



Business Services  
Organisation

Providing Support to Health and Social Care



# Annual Quality Report

2017 - 2018

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# FOREWORD FROM BSO CHIEF EXECUTIVE

It is my pleasure to present the fifth Annual Quality Report of the HSC Business Services Organisation (BSO).

This has been another busy and challenging year for the BSO in which we continued to provide a range of business and specialist professional services to other health and social care bodies. In November 2017, the Senior Staff Planning Day included an opportunity to celebrate success across the organisation, as a foundation planning for continued success in the future.



During the year the BSO continued to be represented on the Transformation Implementation Group overseeing the structures required to bring about the radical reform and transformation of Health and Social Care outlined in *Health and Wellbeing 2026: Delivering Together*. 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. This clearly signalled a vote of confidence in BSO and its role in, and capacity for, supporting system modernisation through transformation.

We also provided on-going support to the NI Shared Services Project established to consider the development of shared services across the entire public sector in Human Resources, Payroll, IT and Finance. Initial findings indicated that the BSO provides high-performing, effective and value-for-money service to our customers in Northern Ireland.

Our new Mission proposed for 2018-21 will be: *“to provide high quality business services which support our customers to improve health and well-being”*. Working in partnership with our customers, BSO plays an increasing role in the improvement of the health and well-being. The services we provide to the HSC create capacity in a pressured environment to enable clinical colleagues to focus on providing excellent care and treatment to patients and clients. We can all be justifiably proud of the contribution made by BSO to improving health and well-being in our community.

**Liam McIvor**

**Chief Executive**

**November 2018**

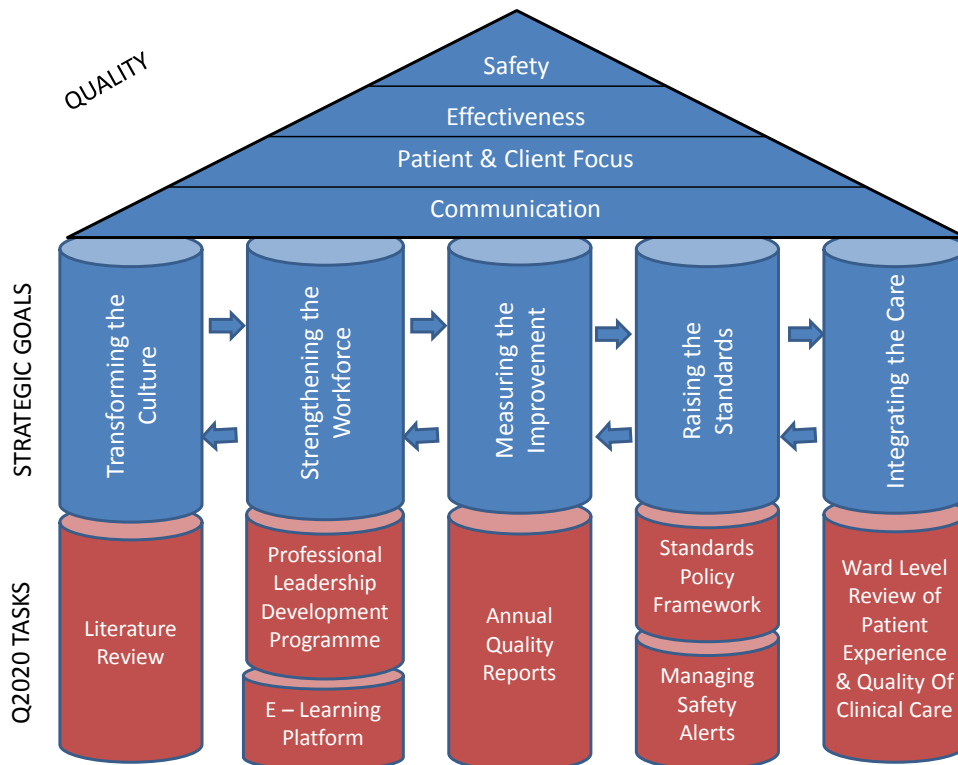
## 2.0 Introduction

In 2011 the Department of Health, Social Services and Public Safety (DHSSPS) launched “Quality 2020, ‘A 10-year Strategy to Protect and Improve Quality in Health and Social Care in Northern Ireland’”.

The 2020 Quality Strategy for HSC draws its strategic relevance from the “Transforming Your Care” (TYC) Review which views quality as a driver for change; the financial climate – doing more with less; public demand – political and media scrutiny; change factors such as demography, environment, scene and social.

The goals of the 2020 Quality Strategy are outlined 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.



The lead agency for Quality 2020 is the Department of Health (DoH). The Chief Medical Officer is the Programme Sponsor and the DoH Head of Safety Strategy Unit is the Senior Responsible Officer (SRO) for the programme. The BSO is represented by the Clinical Education Centre on the Quality 2020 Implementation Team. The Customer Care and Performance Directorate has responsibility for co-ordinating the organisational approach to quality excellence within the BSO.

The development of Annual Quality Reports is one of the designated tasks under the Strategic Goal of Measuring the Improvement in the Quality 2020 Model above. This is the fifth BSO Annual Quality Report. It documents some of the BSO's achievements with regard to quality excellence and continuous improvement during the year 2017-18 following the concept of the five Quality 2020 strategic goals previously outlined.

The BSO's mission is *"to deliver value for money and high quality business services to Health and Social Care, so contributing to the health and well-being of the population of Northern Ireland."*

The Business Services Organisation (BSO) was set up in April 2009 to provide a range of business support and specialist professional services to other health and social care bodies. These services include procurement, technology support, human resources, legal services, family practitioner services, counter fraud and internal audit. Subsequently enacted legislation also permits the BSO to provide services beyond our Health and Social Care remit.

Our Strategic Objectives and Values for 2015-18 have helped us to fulfill our Mission in an increasingly challenging environment.

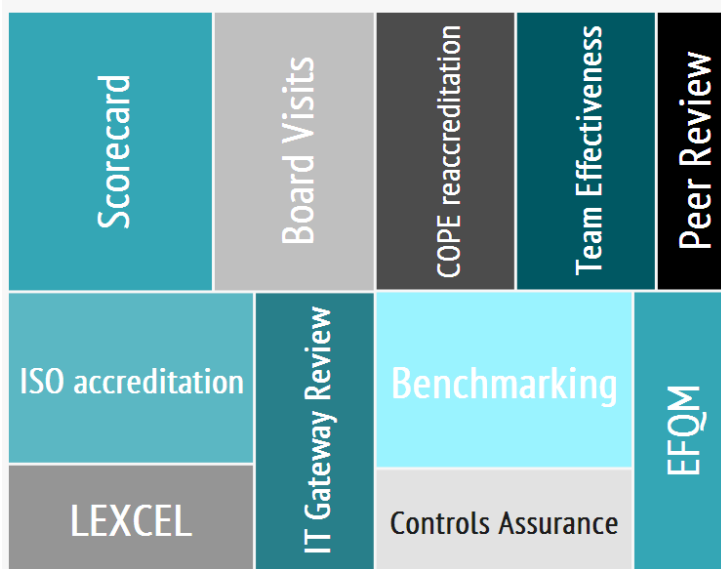
*As an organisation we value:*

- *Respect (of Staff and Customers);*
- *Accountability (in how we use our Resources);*
- *(Transparency, Openness and)Trust;*
- *Partnership (and Collaboration with our Stakeholders and Customers);*
- *Professionalism (and Expertise).*

Our Strategic Objectives or Outcomes have been the focus of everything we do and those proposed for 2018-21 are to:

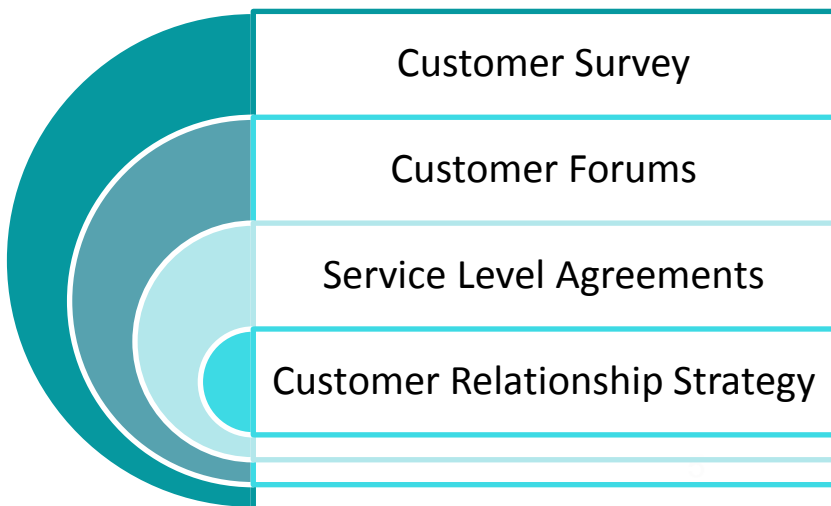
- *Deliver High Quality, Valued Services*
- *Develop our Services in Partnership with our Customers*
- *Demonstrate Continuous Improvement through Pursuit of Excellence*
- *Help Our People Excel At What We Do.*

# 3.0 Summary - Quality Excellence in BSO



Our processes are assessed internally and externally to ensure their optimisation

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



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

## 4.0 Transforming the Culture

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The Quality 2020 aim: ***We will make achieving high quality the top priority at all levels in health and social care. We will promote and encourage partnerships between staff, patients, clients and carers to support decision making.***

It is widely agreed that the culture of an organisation is an indication of the quality of its output, in this case care. In order for the quality of care and services to be of the highest level, the culture of the organisation must be open, honest, transparent and, above all, client-focused.

### 4.1 Our Board

The Executive and Non-Executive Directors of the BSO Board provide leadership for the organisation. Guided by the Minister and priorities set by the Department of Health (DoH), they set the strategic direction for the BSO and are responsible for ensuring that the organisation achieves its objectives. The Chief Executive is accountable to the Board for the performance of the organisation.

The BSO Board and its Committees maintain a focus on quality by discussing performance information, including key quality indicators, on a regular basis. This information is presented through:

- the monthly Corporate Balanced Scorecard,
- the quarterly report on Performance against Annual Business Plan,
- the quarterly Human Resources and Corporate Services Report,
- the monthly Finance Report,
- the annual Service Offering to customers;
- updates on Benchmarking against other organisations,
- compliance with Audit Reports and Controls Assurance Standards,
- updates on Quality Awards and Accreditations and
- the outcomes of the corporate Customer Satisfaction Survey with associated improvement action plans.

In addition, the BSO Board has reviewed its Corporate Risk and Assurance Register on a bi-annual basis. The Board does this with a view to assessing prospectively risks to quality of services and ensuring that appropriate controls and assurances are in place. Non-executive members of the BSO Board also undertake a series of visits to various service areas within the organisation as a means of assuring quality.

## 4.2 Quality Culture within BSO

When an organisation has a quality culture all employees have embedded quality improvement into the way they conduct their daily business. BSO, as an organisation, continually strives to ensure that any changes introduced in terms of new systems and ways of working lead to improved quality and experience for our customers. We continually seek new and innovative ways of developing and growing our services and increasing our productivity.

The most recent Feedback Report from the Investors in People Reaccreditation Process states:

*“Senior leaders and managers articulated a robust culture of self-review that uses a range of techniques and methodologies. My conversations confirmed that the climate of constant change makes it more essential than ever to perform and improve; therefore strategic planning reflects the key areas where culture shift is still needed. The staff survey provides an insight into the things that people feel are managed well and where they see potential for improvement. ...”*

Improvement to our services is more likely to succeed if all members of staff are involved rather than just looking to a number of senior figures. During 2017-18, the BSO Organisation Workforce Development (OWD) Group, which is made up of representatives from all services within BSO, continued to work closely with the Senior Management Team to embed a culture of professionalism and expertise. A Steering Group was established during the year to focus on the corporate re-accreditation of Investors in People. Through the work of these groups, we have laid the groundwork of a culture of appreciation where people are motivated to perform at their best.

## 3.3 Employee Engagement

In addition to the work carried out by the OWD and Investors in People Steering Groups, the BSO continued to expand the number of training initiatives across the organisation. This was the third year of the successful ‘*Career Pathways*’ initiative and a new cohort of staff commenced this programme in January 2018. It is planned to roll out a further ‘*Building Potential*’ programme for junior level staff. The BSO also embarked on developing a coaching culture throughout the organisation. A number of coaching programmes were rolled out in 2017-18 and will continue next year and are available to all members of staff. This includes the establishment of accredited “Coaching Champions” within the organisation. There is continued encouragement for individual staff development demonstrated by the uptake of the senior Leadership and Succession Planning programmes provided by the HSC Leadership Centre.



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

*BSO Staff Quality model*



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

## 5.0 Strengthening the Workforce

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***The Quality 2020 aim: We will provide the right education, training and support to deliver high quality service. We will develop leadership skills at all levels and empower staff to take decisions and make changes.***

The importance of leadership in empowering staff to challenge and change bad practice and attitudes has been stressed both at Ministerial level and by Chief Professional officers. The Minister stated that “*Strong leadership is the key to effecting change and although the future brings major challenges, including effective transformation of services, it also brings opportunities, and Quality 2020 should ensure that we are more ready to deal effectively with the challenges and opportunities that lie ahead and so protect and improve quality.*”

Strong leadership will strengthen the workforce and training can play a major role in this. Quality training will produce quality staff who will produce a quality service.

### 5.1 Health and Wellbeing

During 2017-18 we continued to focus on enhancing the contribution and development of our people. The HRPTS system enables us to identify reasons for absence and therefore helps direct our resources accordingly.

2017 saw the return of Global Corporate Challenge (GCC) with an increased number of participants (a total of 371). Participants were challenged to walk on average 10,000 steps per day over 100 days, promoting exercise as well as engagement, learning more about mindfulness, nutrition, sleep and recovery. Staff noted improvements in their weight, sleep and recovery. AT the end of this year’s challenge, a cycle event was organised in aid of CLIC Sargent and raised over £3,000 for such a worthwhile charity.

This year also saw the introduction of our Success, Not Stress mental wellbeing app in conjunction with Soma Analytics. BSO is the first public sector organisation, as well as the first NHS organisation to implement such an innovative product. Once downloaded, participants are able to select certain objectives personal to them, for example, how to get a good night’s sleep, how to be more productive, that they feel will improve their mental wellbeing. Advice is also given on steps to help achieve personal objectives.

## 5.2 Global Corporate Challenge Celebration

On Thursday 12<sup>th</sup> October 2017 a celebration of the end of the Global Corporate Challenge (GCC) was held to recognise the achievements of individuals, teams and both organisations, BSO and HSCB. Hugh McPoland, Director of HR & Corporate Services, welcomed everybody to the celebrations and congratulated everyone on their achievements during GCC. Hugh also took the opportunity to recognise and thank those who took part and those who contributed to *CLIC Sargent*, the cancer charity providing specialist support for children, young people and their families.



The BSO's most active team was '*2 Legit 2 Quit*' from Internal Audit. They walked an incredible 6,334 miles.

Over the 100 days, together we achieved 700,519,586 steps which equated to 278,581 miles. Phileas Fogg and Michael Palin travelled around the world once in 80 days, however, we all walked around the world 9.5 times!!!

Only 20% of participants were exceeding 10,000 steps per day pre-global challenge, however, post challenge this rose to an amazing 83%.

In relation to meeting nutritional guidelines, 20% are now meeting these compared to 14% pre global challenge. 66% are now getting the recommended 7 hours sleep compared to 50% pre-global challenge. Overall, the reported weight loss over the challenge was 245kgs which equates to a whopping 38.5 stone!



Some great news to come out of the GCC was that together, the BSO/HSCB was the fifth most active entrant in the healthcare & medical industry section. This was out of a total of 129 and so was a big achievement with a lot of competition.

BSO/HSCB was 37th overall out of 836 organisations, including some much larger companies.

A special award was presented to each organisation recognising this magnificent achievement.

### 5.3 Notable Awards and Events 2017-18

May 2017:

#### Chartered Institute of Credit Management (CICM) Quality Accreditation



The Chair and Chief Executive of BSO, Julie Erskine and Liam McIvor, pictured with members of the Income Shared Services staff, including Maxine Paterson, Head of Shared Services and Lynette Fegan, Acting Head of Income Shared Services.

BSO Income Shared Service Centre (SSAR) successfully achieved the prestigious CICM Quality Accreditation with the formal presentation and team celebrations on 23rd May 2017 in Omagh.

BSO is the only organisation in Northern Ireland to hold the accolade and within the UK they are now one of 58 CICMQ Accredited organisations ranking alongside Royal Mail, Virgin Media, Adecco and BT for example.

The Chartered Institute of Credit Management is the largest recognised professional body in the world for the credit management community and was granted The Royal Charter in 2014. The CICMQ accreditation is a formal and professional recognition of an organisation's commitment to quality, continuous improvement and best practice in receivables and credit management.



June 2017:

### **Community Equipment Code of Practice Scheme (CECOPS) - Successful Annual Health Check**

Procurement and Logistics (PaLS) Community Equipment and Continence Service (CECS) based at Lissue, recently underwent a successful Annual Health Check as part of their Community Equipment Code of Practice Scheme (CECOPS) Accreditation, which they achieved last year. PaLS CECS was the first CECOPS accredited service in Northern Ireland. The prestigious CECOPS Accreditation is awarded to organisations who comply with stringent standards of service relating to the community equipment sector. CECOPS is the independent standards body in the UK for disability equipment, wheelchair and seating services and has a Code of Practice for these services, which covers commissioning, and governance, service provision and clinical and professional responsibilities.

#### **Key findings from the CECOPS Health Check Report were:**

*“Staff have evidently worked hard since the initial assessment with a wide range of improvement actions undertaken”.*

*“Staff at the Community Equipment and Continence Service are to be congratulated on recognising the importance of continually striving to make improvements and for making this a focus”.*

*“Staff should be proud of their notable achievements over the last year”.*



**Team members at PaLS Lissue who successfully maintained CECOPS Accreditation**

March 2018:

**Healthcare People Management Association (HPMA) Award for Health and Wellbeing.**



BSO won an award at the NI Branch of the Healthcare People Management Association (HPMA) at its recent conference at the end of March 2018. The award was based on our initiatives around Global Corporate Challenge (GCC) and our Success Not Stress mental wellbeing app in conjunction with Soma Analytics. The overall results in relation to participants health improvements, sleep, nutrition, stress and weight loss were provided to the judges. Information was also provided on the content and aims of our Success Not Stress mental wellbeing app and how employees can pick objectives personal to their own personal needs. We are very proud to win this award and hope to build on this success in our approach to health and wellbeing in the BSO.

## 5.4 Communication

Members of BSO staff are made aware of quality improvement initiatives being undertaken by a variety of means. These include the monthly staff magazine, “*Business Matters*”, regular staff meetings, team briefings, professional supervision meetings. The BSO Board approved a Communications Strategy and Implementation Plan in September 2017. A Senior Project Manager will begin to take forward the Implementation Plan in 2018-19.

## 5.5 Listening to Staff & Training Opportunities

The following senior leadership programmes have been delivered by the HSC Leadership Centre in 2017-18:

- *Acumen* – aimed at Director level posts, a second cohort of 16 participants attended between March and December 2017;
- *Proteus* – due to the demand for the programme, two cohorts ran in parallel with 44 participants attending between March and November 2017;
- *Leading Social Work Programme* – the Department and NISCC commissioned a programme specifically aimed at developing the leadership capability of senior social workers across the HSC. The programme attracted 36 applicants which was shortlisted down to 27 participants and was completed in March 2018;
- *AHP Alumni* – the Department asked the Leadership Centre to continue support to the development needs of senior clinicians and managers within the Allied Health Professions;
- *Pharmacy Leadership Programme* – the Leadership Centre was asked to deliver Leadership Development input as part of the Advanced Practice Development Module for Northern Ireland Centre for Pharmacy Learning and Development. Our participation commenced in September 2017 and completed in March 2018;
- *Getting Governance* – two of these programmes took place in November 2017 and March 2018 and received very positive feedback in the evaluations. There is a waiting list for future programmes which are planned for 2018.

The autumn series of Breakfast Seminars commenced in September 2017 with ‘*How 0.07 Seconds Transforms an Organisation!*’ delivered by Judith Glazer. Almost 100 applications for this event were received and feedback was very positive. Further events included a session on ‘*The Winning Edge – Mindset Management*’. This was followed by ‘*Changing Living Systems: how living systems really work*’ followed in January 2018 and ‘*Creating a Culture of Safety*’ in March 2018.

Following the publication of the HSC Collective Leadership Strategy in autumn 2017, the Leadership Centre is supporting the rollout of some of the recommendations from the Strategy. This includes the establishment and embedding of a core set of values and associated behaviours for the HSC.



## 6.0 Measuring the Improvement

***The Quality 2020 aim: We will improve outcome measurement and report on progress for safety effectiveness and the patient/client experience. We will promote the use of accredited improvement techniques and ensure that there is sufficient capacity and capability with the HSC to use them effectively.***

It is acknowledged that whilst the processes of gathering information and examining data are important, it is vital that lessons from the information are learned.

Information from complaints, for example, is an invaluable source of learning and it is critical that learning is shared and put into practice quickly and effectively.

For the service user, no matter which specific aspect of health and social care they are using, the outcome is the most important thing. It is therefore important that the most effective methods of service delivery are used and improvement techniques are applied.

### 6.1 Collection and Analysis of Data

As described in paragraph 2.1, the BSO Board maintains a focus on quality by discussing performance information, including key quality indicators, on a regular basis. This information is presented through:

- the monthly Corporate Balanced Scorecard,
- the quarterly report on Performance against Annual Business Plan,
- the quarterly Human Resources and Corporate Services Report,
- the monthly Finance Report,
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- updates on Benchmarking against other organisations,
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- updates on Quality Awards and Accreditations and
- outcomes of the annual Customer Satisfaction Survey with associated improvement action plans.

In addition, the BSO Board and Governance and Audit Committee reviews the Corporate Risk and Assurance Register on a regular basis. The Board does this with a view to assessing prospectively risks to quality of services and ensuring that appropriate controls and assurances are in place. Non-executive members of the BSO Board also undertake a series of visits to various service areas within the organisation as a means of assuring quality.

Further operational examples from BSO Directorates include:

- Comprehensive quantitative and qualitative evaluation systems from course participants in the HSC Leadership and Clinical Education Centres and inform changes to products. Impact evaluation processes are included in HSC Leadership Centre proposals for consultancy initiatives.
- HSC Clinical Education Centre (CEC) has an annual Quality Assurance report into a sample of its programmes carried out by NIPEC.
- IT Services use service toolsets, customer feedback and project monitoring tools such as Project Vision.
- Equality team uses qualitative data collection through roundtable discussions or one-to-one engagement with customers and quantitative data collection through surveys
- HSC Pensions Service provides quarterly governance reports to DoH and has rolled our Employee Access to on-line Pensions information
- PaLS have a performance dashboard and analyse data from all available systems, audits and performance against Key Performance Indicators (KPIs). Outputs are addressed by operational groups throughout PaLS
- Directorate of Legal Services (DLS) provides monthly reports to each client setting out the time recording against each case/referral in each area of law.
- Customer Care and Performance provide Service Level Agreement monthly performance reports to customers on metrics from across all services provided by BSO
- Office for Research Ethics (ORECNI) continues to achieve 100% of the UK national Key Performance Indicators (KPIs) relating to ethics review.
- The data analytics team based within the Counter Fraud and Probity Service provides valuable support to all areas of this service, as well as to customers through various projects
- Shared Services Business Services Team has facilitated the monitoring of shared services performance by consolidating and developing Business Intelligence reporting.

## 6.2 Continuous Professional Development and Training

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.

In addition to the majority of BSO IT technical staff having a relevant computing degree, many also have ITIL, PRINCE 2 and other technical specialist accreditations. Our ITS staff are actively encouraged as part of their training and

development plans to undertake ITIL training. ITIL is the most widely accepted approach to best practice service management.

Around 33% of staff members in PaLS are professionally qualified with a Diploma in Procurement and Supply from the Chartered Institute of Purchasing and Supply. Specialist training in ISO has been provided to the designated PaLS officer with quality responsibilities and this is refreshed at regular intervals. This officer in turn provides training in relation to ISO auditing. Specialist training in EFQM assessment was provided to senior PaLS officers to support gaining the Mark of Excellence and update training is provided as required.

Members of Internal Audit staff are actively encouraged to gain accreditation through an accountancy body or as a certified internal auditor.

Similarly, members of our Finance staff are encouraged to gain accreditation through an accountancy body.

Our Counter Fraud investigators are encouraged to work towards a qualification as an accredited counter fraud specialist and technicians through the Counter Fraud Professional Accreditation Board.

All solicitors within the Directorate of Legal Services have access to Continuous Professional Development (CPD) and conferences on legal topics. Additionally, Solicitors provide training on a variety of legal topics to clients; e.g. to clinicians, social workers, managers etc.

All members of nursing and midwifery staff within the HSC Clinical Education Centre (the Centre) are registered with the Nursing and Midwifery Council (NMC) and come from all fields of practice and a range of specialisms. In addition, the Centre's nursing and midwifery teaching staff are required to hold or are supported to obtain a NMC approved PGCE teaching qualification sourced through a local university, ensuring that the delivery of education is provided by educational, as well as clinical experts. As registrants and teachers, they are supported and enabled to maintain and enhance their knowledge and skills through Continuous Professional Development (CPD), clinical updating, professional supervision, attendance at conferences and professional forums. In planning, preparing and delivering programmes, these members of staff critically review evidence and innovations in practice.

The vast majority of Allied Health Professional (AHP) education and training programmes are delivered by experienced and highly skilled external tutors, sourced regionally, nationally and internationally. The Assistant Head and AHP Training Co-Ordinator as HCPC registrants are supported to access a variety of opportunities in CPD and to engage with and contribute to the wider professional agenda.

The HSC Clinical Education Centre has also developed strong inter-agency working with our partners in HSC Trusts. This ensures that the educational programmes

and products delivered by Centre's Nursing and Midwifery and AHP Units not only meet the needs of local workforces, but also provides opportunities for teaching staff to participate in appropriate, high quality and relevant clinical updating on a yearly basis. This helps to ensure that clinical competence is a core component of professional development and appraisal processes.

Training for BSO staff is primarily identified through the staff appraisal. All members of BSO staff are encouraged to participate in relevant training programmes provided either in-house or by the HSC Leadership Centre. In turn, members of HSC Leadership Centre staff have been trained in LEAN/Six Sigma, Foundation in Improvement Science in Healthcare and in the Institute for Health Improvement (IHI) model for improvement.

As part of Quality 2020, the Department of Health, in conjunction with Trust representatives, commissioned the HSC Leadership Centre to develop and host a regional eLearning programme to provide staff with a greater understanding of Level 1 of the Attributes Framework: Supporting Leadership for Quality Improvement and Safety. The programme is available to all HSC staff on the HSC Learning Centre (<http://www.hsclearning.com>).

During the year a total of 93% of staff working in Accounts Receivable Shared Services Centre were engaged in studying for the Chartered Institute of Credit Management (CICM) qualification.

During 2017, a number of BSO Logistics staff passed with distinction the Chartered Institute of Logistics and Transport (CILT) Level 5 Diploma which allows them to be Members of the Institute. The Level 5 qualification required them to complete four modules in Leadership and Management, Supply-chain Management, Retail Logistics and Project Management, supported by 12 classroom based masterclasses.

It can be extremely difficult for staff in full-time posts to embark on new studies as a mature student. The hard work and dedication shown by these members of the Logistics Team and the expertise gained from their further study will benefit not only the operation of the Logistics function, but also BSO customers and the patients and clients that they care for.

### **SUCCESS FOR BSO LOGISTICS STAFF IN ACHIEVING CHARTERED INSTITUTE OF LOGISTICS AND TRANSPORT QUALIFICATION WITH DISTINCTION**



Ruth Brown, Ciaran McGivern, Neil Robinson, Fionnuala Murphy and Stephen Brownlee ( CILT tutor)



Lawrence Watson



Arthur Armstrong



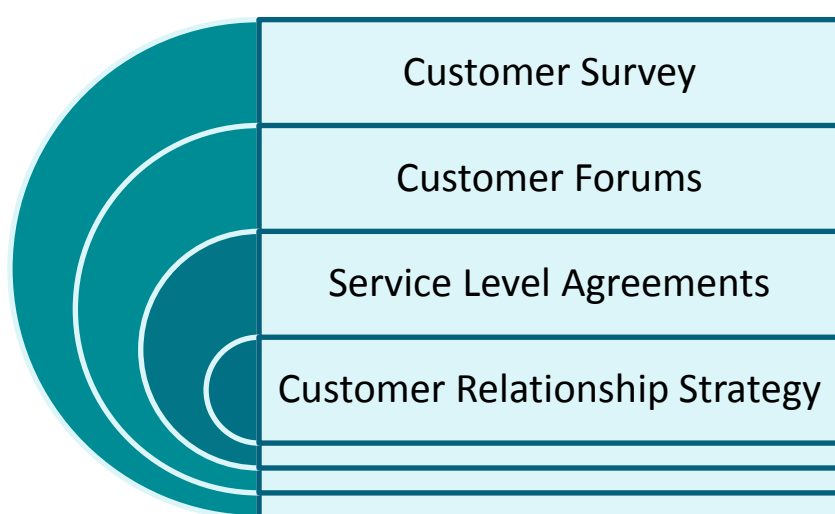
## 7.0 Raising the Standards

*The Quality 2020 aim: **We will establish a framework of clear evidence-based standards and best practice guidance. We will establish dynamic partnerships between service users, commissioners and providers to develop, monitor and review.***

The Quality 2020 Strategy has emphasised the importance of the voice of the service user. Their contribution to policy and procedures is essential to build a service user based healthcare system.

### 7.1 Involving Service Users in Quality Improvement

The BSO is a customer-driven organisation and earns its income from the provision of services which are paid for by other HSC bodies. These include the five HSC Trusts, the HSC Board, the Public Health Agency and other regional agencies within the HSC community, as well as the DoH. Services are provided to each customer within the quality standards and pricing set out within their contract or Service Level Agreement (SLA) with the BSO.



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

#### *BSO customer quality model*

The BSO is not required by statute to establish governance arrangements to involve and consult with service users as our customers are, in the main, other HSC organisations. However, we recognise that effective involvement is a key component in the delivery of a high quality service. The BSO Customer Relationship Strategy seeks to place our customers at the heart of everything we do and was reviewed and updated during the year for the period 2017-2021.

As part of the Customer Relationship Strategy, we have established Customer Forums in each of our areas of service and carry out corporate Customer Satisfaction Surveys. Customer Satisfaction Surveys have been carried out each year since the establishment of BSO and continues to drive what we do and how we do it. As a result of a review the BSO Board agreed that, from 2017-18, surveys should be carried out on a two year rolling basis and supplemented with other customer satisfaction measurement techniques such as focus groups. The approach will be evaluated again at the end of the two year period.

*In December 2017, the **BSO Equality and Human Rights Service**, together with Trust colleagues, launched a new e-learning resource on Equality, Good Relations and Human Rights, called 'Making a Difference'. Professor Dorothy Whittington, the BSO Disability Champion and Non-Executive Director, spoke at the launch event in Stormont. The resource aims to show how staff can make a difference by:*

- *promoting positive attitudes to diversity*
- *ensuring everyone is treated with respect and dignity*
- *behaving in a way that is in keeping with HSC values and equality and human rights law.*



The aim of the **HSC Regional Interpreting Service** based within BSO is to improve access to Health and Social Care for patients who do not speak English proficiently, through the provision of trained interpreters. During the year the service worked in conjunction with Sands UK (a charity to support those affected by stillbirth and neonatal death) to pilot the first ever UK Sands training programme for interpreters. The training was designed to enable interpreters to develop the knowledge, insight and skills to facilitate effective and sensitive communication between health profession and parents who experience the death of a baby before, during or after birth. Thirty interpreters registered with the Regional Interpreting Service attended the training in January 2018.

*The **Family Practitioner Services (FPS)** provided access to the Clinical Communications Gateway for 95% of Ophthalmic contractors to support referrals between primary and secondary care.*

The **Small Business Research Initiative (SBRI)** continued to facilitate working prototype technology solutions delivered to patients in their own homes.

Due to a shortage of registered nurses in Northern Ireland, a process of international recruitment was instigated. During 2017-18 the **Clinical Education Centre (CEC)** supported the preparation of these nurses to practice in all five HSC Trusts in Northern Ireland. The recognised examination for the internal nurse recruitment programme was the Nursing and Midwifery Council (NMC) Objective Structured Clinical Examination (OSCE). By March 2018, the pass rate for those OSCE candidates who had undertaken the CEC's preparation programme was 99%.

Simulation-based education was a key component of their preparation to undertake OSCEs and various clinical nursing skills will be taught and assessed using this approach. The CEC teaching staff used SimMan® to challenge and test the groups' clinical and decision-making skills during realistic patient case scenarios. The nurses have reported that they have found the education programme and the facilities in the CEC to be excellent and that they have been made to feel very welcomed.



Pictured with the high fidelity SimMan® manikin in the clinical skills lab at the CEC in the Belfast site, are the first cohort of nurses from the Philippines.



## 8.0 Integrating the Care

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*The Quality 2020 aim: **We will develop integrated pathways of care for individuals. We will make better use of multi-disciplinary team working and shared opportunities for learning and development in the HSC and with external providers.***

In order to provide the best possible service, it is essential that training provided is of the highest standard. To help ensure this, the HSC must look to providers of excellence in terms of training and practices. This must be done cost effectively and with outcomes for the service user in mind.

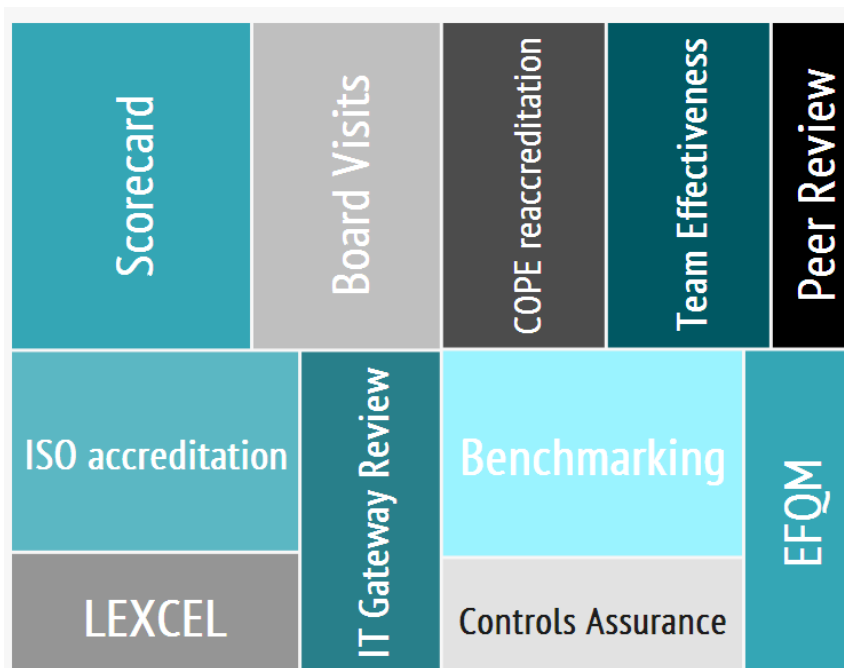
Reaching outside of the HSC to avail of expertise and experience is an excellent way to measure performance and to use other outlooks on training and management to achieve the best results for the service user.

### 8.1 External Assessment of BSO Business Processes

The BSO seeks to use modern business processes and information technology to lower operational costs and improve quality. The aim is to allow other HSC bodies to concentrate their efforts on their core objectives to improve the health and well-being of the population by relieving them of the day to day responsibility to manage support functions.

Our processes are continually assessed both internally and externally to ensure their optimisation and some of the accreditations and initiatives undertaken by BSO are summarised overleaf.

The corporate approach of the organisation to Benchmarking is outlined at paragraph 8.2.



*BSO Process Quality model*

The following provides a flavour of some of the quality initiatives and accreditations held or undertaken by BSO during 2016-17. It is not by any means intended to be an exhaustive list.

### 8.1.1 Investors in People



The Business Services Organisation continues to be corporately re-accredited against the Investors in People international quality standard. 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. Assessment for re-accreditation is scheduled for 2018-19.

### 8.1.1 Centre of Procurement Expertise

In Northern Ireland public procurement is governed by the Northern Ireland Public Procurement Policy. This policy established the concept of Centres of Procurement Expertise (CoPE) and directed central government departments and their arms-length bodies that procurement should be conducted through a recognised Centre of Procurement Expertise. BSO Procurement and Logistics Service is the accredited CoPE for goods and services for health. The reaccréditation process was successfully completed in 2017-18.

### 8.1.3 ITS ISO 20000- 1:2011 accreditation

Quality and performance are key considerations for the BSO IT Service. ITS has been an 'ISO 9001:2008 TickIT' quality accredited service since its creation in 2009, undergoing biennial independent external audits. In 2014-15 ITS was successful in achieving the ISO 20000- 1:2011 standard. The ISO 20000 standard is an externally accredited industry standard which is based on the Information Technology Infrastructure Library (ITIL) best practice guidelines for the provision of IT Services. ITS achieved the successful reaccreditation audit for ISO20000 in February 2018. Future plans are to increase the scope of the ISO20000 internal audit process across all 32 teams within ITS. Consideration of how this will integrate with the move towards ISO27001 is underway.

These standards and guidelines give BSO a template to support our aim of providing the highest quality IT service to our HSC customers.



### 8.1.4 Lexcel

The Directorate of Legal Services continues to be accredited to the ISO and LEXCEL Quality awards following external assessment during 2017-18.



### 8.1.5 Internal Audit

Our Internal Audit Service is accredited to the ISO 9001: 2008 quality standard. It is also an approved Association of Chartered Certified Accountants (ACCA) Gold Status Employer Training and Professional Development Service. The ACCA accreditation recognises the Unit's high standards of staff training and development. BSO Internal Audit Unit has both the 'trainee development' stream for trainees taking the ACCA qualification and the 'professional development' stream. The 'trainee development' stream recognises the Unit's existing in-house training and simplifies trainees' membership application process.

The 'professional development' stream recognises the Unit as an employer who provides learning opportunities for ACCA members to support their continuing professional development (CPD). This registration has been assigned for six years from 2012, after which it will be reassessed by ACCA.



### 8.1.6 Accounts Receivable Shared Services

The Accounts Receivable Shared Services Centre successfully achieved the prestigious Institute of Credit Management (CICM) Accreditation in March 2017 with the formal presentation held in May 2017.

The Chartered Institute of Credit Management is the largest recognised professional body in the world for the credit management community. The CICMQ accreditation is a formal and professional recognition of an organisation's commitment to quality, continuous improvement and best practice in receivables and credit management.

The Income team is highly motivated and focused on maintaining the CICMQ status over the next two years and intends to work towards re-accreditation in 2019. The entire team shares the ultimate aspiration and vision of achieving Centre of Excellence Status by 2020.



### 8.1.7 PaLS ISO 9001

PaLS continues to be accredited with the ISO9001 Quality Management Standard with successful continued accreditation. PaLS has consistently focused on providing a quality service to customers within HSC and retaining our accreditation against the European Standard for Quality Management Systems (since 1996) is testimony to the members of PaLS staff who were integral to its success.



### 8.1.8 Clinical Education Centre ISO 9001

The HSC Clinical Education Centre also continues to be accredited to ISO 9001: 2015 accreditation. This accreditation was awarded for the quality management system in place for the design, planning, delivery and evaluation of education and training programmes for nurses, midwives and allied health professionals.

## 8.2 BSO Benchmarking

A corporate approach to monitoring and review quality of performance and value for money in BSO services includes a rolling programme of benchmarking. This includes participation by a number of BSO services in a benchmarking “club” conducted by the Chartered Institute of Public Finance and Accountancy (CIPFA). Results are compared with other participating organisations, which are typically based in Great Britain and predominantly local government.

Each service area in BSO is responsible for completing the relevant questionnaire issued by CIPFA. Customer Care and Performance has a central role in the administration and verification of the questionnaires and analysis of reports which are produced by CIPFA. Following completion of a benchmarking exercise, results are collated and summarised to report to the BSO Senior Management Team and Board along with defined follow on actions.

In general, the Benchmarking Exercises indicate that services provided by the BSO represent good value for money and it is important that customers continue to be made aware of this. The reports have therefore been shared with customers at various meetings throughout the year.

In areas where there has been no CIPFA Benchmarking Club available, endeavours are made to find alternative arrangements for benchmarking. For example, the Office for Research Ethics Committees (ORECNI) benchmarks against its sister

organisations in England, Scotland and Wales. During 2017-18, ORECNI continued to achieve 100% in significant national Key Performance Indicators and be rated the most efficient service of its kind in the UK.

During 2017-18 BSO became members of the NHS Benchmarking Network on a one-year pilot basis and participated in their annual corporate services review.

BSO has also continued to support the Public Sector Shared Services (PSSP) programme which was established to consider the development of shared services across the entire public sector in Human Resources, Payroll, IT and Finance. Initial findings have indicated that the BSO provides high-performing, effective and value-for-money services to our customers in Northern Ireland.

### 8.3 Electronic Health and Care Record (EHCR)

The *Encompass Programme* is an HSC-wide initiative that will support transformation and introduce an integrated digital care record to Northern Ireland. The programme is a Northern Ireland-wide initiative that will support transformation and introduce new digital technology to our Health and Social Care Services. The vision is for a digital-record-in-common for every citizen in Northern Ireland that facilitates their health and well-being through their life. The record will be built on a digital platform that streamlines services and patient/client journeys and links information across primary, community and social care. This will be known as an *Electronic Health and Care Record (EHCR)* and is being taken forward on a programme basis, hosted within BSO, with full implementation due by 2026.

The embedding of an ethos of collective responsibility throughout the HSC will be key to the delivery of the Programme. Three regional workshops were held, organised by the *Encompass Programme*, to help shape future digital care. There was a high level of engagement from staff and patient representatives who took part, giving valuable input from their experience and expertise across a range of disciplines, grades and care settings.



## 9.0 Conclusion

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This Fifth Annual Quality Report of the BSO has been produced in accordance with the guidance issued by the Department of Health. Broadly speaking, this is that the format of the report should follow the five strategic Goals of the Quality 2020 Strategy. These Strategic Goals are as follows:

- Transforming the Culture
- Strengthening the Workforce
- Measuring the Improvement
- Raising the Standards
- Integrating the Care.

Working in partnership with our customers, BSO continues to play a key role in the achievement of these goals. This report documents some of the valuable contributions made by BSO to improving health and well-being in our community.