<b>Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities</b>	
	Partnerships for Improving Health and Wellbeing	<input type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	<b>Deliver better care through excellent health and care services achieving the outcomes that matter most to people</b>	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input type="checkbox"/>
<b>Health and Care Standards</b>		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input type="checkbox"/>
<b>Quality, Safety and Patient Experience</b>		
Robust and regular reporting and monitoring of non-financial benefits, including patient outcome, quality and patient experience measures, is intended to improve the Health Board's performance in these areas.		
<b>Financial Implications</b>		
The Health board has accessed Welsh Government Invest to Save funding and has also prioritised the use of its own internal repayable investment funds, and is required to demonstrate both the financial and non-financial impact. A key consideration is the ability of the Health Board to repay the investment funds and determine project financial sustainability on an on-going basis.		
<b>Legal Implications (including equality and diversity assessment)</b>		
None		
<b>Staffing Implications</b>		
The resourcing of benefits monitoring and performance management is being considered as part of the development and mainstreaming of the Health board's approach to benefits realisation.		
<b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>		

The identification and monitoring of benefits forms a key part of the Health Board's ability to evidence progress against short, medium and long terms objectives.

<b>Report History</b>	
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<b>Appendices</b>	Appendix 1:- Investment and Benefits Group – Financial Benefits Tracker Q4 2018-29  Appendix 2 – Informatics/ Digital Benefits
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Appendix A:- Investment and Benefits Group – Financial Benefits Tracker Q4 2018-19

Project	Unit	Purpose	2018/19 Financial Benefits			Project Status	Delivery of Financial Savings	Quality of Reporting
			Planned	Actual	Variance (Shortfall) / Surplus			
Improving Rostering Practices	Workforce	This project will enable the rollout of electronic rosters to be expedited and enable the efficiency improvements to be delivered more quickly.	100	0	-100	Roll out is ongoing across SBU. Weekly data of singleton wards has been extracted which will enable a baseline and trend of rosters KPIs to be used to determine the impact of implementation. Estimates of savings may then be attributed to hours saved by improved rosters rather than reviewing bank & agency which is subject to change due to a number of factors. A review of the baseline data is required.		
Medicines Recycling in Secondary Care	NPT	Develop a standardised process to recycle medicines in a safe and efficient way by pharmacy and promote waste reduction at a ward level.	100	309	209	Project on track to deliver £90k recurring savings. Impact of Bridgend Boundary Change being finalised.		
Prescribing Clerks Scheme	NPT	To up skill prescribing clerks to support high quality cost effective repeat prescribing across Neath Port Talbot and Swansea	151	94	-57	Delivery as expected for early stages of initiative		
Staff Wellbeing Support Service	Workforce	Implement a multidisciplinary telephone support and advice service to be delivered to staff, enabling quick and timely access for health at work support, as current waiting times for Occupational Health and Wellbeing self-referral support are approximately 3-6 weeks	450	0	-450	This scheme has been implemented and the latest return for WG suggests that there has been a decrease in spend although sickness figures were higher. This is difficult to evidence within budget reports and difficult to attribute to a particular area. Significant savings were identified against this scheme but are difficult to evidence. A review of the baseline data is required. Impact of Bridgend Boundary Change being finalised.		
Continence Service Redesign	Primary & Community	The proposal is to invest in additional staffing resource in the Continence team and remodel the service to deliver a health promotion focused service which will focus on dealing with the causes of continence problems of service users rather than the historic focus of providing containment products to service users and not improving their condition.	200	0	-200	Returns from Ontex indicate that there has been a reduction in the volumes of Continence products issued since implementation of the scheme, however, there was also an increase in cost due to the awarding of a new All Wales Contract with a 5% inflation of £ so savings are now cost reduction rather than cost saving. Impact of Bridgend Boundary Change to be discussed with the WG Invest to Save as Cwm Taf have indicated they do not want to		
Primary Care OOH Academy	Primary Care	GP OOH scheme planned to improve cover through use of specialist Nurse Practitioners to support the rota	0	0	0	There has been slippage on this scheme due to difficulties recruiting but are now utilising Advanced Paramedic Practitioners.		
Health Records RFID	Informatics	The Health Records Modernisation Programme will implement a RFID solution with the objective of improving the clinical and logistical problems of a paper based health record whilst also modernising and improving the service which the Health Records Service provides.	0	0	0	Some delays to projects due additional integration required required with NWS. Go live pushed back from June 19 and likely to be October 2019 due to the lack of support and operational staff available during the summer and holiday period. Impact of the Bridgend Boundary Change - Cwm Taf do not want to participate as they have a different solution. A change to the repayment profile has been agreed with the WG Invest to Save		
Safe care	Workforce	Implementation of a new module within the Allocate electronic based rosters system to roster around the acuity of patients in addition to increasing visibility of working practices and provide enhanced reporting.	0	0	0			
Improved Job Planning for Consultants and SAS Doctors	Workforce	The Health Board has part implemented the Allocate e job planning system. This investment is to complete the roll out and revisit all of the implementation to ensure that managers and users are confident in its application and to reap the benefits of the system. These resources will also be responsible for scrutinising all the job plans for the Consultants and SAS	0	0	0	Impact of Bridgend Boundary Change being finalised.		
Implementing an Electronic Locum Duty Management System	Workforce	Implement a new electronic system to allow the Health Board to advertise locum shifts as soon as gaps arise. The likely impact of this is that fill rates of internal locums will increase and the reliance on external agencies to fill gaps will reduce	0	0	0	Impact of Bridgend Boundary Change being finalised.		
Digitalisation of Occupational Health Record	Workforce	Implementation of a new Occupational Health Record system	0	0	0	Impact of Bridgend Boundary Change being finalised.	new	new
Women's Cancer Pharmacy Team	NPT	Pharmacy has also identified opportunities within the speciality of Women's cancers which will enhance quality of care, improve patient flow and deliver cost efficiencies and savings through the prescription of NICE approved drugs.	229	194	-35			
Investment in Specialist Clinical Pharmacists to Support Rheumatology and Gastroenterology	NPT	Investing in independent prescriber Pharmacists, to improve prescribing practice and governance for patients	138	238	100	Impact of Bridgend Boundary Change being finalised.		
Electronic Case Management System for Employee Relations and Sickness Absence Management	Workforce	Invest in a system to track all employee relations and sickness absence management	0	0	0	Impact of Bridgend Boundary Change being finalised.	new	new
Hearing Loss Pathway	Singleton	Transfer of cases from ENT to Audiology	0	0	0		new	new
Faecal Microbiota Transplant	Worriston	To develop capacity to deliver faecal microbiota transplant in ABMU for patients with recurrent C diff. The process is NICE approved, highly effective (>90%), more effective than current recommended treatments and cheaper.	5	5	0	Impact of Bridgend Boundary Change being finalised.		
Specialist Investigations Team	Workforce	Establishment of a specialist investigations team for the management of disciplinary and grievance cases which should reduce annual investigations costs and additional backfill costs for staff going through the disciplinary process.	0	0	0		new	new
<b>Total</b>			<b>1,114</b>	<b>793</b>	<b>-321</b>			