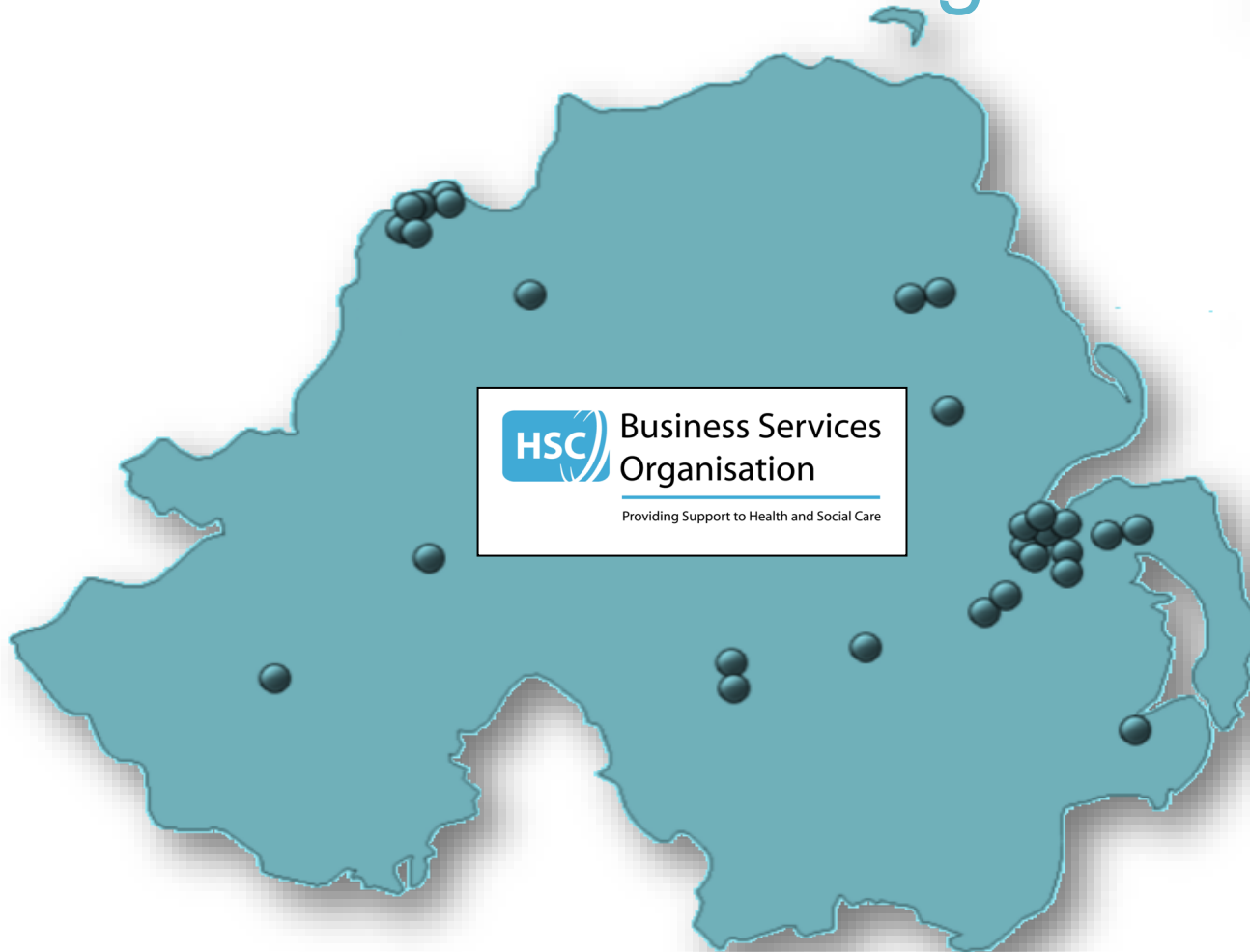




Business Services Organisation Corporate Plan 2018-23



- Honest Broker Recruitment
- HR Business Services
- Clinical Education Centre
- ORECNI
- Finance Regional Interpreting Service
- Leadership Centre
- Customer Care and Performance
- Procurement and Logistics
- Counter Fraud and Probity
- Equality Legal Services
- Payroll
- Internal Audit Corporate Services
- Pensions Income ITS
- Payments SBRI
- Family Practitioner Services

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CORPORATE MISSION, VALUES & OBJECTIVES 2018-23

“to provide high quality business services which support our customers to improve health and well being ”



We Aim To ...

Corporate Response

By 2023, we will ...



1.0 Introduction

1.1 The Business Services Organisation (BSO) was established on 1 April 2009 to provide a wide range of business and specialist professional services to the wider Health and Social Care (HSC) environment. This Corporate Plan 2018-23 sets out the strategic direction for the next three years. It takes account of Department of Health (DoH) priorities, especially the *'Making Life Better'* public health framework, the draft *'Programme for Government Framework, 2016-21'*, and the vision set out in *'Health and Wellbeing 2026: Delivering Together'*.^{1 2} Strategic and business planning, together with risk management, is at the heart of governance arrangements within BSO. This ensures that statutory and regulatory obligations, such as compliance with General Data Protection Regulations and ministerial priorities, are properly reflected in the management of business at all levels of the organisation.

We recognise also that the strategic direction of BSO will be shaped within the context of on-going financial constraints and HSC reform and restructuring. At the time of writing, Northern Ireland has been operating without a devolved administration since January 2017. On 8 March 2018, a new Stormont budget for Northern Ireland was set by the Secretary for State under which the DoH will receive a 2.6% increase in real terms for the financial year ahead. Over £100m is available for transforming the HSC.

1.2 In the wider arena, we must acknowledge that the impact of the UK's vote in June 2016 to leave the EU could have major implications for health and social care. To represent the NHS throughout the 'Brexit' negotiations, a range of Health and Social Care bodies have come together through the NHS Confederation to create a Brexit Health Alliance. The Alliance has published a set of five key policy considerations:

¹Department of Health, Social Services and Public Safety. *Making Life Better: a whole system strategic framework for public health 2013-2023*. Belfast: DHSSPS (now DoH), 2013.

² Northern Ireland Executive. *Draft Programme for Government Framework 2016-21*. Belfast: NIE, 2016.

- Maximum levels of research and innovation collaboration
- Regulatory alignment for the benefit of patients and population health
- Preservation of reciprocal healthcare arrangements
- Robust co-ordination mechanisms on public health and well-being
- A strong funding commitment to the health and public health sectors.

1.3 It is clear that a number of important Brexit-related issues which impact on Health and Social Care in Northern Ireland need to be resolved. The NI Civil Service has set up an EU Future Relations Project Board and subsidiary structures on which the Department of Health (DoH) and other stakeholders in Northern Ireland are represented. The particular priorities which the DoH has identified for delivery planning to ensure services continue to operate effectively following EU Exit are:

- cross-border healthcare and access to healthcare in other states post exit;
- Health and Social Care Workforce – mobility, recruitment and professional regulation;
- funding issues – replacement for EU structural funds and access to European competitive funds and
- financial risks – non-pay expenditure.

1.4 Against this backdrop, we are required by the DoH to create a three year Corporate Plan for 2018-21 which will bring us into line with the planning timescales of all other HSC organisations. Since the emergence of COVID-19 in early 2020 it has not been possible to develop the next corporate plan. The Department of Health agreed in 2020 to extend the life of the plan for one additional year until 31st March 2021. The wide-spread effects of the pandemic continued throughout 2021-22. As a result of the continuing impact of the pandemic on all Health and Social Care services, the Department of Health agreed in late 2021 to extend the corporate plan for a further additional year until 31st March 2023. . We have welcomed the opportunity to review the Corporate Objectives and Values of BSO which will assist in delivering to the organisational mission over the next three years We acknowledge that the plan is being developed during a period of reform in HSC and at a time when the development of Public Sector Shared Services presents a challenge to the organisation. The closure of the Health and Social Care Board was confirmed as a key priority in October 2016 when *Health and Wellbeing 2026* was

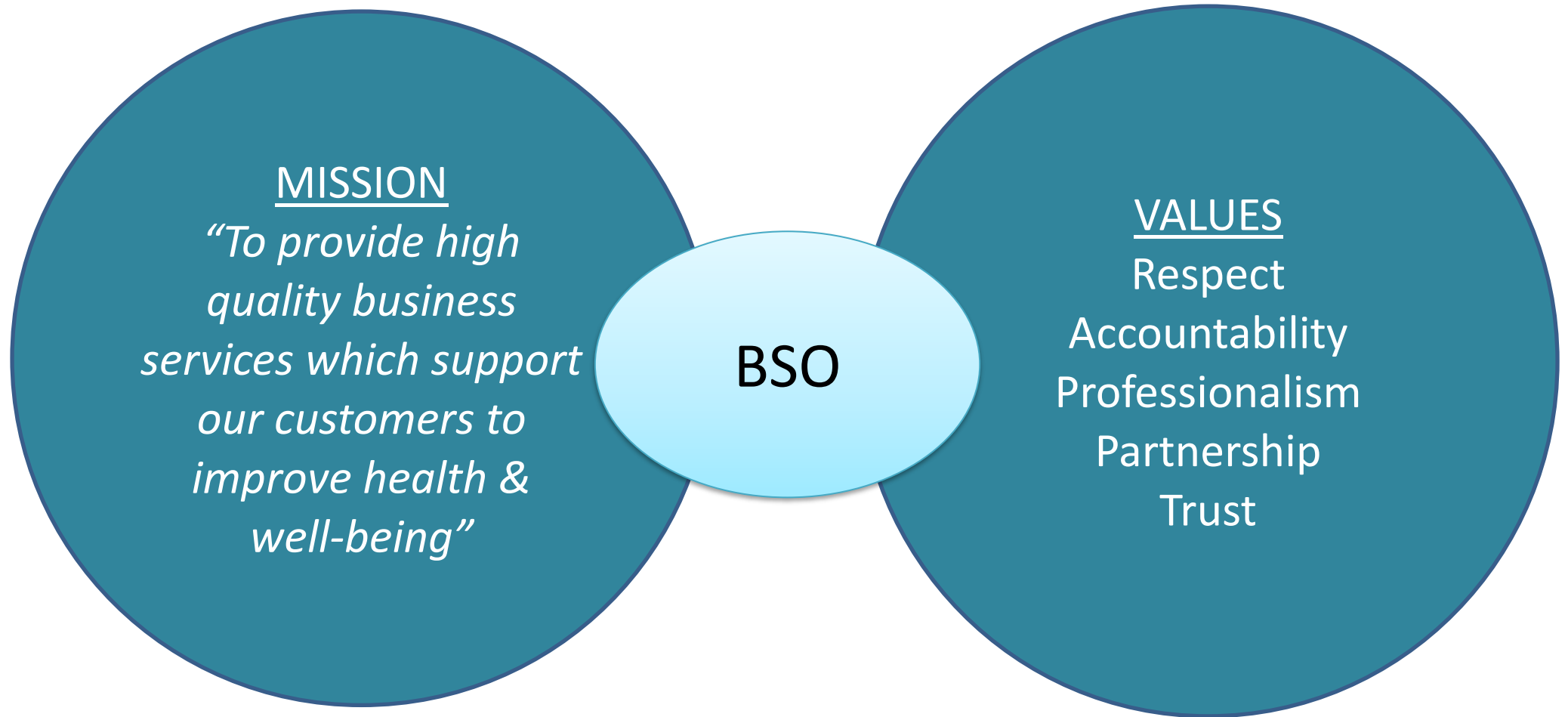
launched. Since then, the Department has conducted a public consultation and taken views from a wide range of stakeholders on developing a proposed future operating model. It is acknowledged that progress has been made on fostering a 'one system' ethos and establishing a strong focus on transformation within HSC. On 24 January 2018, the Permanent Secretary and HSC Chief Executive advised of the proposal that when the HSCB closes, responsibility for the majority of its functions will move to the Department, but be effected through a host organisation arrangement with BSO, enabling the associated staff to retain HSC terms and conditions. Any final decisions on future operating models for HSC will be subject to business case approval and will require Ministerial consideration and legislation. In the interim, BSO will continue to work in a partnership approach through the detailed project planning arrangements that will be required.

1.5 In the absence of a functioning devolved administration, the Programme for Government (PfG) 2016-21 has remained in draft form, although work continues towards achieving the proposed overarching outcomes for the population of Northern Ireland. The outcomes in PfG are long-term, visionary and aspirational and, although, PfG is cross-cutting, DOH has lead responsibility for the following outcome: *"We enjoy long, healthy, active lives"*. The BSO will aim to support our HSC customers in helping them achieve that particular overarching outcome.

1.6 In developing our Corporate Plan we have taken the time to review our previous Corporate Strategy (2015-18) and celebrate the many achievements and successes as well as continuing challenges. We have engaged with BSO staff and external stakeholders and the DoH sponsor branch on the strategic direction set by the BSO Board for the next three years. Below are some of the key themes that emerged from our engagement as being important to underpin future BSO progress:



2.0 High Level Direction 2018-23



3.0 Mission

3.1 The revised BSO Mission for 2018-23 is ***“To Provide High Quality Business Services which Support Our Customers to Improve Health and Social Care”***. This requires us to be familiar with the priorities of our customers which relate directly to the health and well-being of the public and to understand our role in delivering these improvements.

3.2 The key purpose of our customer organisations is to improve Health and/or Social Care in Northern Ireland. In turn, the mission of BSO is to support our customers in fulfilling their purpose. It is important to BSO that the services we deliver are recognised and evidenced as being of a high quality, whilst of course being balanced appropriately with cost.

3.3 In order to help us fulfil our revised Mission in an increasingly challenging environment, we have also reviewed our Corporate Objectives and Values. Our Corporate Plan is designed to be read alongside the supporting Annual Business Plan for each of the financial years covered.

4.0 Our Values

4.1 Respect

We will:

- Show respect for the diversity and individuality of others
- Act fairly and even-handedly, promoting equality and addressing inequality
- Acknowledge the good work of others
- Support others to achieve positive results
- Listen to the views of our service users and consider them in how we plan and deliver our services

4.2 Accountability

We will:

- Take responsibility for our decisions and actions
- Openly admit our mistakes and learn from them
- Use all available resources appropriately
- Challenge failures and poor practice courageously

4.5 Trust

We will:

- Provide services in which people have trust and confidence
- Communicate openly and consistently
- Listen to the opinions of others and act sensitively

4.3 Professionalism

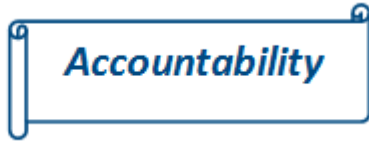
We will:

- Fulfil our own mandatory training requirements
- Act as role models for the development of others
- Continue to challenge our own practices
- Actively seek out innovative practices

4.4 Partnership

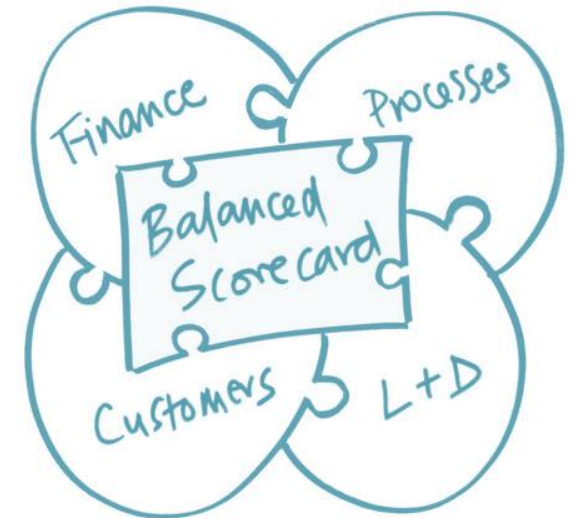
We will:

- Involve people in creating solutions and making decisions about services and areas that affect them
- Welcome ideas and feedback (from customers and consumers of our services, policy makers and trade unions, as well as from other members of BSO staff)



5.0 Corporate Objectives 2018-23

In reviewing our Corporate Objectives for 2018-23, we have maintained the approach of aligning them with the quadrants of the Corporate Balanced Scorecard of the BSO Performance Management Framework. This means, essentially that one Quadrant/Objective relates to Finance; one to Customers; one to Internal Processes and one to Learning and Development.



5.1 Corporate Objective 1 - Deliver High Quality, Valued Services

5.1.1 During the period 2015-18, BSO delivered to its Strategic Objective of “To Deliver Value for Money Services to our Customers”. Throughout the life of the HSC Business Services Organisation (BSO), we have been providing value for money for health and social care. Even the formation of BSO in April 2009 did just this; it brought together a number of previously separate services which were in a number of different organisations into one regional business. This provided a single leadership focus and meant that savings could be made through working together and sharing resources as one organisation.

5.1.2 While the current economic climate and continuing financial restraint places unprecedented pressure on our customers and on BSO, in reviewing our Corporate Objectives for 2018-23, we wished to place emphasis on the fact that high quality services are at the heart of our business. Over the life of our new Corporate Plan, we will continue to deliver high quality, efficient services to Health and Social Care, recognising that, in doing so, we aim to make our contribution to improved health and well-being in Northern Ireland. We will ensure that we maintain sound financial governance and account for the money we spend. We will develop a strategy to support our financial responsibilities over the three years of our Corporate Plan. We will also ensure that there continues to be an appropriate balance between quality and cost through the implementation of our Financial and Quality Strategies.

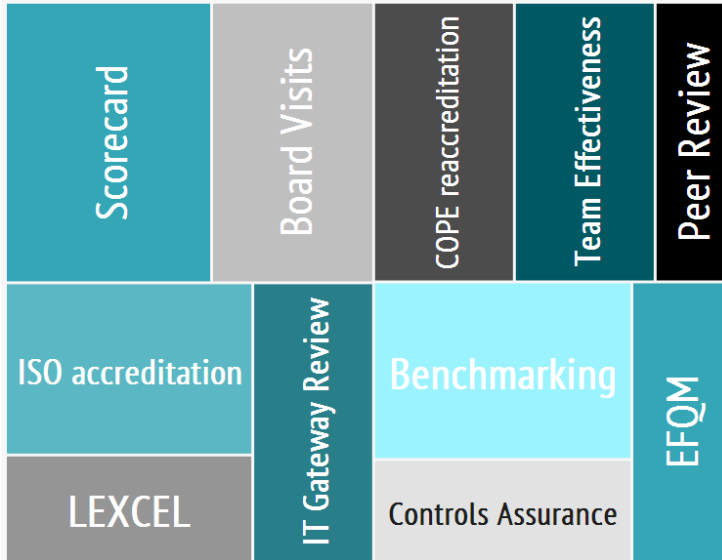
5.1.3 We also recognise that there is a differentiation between quality and customer experience and we have refreshed the objective which relates to our Customers. We aim to ensure that BSO services are understood and valued not only by our customers, but by the people who work within BSO. The implementation of our new Communication Strategy should ensure that there is an enhanced awareness of the work and functions of BSO, both internal and external to the organisation.

5.1.4 The goals of the DoH 2020 Quality Strategy to Protect and Improve Quality in Health and Social Care in Northern Ireland are described as follows:

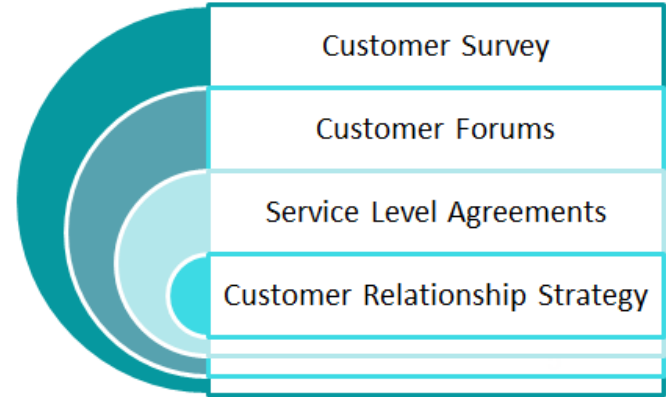
- Transforming the Culture – a dynamic HSC culture focused on continuous quality improvement that values learning and inspires trust;
- Strengthening the Workforce – a workforce that is confident, skilled and quality-inspired;
- Raising the standards – a more robust set of service standards effectively applied;
- Measuring the improvement – an effective set of quality measures and improvement techniques;
- Integrating the care – more effective integration of services and interfaces.

5.1.5 BSO continues to develop a corporate and strategic approach to quality and continuous improvement which is in line with the Quality 2020 Strategy. There are three key dimensions to the BSO approach to quality excellence, involving our customers, staff and processes, as illustrated below.

QUALITY EXCELLENCE IN BSO



We have a range of initiatives to support our staff in the provision of a high quality service



Our processes are assessed internally and externally to ensure their optimisation



- Staff Engagement
- Business Matters
- Staff Survey
- Learning and Development
- Coaching
- Investors in People
- Leadership development program
- Health and Wellbeing strategy
- Staff Suggestion Scheme

We have built quality into the management of our customer relationships – which are vital to the success of the BSO

5.1.6 What Will Success Look Like by 2023?

We will be Continuing to Develop a High Quality, Efficient Service Offering to HSC, Contributing to Improved Health and Well-being.

Our measures of success will include the following:

- Financial breakeven across the organisation
- Migration to new Tier 3 Data Centres for all services with legacy centres decommissioned
- Establishment of specialisms/lead staff within the Internal Audit function (e.g. records management, risk management, project management, procurement)
- All HSC staff and contracted family practitioners paid accurately, on time and in line with terms and conditions of service and statutory entitlement
- Co-produced strategy for Clinical Education Centre in partnership with HSC and DoH
- Have worked collaboratively with HSC to re-profile usage to achieve a more appropriate balance of face-to-face and telephone interpreting to improve efficiency and control costs
- Procurement and supply chain solutions consistent across HSC.

5.2 Corporate Objective 2 – Develop Our Services in Partnership with Our Customers

5.2.1 Since its establishment, the BSO has worked closely with our customers to maintain the core range of services and introduce new and innovative services to support improved health outcomes, care and treatment for the people of Northern Ireland. Since 2009, BSO has delivered:

- on-going operational improvements,
- implemented new technology and
- new services which exploit our existing infrastructure.

5.2.2 In April 2014, our founding legislation was amended to enable BSO, among other things, to provide services across all the component areas of the Department of Health (DoH) umbrella, including the NI Fire and Rescue Service.

5.2.3 During 2018-23, we will continue to work with our customers to weave our services into the fabric of Health and Social Care delivery. This will mean embedding and integrating BSO services in such a way as to inspire confidence in and earn the trust and respect of our customers. This will only be achieved through exemplary, effective execution of service delivery. In other words, we must get it right first time, but if we fail this must be recognised early and recovered quickly!

5.2.4 Members of staff throughout BSO will work with the customers and consumers of our services, in addition to policy makers and trade unions to ensure that co-production and co-design is woven into the planning and delivery of our services. We will do this through an updated Customer Relationship Strategy and the monitoring of our Corporate and Annual Business Plans.

5.2.5 What Will Success Look Like by 2023?

We will have targeted opportunities to Add Value in Partnership with Our Customers

and

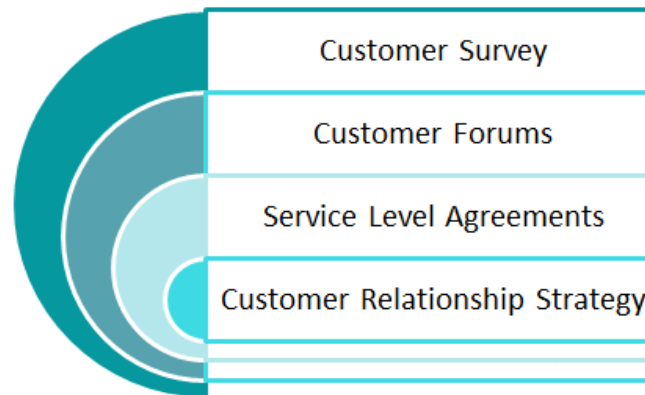
Responded to the challenge of Public Sector Shared Services.

Our measures of success will include the following:

- Successful delivery of Service Level Agreements with customers, including adherence to agreed Key Performance Indicators
- Increased customer satisfaction levels as indicated through Corporate Customer Surveys and other satisfaction measurements
- Developed and embedded a Service Level Agreement with the NI Fire and Rescue Service to provide 360 degree pension service including pensioner payroll
- Using co-design principle and working closely with HSC Leadership, have developed strategic plan to prepare for Public Sector Shared Services Programme, including Finance and HR systems
- Prepared HSC for phasing out existing Finance and HR systems and migration to new solutions
- Increased number of referrals in the area of Counter Fraud investigation

- Post-project evaluations of major procurements will show positive outcomes
- Extension of clinical systems to benefit clinicians and patients, in particular the roadmap for ECR, patient portal and analytics
- Supported the establishment and embedding of *Encompass* Programme to deliver a digital health and care record for every citizen in Northern Ireland by 2026

We have built quality into the management of our customer relationships – which are vital to the success of the BSO



5.3 Corporate Objective 3 – Demonstrate Continuous Improvement in Pursuit of Excellence

5.3.1 Digitising services has been a goal of our previous corporate plans, but we now recognise that a Business Process Efficiency Strategy will be of significance in achieving our Corporate Objectives and wider goals. The streamlining and automation of work will contribute to the transformation of the services we deliver to our customers.

5.3.2 As part of our commitment to investing in our people, the BSO undertakes significant training and development activity for staff to support quality excellence. This includes the attainment of professional qualifications. The Business Services Organisation continues to be corporately re-accredited against the Investors in People international quality standard as from November 2015. This framework delivers organisational improvement through people. It centres on the development of people to achieve continuous improvement for BSO and the people we serve. By investing in our staff, we are investing in the improvement of health and social care. In addition, BSO continues to achieve accreditations and re-accreditations relevant to specific services within our organisation, details of which can be found in our Annual Quality Reports.



INVESTORS
IN PEOPLE



Lexcel



BENCHMARKING **DIGITAL SOLUTIONS**

5.3.3 What Will Success Look Like by 2023?

We will have embraced Digital Solutions and opportunities to Transform Our Services.

Our measures of success will include the following:

- Realigned Service Level Agreements with a clear link from income received from our customers to BSO Directorate budgets
- IT 24/7 out-of-hours support service to appropriate systems in place and improved cybersecurity arrangements with formal accreditation to ISO27001
- Transformed process for pre-employment checks with a 'passport' style approach for those moving within HSC and use of technology to gather, hold and share pre-employment checks
- Internal Audit IT Strategy implemented with the ability to analyse and report on a large volume of data
- Compliance with General Data Protection Regulations (GDPR)
- Numbers of Family Practitioners using e-business supported applications (such as e Pharmacy and transfer of clinical records between GPs) will have increased, subject to appropriate funding
- Developed the use of electronic documents in the court system in conjunction with stakeholders e.g. NI Court Service
- Increased use of Cloud Invoicing and removal of requirement for paper-based invoice storage
- Improved analytics capability in warehouse and associated functions like Honest Broker

5.4 Corporate Objective 4 – Help Our People Excel at What We Do


5.4.1 We regard our workforce to be the BSO's most important asset and value the contribution each individual member of staff makes to delivering services to the high standards that our customers, consumers and partners across the HSC expect.

5.4.2 The BSO 'People Strategy 2017-20' recognises that BSO needs to recruit, select and promote people who are expert and professional in their approach to work as well as sharing the organisational values. They need to bring with them the necessary drive for innovation whilst working in partnership with our customers to deliver high quality services.

The BSO 'People Strategy' incorporates three key themes:


engage
we will engage our workforce to deliver high quality, valued services.


empower
empower our staff to deliver services within their control and with the relevant skills to meet their life and career aspirations.


enrich
make the BSO work-life experience rewarding and fulfilling. This will enable BSO to be a place where people want to work and contribute to our objectives within our values structure.

5.4.3 The **engagement** of staff begins inside our organisation with a responsibility on all of BSO staff across our business to create the conditions that foster enthusiasm, creativity and energy in our workforce. Alongside that we must establish ourselves as an employer with a progressive reputation where people want to work and enjoy coming to work every day. This must build on our current strengths of being:

- an innovative, energetic, achievement orientated organisation;
- an enabler of technology-driven business solutions to the Health and Social Care sector;
- a source of expertise as a provider of high quality, valued services;
- an organisation with inspiring leadership which recognises and values success.

5.4.4 Engagement should begin before people start working with us and it is important that we:

- reach out and build our social media profile;
- explain clearly what we do to support Health and Social Care;
- deliver an outreach programme across universities and schools to attract the talent which will help us deliver into the future;
- describe our jobs properly, simply and in a manner which everyone understands.

5.4.5 We already invest year on year in developing the people who work within BSO to deliver within their roles, both individually and collectively within a team-based culture. We will continue to do so to equip our people with the relevant skills and managerial support to **empower** them to fulfil their potential for the benefit of our customers and the organisation.

5.4.6 The BSO has a full range of modern Human Resources practices to **enrich** the work experience which include:

- Flexible working
- A wide range of equality and diversity policies
- Access to development and further education opportunities
- Family friendly policies
- Health and well-being programmes
- Supportive line management
- A gold standard pension scheme.

5.4.7 Recognition of work well done, individual and team achievement are an important element of enriching the work experience. We will take views from our staff to re-design and re-energise the annual recognition process, whilst not ignoring the daily 'small wins' that take place across the organisation. Good dialogue between teams, with line managers and across Directorates, including the use of BSO internal social media will be encouraged to build relationships and enrich our work.

We have a range of initiatives to support our staff in the provision of a high quality service



- Staff Engagement
- Business Matters
- Staff Survey
- Learning and Development
- Coaching
- Investors in People
- Leadership development program
- Health and Wellbeing strategy
- Staff Suggestion Scheme

5.4.8 What Will Success Look Like by 2023?

We will be recognised as a Skilled, Professional Workforce and an Essential Partner in Effective Healthcare Delivery.

Our measures of success, as derived from the current BSO *People Strategy*, will include the following:

Reaccreditation as an Investor in people

The following changes in the Staff Survey results:

- 10% increase in overall engagement score
- BSO being seen as a good place to work (score on recommending BSO as a place to work rising from 59% to 75%)
- 10% increase in staff saying personal development plans have been actioned (80% to 88%)
- Increase in staff responding to say they are enthusiastic about their job from 60% to 75%
- Staff feeling their role makes a difference moving from 84% to 90%
- Staff saying that they are involved in decisions regarding their work (52% to 75%)
- Improved score on effectiveness of staff communication from 38% to 60%
- Improved score on effectiveness of BSO organisational communication with staff from 51% to 80%
- Reduced absence levels in accordance with DoH performance requirements.
- 10 % reduction in absence attributed to workplace stress
- A zero tolerance approach to harassment and bullying
- Increased applicant pools for all posts
- A thriving use of social media in recruitment and selection
- A more diverse range of participants (by type of disability) in the Disability Work Placement Scheme

6.0 What will a Successful BSO Corporate Plan 2018-23 Achieve?

6.1 The delivery of the BSO Corporate Objectives for 2018-23 will be tracked and monitored through the Annual Business Plan and assessed against the following outcomes:

- Achievement of the targets and priorities set out in the BSO Corporate Scorecard and Annual Business Plans, including those relating to growth;
- Financial breakeven across the organisation;
- Successful delivery of Service Level Agreements with customers, including adherence to Key Performance Indicators;
- Increased customer satisfaction levels as indicated through the BSO Customer Satisfaction Surveys and other selected customer satisfaction measurements;
- Overall organisational assessment by DoH through the Accountability Review process;
- Enhanced reputation of BSO as a key part of the HSC;
- A culture that is committed to professionalism, innovation, best practice, continuous improvement and the celebration of success.
- An effective response to the challenge of Public Sector Shared Services

In tracking our progress, we will look at:

- how much we do;
- how well we do it;
- what impact we have.

6.1.2 It is important that we continue to explore new and different ways of doing things, working in partnership with others to co-design and produce solutions. Ultimately, the outcome of a successful BSO Corporate Plan 2018-23 will be tested in whether we have delivered to the commitment in the core of our Plan which is ***“to provide high quality business services which support our customers to improve health and well-being.”***



