



Business Services
Organisation

Providing Support to Health and Social Care



Annual Quality Report

2018 - 2019

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FOREWORD FROM BSO CHIEF EXECUTIVE

During 2018-19, the HSC Business Services Organisation (BSO) continued to provide high quality, value-adding business and specialist professional services to health and social care.

At the same time BSO has continued to respond to the key challenges facing the whole of the HSC. An additional challenge this year has been the backdrop of uncertainty at national and local level surrounding EU Exit. We have worked along with DoH and HSC colleagues to ensure collective preparedness for a 'no-deal' scenario.



I was delighted therefore that in January 2019 the organisation achieved accreditation to the new Investors in People (IIP) Standard at Silver level until October 2021. This was a wonderful endorsement of the contribution and dedication of the employees of BSO. In line with IIP's recommendations, we will continue to look to make improvements in people management throughout the organisation.

Our own Staff Recognition Event in November 2018 took the form of BSO Values Awards. This event was designed to recognise the behaviours associated with our five Core Values (*Respect, Accountability, Trust, Partnership and Professionalism*) with an award made under each category. The event was opened by the Permanent Secretary, Richard Pengelly who said, "*The activity outlined in these awards reflects the efforts of teams and individuals, aligned to BSO Values, which seek to improve the health and well-being of us all. It is important that we take these opportunities to celebrate endeavour, effort and success and share the message as widely as we can.*"

This was an important acknowledgement by the wider HSC of the significant contribution made by BSO in improving health and well-being in our community. In this context, it is my pleasure to present the sixth BSO Annual Quality Report.

Liam McIvor

Chief Executive

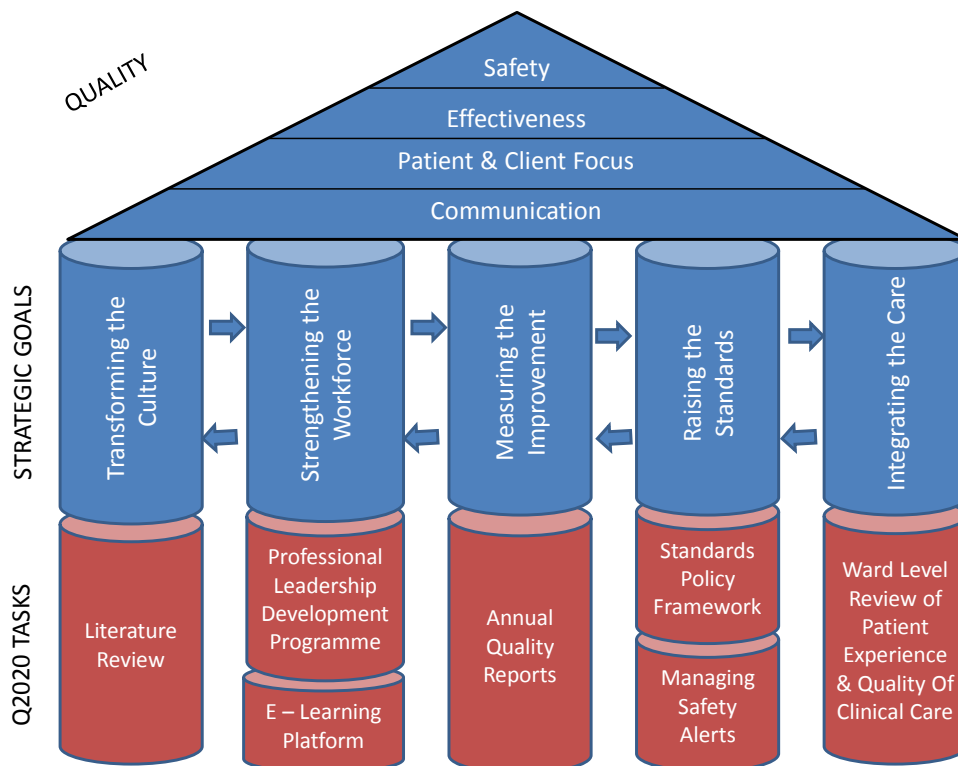
November 2019

2.0 Introduction

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

The goals of the 2020 Quality Strategy are 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 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 sixth BSO Annual Quality Report. It documents some of the BSO's achievements with regard to quality excellence and continuous improvement during the year 2018-19 following the concept of the five Quality 2020 strategic goals.

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. Subsequently enacted legislation also permits the BSO to provide services beyond our Health and Social Care remit. The BSO's mission is "to provide high quality business services which support our customers to improve health and well-being."

Our Strategic Objectives and Values for 2018-21 helped us to fulfill our Mission in an increasingly challenging environment. As an organisation we value:

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

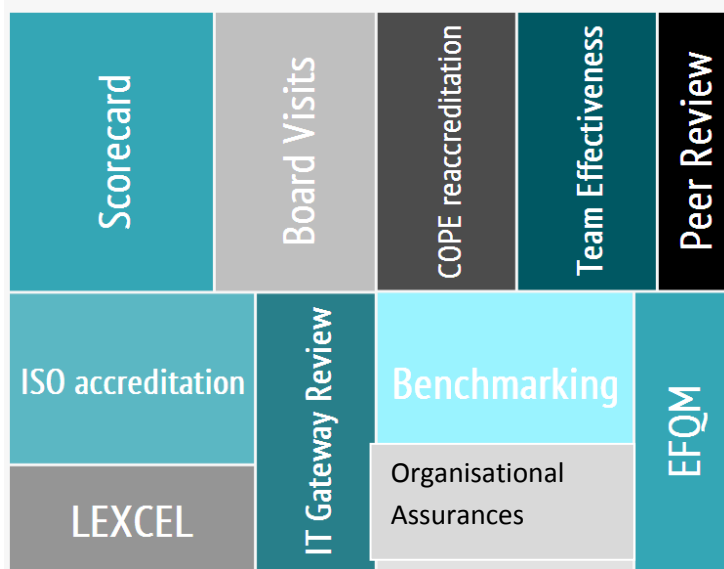
Our Strategic Objectives are the focus of everything we do and for 2018-21 these are to:

- *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.*

By 2021 we aim to have achieved the following outcomes:

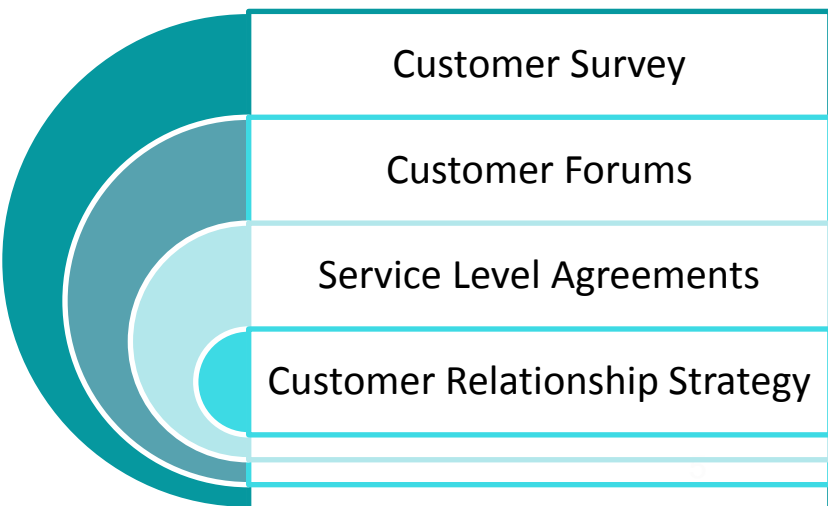
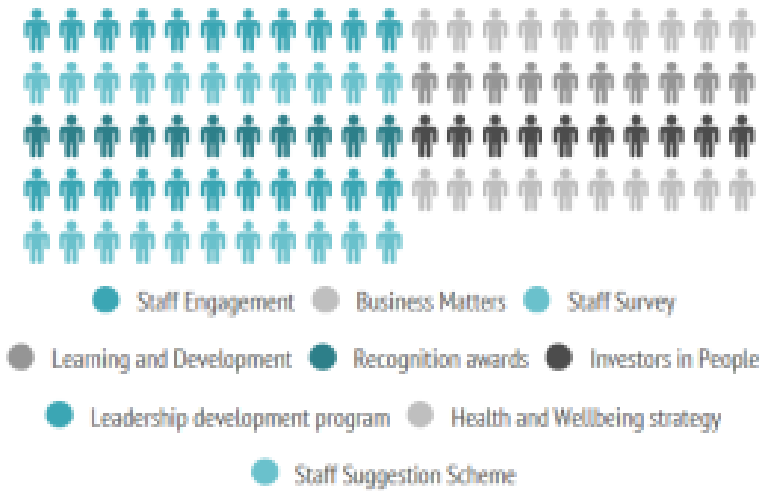
- demonstrated delivery of a High Quality, Efficient Service Offering to HSC, contributing to improved Health and Well-being
- demonstrated our ability to Add Value in Partnership with our Customers and responded to the challenge of Public Sector Shared Services
- embraced Digital Solutions and opportunities to Transform Our Services
- be recognised as a Skilled, Professional Workforce and an Essential Partner in Effective Healthcare Delivery.

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

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 includes:

- 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,
- updates on Benchmarking against other organisations,
- the outcomes of the corporate Customer Satisfaction Survey with associated improvement action plans.

In addition, the BSO Board reviews its Corporate Risk and Assurance Register on a bi-annual basis and quarterly through its Governance and Audit Committee. 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.

4.2 Senior Management Commitment to Quality Improvement

A 'Share to Empower' Workshop was held in June 2018 as a follow-up to the senior BSO staff planning day in November 2017. The half-day Workshop was organised by Customer Care and Performance and facilitated by Paula O'Kelly and Paula Taylor from the HSC Leadership Centre.

The workshop had the following objectives:

1. To create a community who understand all the business of the organisation;
2. To share, celebrate and give feedback on quality achievements;
3. To agree how to spread our good messages

The workshop included a presentation from Sarah Williamson, the NI Programme Manager for HSC Quality and Innovation on '*Designing an Improvement Infrastructure for NI*'.



Each area represented at the workshop prepared a poster illustrating quality achievements across their service and delivered a short elevator speech on key activities and responsibilities. The posters were made available to all members of BSO staff through a special edition of the staff magazine, '*Business Matters*'.

4.3 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.

In November 2018 the BSO Coaching Culture had received recognition when the entry from the HSC Leadership Centre won the All Ireland Award of the International Coaching Federation. The Leadership Centre had been instrumental in developing

and supporting the BSO Coaching Culture and more details are available in **paragraph 5.5** of this report.

The most recent Insights Assessment Report from the Investors in People (IiP) Accreditation Process (January 2019) states:

“Plans and efforts to influence positive change in the organisation’s culture are evident. There is a growing strategic approach to talent management to ensure that individuals are developed and engaged; along with continuing work on enhancing leadership capacity and capability. Efforts are being made to engage staff, involve them in decision-making, listen to their ideas, and further empower them to influence and make changes at local level.”

Continuous improvement activities are influenced by listening to customers and understanding their needs; whilst striving to increase service impact by embracing new systems and technologies; sharing knowledge and information, and finding better ways of doing things. Enhancements to services and organisational structures are ongoing as they continue to develop and grow; in turn service plans are reviewed and adjusted to reflect the changes.”

4.4 Employee Engagement

The IiP Insights Assessment Report (January 2019) also states:

“As the BSO approaches its tenth year in operation it continues to evolve and there are many encouraging steps being taken to increase staff involvement, engagement and empowerment. However the outcomes are not yet evident in all services, with indications of low morale in some areas. The organisation should reflect on the need to build on its current communication and engagement activities to more proactively influence cultural change across all functional areas and teams. To make this a reality, it is important that engagement remains at the forefront of the organisation’s plans; that communication between staff and leaders is open and honest; and that people are continually informed, having the opportunity to be involved in plans that affect them.”

The organisation has put in place an action plan following the recommendations from the Assessor’s report and this was discussed by the BSO Board, including the effectiveness of the performance appraisal system, at its meeting in March 2019.

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

*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 Making Sure People Feel Safe, Supported, Respected and Valued at Work

The BSO is committed to the continual development of its staff. Opportunities for training, coaching and mentoring continue to be provided with a wide range of courses available to meet staff developmental needs, including coaching and mediation training.

A ‘Focus on Four’ toolkit was designed collaboratively to help with the management of BSO staff in four specific areas. These were clarifying people’s contribution; role modelling behaviour in line with BSO Values, supporting people to develop and recognising people’s contribution.

This year also saw the re-launch of BSO Recognition Awards, in the form of Values Awards. The awards, held in November 2018, aimed to recognise and celebrate the contribution and achievement of staff in delivering organisational objectives.

5.2 Health and Well-being

On 21 June 2018, *Inspire Workplaces* hosted a night in Belfast to celebrate workplaces across Northern Ireland which are leading the way in employee well-being. The BSO entered the category for the Workplace Wellbeing Innovation Award after celebrating one year working with Soma Analytics. In August 2017, BSO had launched the *Success, Not Stress* Initiative which saw employees gain a year’s subscription to Soma’s *Kelaa Mental Resilience* smartphone application. BSO was the first public sector body in Northern Ireland and NHS body in the UK to

implement such an innovative well-being strategy. In the previous year BSO had also run a number of complementary mental health well-being programmes for employees.

The *Kelaa* app was made available alongside Virgin Pulse's *Global Corporate Challenge* which supported BSO staff in looking after their physical wellbeing as well as their mental wellbeing. A comparison of organisational absence statistics from 2016-17 and 2017-18 found a decrease of over 5,000 hours in mental health absence. In addition, measurements on the app found a 5.1% increase in staff resilience and 4.4% increase in wellbeing.

In the Workplace Wellbeing Innovation category where they took out the top prize, BSO was up against Belfast Solicitors Association and NI Water.

"We're very proud of this award and the results that this past year has produced for our employees wellbeing - I am aware of staff gaining some real benefits" – Paddy Hanna, Human Resources Manager, BSO.



The BSO *Success, Not Stress* Team (left to right); **Glenn Shilliday** (Procurement & Logistics), **Karen Hargan** (Director of HR & Corporate Services), **Liam McIvor** (BSO Chief Executive), **Paddy Hanna** (HR), **Rea Doherty** (Clinical Education Centre), **Julie Erskine** (Chair of BSO), **David Charles** (Internal Audit) and **Alison Andrews** (HR)

5.3 BSO Values Awards, November 2019

These Awards were designed to recognise and raise awareness of the excellent work that has been on-going during the year by those who embrace the Core Values within BSO.

There were 5 awards categories:

1. Respect
2. Accountability
3. Trust
4. Partnership
5. Professionalism



Richard Pengelly, HSC Permanent Secretary and Chief Executive:

“I am proud to join you today as part of our health and social care system built around the many talented and dedicated people working extremely hard to deliver high quality services to those in need”.

BSO Values Awards Winners 2018

Respect

In-Reach into Nursing Homes Training, Education and Development Programme, Clinical Education Centre

This programme developed by the Clinical Education Centre respected not only the knowledge, skills and professionalism of current staff members, whilst also looking towards their future needs. Respect was also evident for clients and their needs in relation to remaining in their own homes.



Deirdre Cunningham, Senior Education Manager, Clinical Education Centre pictured with Liam McIvor, BSO Chief Executive

Accountability

PaLS Sourcing Community Medical Team

Through reflection on past experience, lessons learnt, demands of customers, past, present and indeed future needs, the team ensured the accountability of actions has led to a seamless service for all involved

Sourcing Community Medical Procurement Team, Ballymena



Trust

Procurement & Logistics Digital Learning Platform

The platform is a demonstration of understanding system users' needs, while building on trust and acknowledging the benefits of an open and honest relationship.



eTendering Support Team & Regional Systems Support Team

Partnership

Clinical Education Centre Solihull Approach: Transforming Ante-natal Education and Care in Northern Ireland



Clinical Education Centre Solihull Team demonstrated the benefits of partnership working and how this impacted on stakeholders delivering on the Strategic Public Health policy on infant mental health. Fiona Bradley, Senior Education Manager pictured above with Liam McIvor.

Professionalism

BSO Human Resources Health & Well-Being Initiatives

This reflected the importance of the Health and Wellbeing of our staff and clients and how important it is to the organisation and the professional service provided.



Paddy Hanna accepting the Professionalism Category Award on behalf of Human Resources

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 has been taking forward the Implementation Plan aligned to the Strategy in 2018-19. Good progress has been made with a focus on developing a solid foundation and building capacity so that the BSO can maximise digital opportunities. The format of “*Business Matters*” has been refreshed to become more interactive and engaging to staff members.

5.5 Listening to Staff & Training Opportunities – BSO Coaching Culture



Right: Margaret Murray, Training Consultant at HSC Leadership Centre pictured at the International Coach Federation Award Ceremony on 24 September 2018.



BSO won an award on Saturday 24 November 2018 at the International Coach Federation (ICF) Ireland Chapter Gala and Coaching Award ceremony. The Coaching Culture

Award was awarded by ICF Ireland Chapter to BSO in recognition of their commitment to building a strong, professional Coaching culture in the organisation. We were nominated by the coaching team based at HSC Leadership Centre. ICF is a globally recognised coaching federation and is advancing the coaching profession so coaching becomes an integral part of society.

The BSO has made headway on its journey to weave coaching into the culture of the organisation since 2014. The introduction of the BSO Coaching Framework has had a positive impact on improving organisational performance, collaboration with key stakeholders and improved standards of service provision.

Introducing a coaching culture of supportive, people-centred conversations is a challenge for any organisation. At a time of extensive business transformation it is most important for managers to shift conversations from being directive to empowering and creates more engagement with staff.

The objectives of the BSO Coaching Framework are to:

- Establish a network of trained and accredited internal coaches at all levels throughout the Organisation;
- Create a process and opportunity to enable all staff across the BSO to access trained internal coaches;
- To raise awareness of what coaching is about;
- Provide an in- house coaching skills programme for all staff including managers whereby their coaching skills are developed;
- Enable access to a network of Executive coaches for senior staff;
- Provide explicit governance arrangements to underpin coaching within the organisation;
- Ensure teams had the opportunity to receive team coaching, feedback and focused improvement action plans for their service.

BSO continues to expand the number of initiatives available to ensure a sustained coaching focus. With the establishment of accredited *BSO Coaching Champions* and *Coaching at Work* programmes, members of staff are encouraged to use a coach approach in their everyday interactions with peers, managers, stakeholders both internal and external to the organisation.

The initial stages of the BSO coaching portfolio included a series of initiatives to raise awareness and appreciation of coaching as a learning intervention and a tool for personal growth. As the coaching culture has continued to grow, the type of coaching that is currently available within BSO includes the following:

- **Coaching for Improvement:** supporting teams and individuals with service improvement project to ensure they remain attentive and focused around the change
- **Performance Coaching:** focuses on the core skills an employee needs to perform in their role and provides a flexible, adaptive, 'just-in-time' approach to skills development. Programmes are tailored specifically to the individual and are generally focused on achieving a number of skills development objectives that are linked to the needs of the organisation.
- **Team Coaching:** team coaching brings individuals/teams together to develop their skills, awareness and efficiency in a 'virtual' working environment, leading to a more focused overall performance.

- **Resolution coaching:** aimed at enhancing an individual’s performance in their current role at work, to enable them to solve issues and look for options to increase their effectiveness, confidence and motivation.
- **Career / interview Coaching:** Coaching activities focus on the individual’s career concerns, with the coach eliciting and using feedback on the individual’s capabilities as part of a discussion of career options. The process should lead to increased clarity, personal change and forward action.

Winning this award should provide the additional momentum needed to ensure that coaching is embedded in the BSO’s culture for the sustainable future.

As our IIP External Assessor said, “at Investors in People we believe that organisations with a strong coaching culture are better able to implement change. BSO is worthy of an award for coaching as it has made headway on its journey to weave coaching into the culture of the organisation and impact people at every level to improve performance, collaboration and output.”



Above: The successful HSC Leadership Centre team at the ICF (Ireland Chapter) Gala and Coaching Awards Ceremony, November 2018

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.

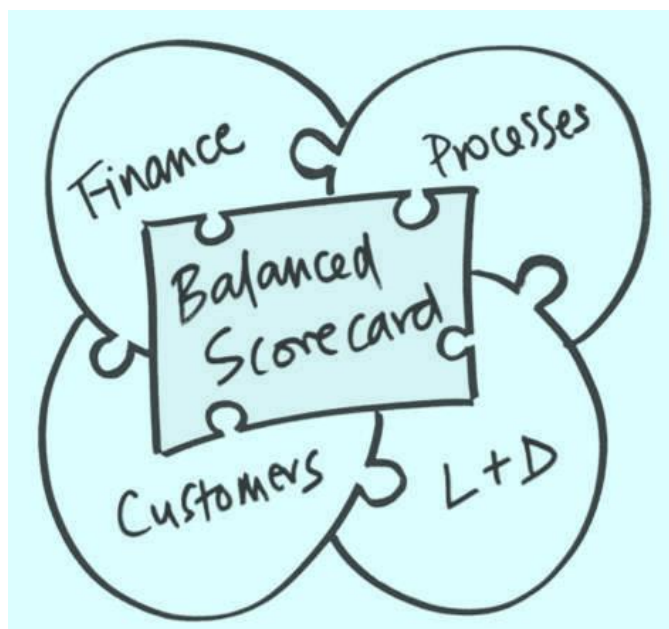
It is acknowledged that whilst the processes of gathering information and examining data are important, it is vital that lessons from the information are learned. Information from complaints, for example, is an invaluable source of learning and it is critical that learning is shared and put into practice 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

The BSO Board maintains a focus on quality by discussing performance information, including key quality indicators, on a regular basis. Members of the BSO Board also undertake a series of visits to various service areas within the organisation as a means of assuring quality.

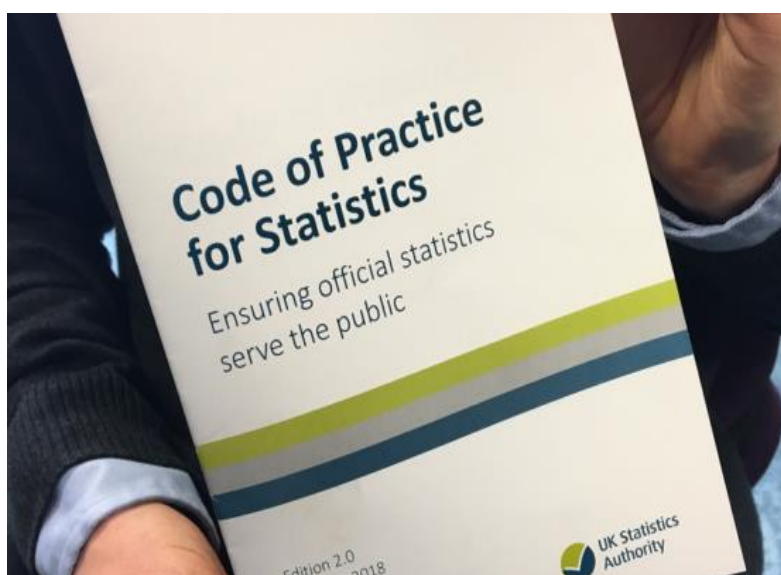
A Workshop facilitated by the Customer Care and Performance team in October 2018 provided an opportunity for the BSO Board to discuss and review its information requirements, including the Corporate Balanced Scorecard.



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. Increased recoveries during the year were made by the Patient Exemptions Team
- Shared Services Business Services Team has facilitated the monitoring of shared services performance by consolidating and developing Business Intelligence reporting. The Team has also successfully designed and implemented a Supplier Master Data Management Process Automation.
- Family Practitioner Services (FPS) released a new Official Statistics compendium for 2017-18 during the past year (see overleaf).

BSO is a source of much valuable information, produced as a result of the payments and other services it provides to support GPs, Pharmacists, Dentists and Community Ophthalmic Practitioners. In recognition of this, BSO is a legally specified producer of Official Statistics, along with all NI government departments and a range of other public bodies that have been similarly specified. This places a requirement on the BSO to release statistical information in full compliance with the Code of Practice for Statistics. To help meet our obligations and ensure that BSO statistics are trusted and of high quality, the Information Unit in Family Practitioner Services (FPS) recently published a new statistical compendium. This covers each of the FPS service areas presenting high level results supported by relevant charts, infographics and commentary. The report itself is underpinned by a comprehensive set of tables providing a more in-depth breakdown of each service area, the most important of which are updated on a quarterly basis. The new Official Statistics series can be found at <http://www.hscbusiness.hscni.net/services/2976.htm>



6.2 Clinical Leadership and Improvement Programme (ENGAGE)

The second annual ENGAGE Showcase Event was held on 4 June 2018 at NI Medical and Dental Training Authority (NIMDTA) Headquarters. The ENGAGE Clinical Leadership and Improvement Programme is a bespoke leadership development programme developed and delivered by the HSC Leadership Centre in consultation with NIMDTA for final year Specialty, Dental and General Practice trainees. It aims to challenge, develop and support doctors to ensure they are prepared to influence, shape and improve the delivery of high quality patient-centred care in their organisations and across the Health and Social Care System.

The first ENGAGE programmes launched in December 2016 with 25 participants. As a result of the positive feedback, a second programme commenced in November

2017 with 28 participants. Eight inter-linked modules afforded participants an opportunity to reflect on their own styles and experiences. They also heard from a range of expert speakers from both within and outside of Health and Social Care.

The final event allowed trainees to showcase their learning and achievements by presenting Quality Improvement (QI) projects that had formed part of the programme. Each participant provided a poster summarising their project and the key outcomes achieved.



Review of Quality Improvement Posters at ENGAGE Clinical Leadership Programme

The posters were reviewed by those attending the event, including a panel of judges consisting of Professor Keith Gardiner (NIMDTA Postgraduate Dean), Dr Mark Roberts (Clinical Director - HSC Safety Forum) and Dr Lourda Geoghegan (Medical Director RQIA). Other attendees included participant's managers, previous attendees and programme facilitators. All in attendance were asked to vote for three posters which were then presented to the wider group and awarded a prize. The three posters selected were:

- Naomi Murphy — *The “Hallmark Channel” approach to trainee appreciation*
- Edel O’Neill — *Our journey to improve Patient Experience and the Quality of Outpatient Assessment in Psychiatry of Intellectual Disability*
- Matthew Grimes — *Emergency sign for use in cardiac arrest.*

6.3 'Most Flexible Digital System of the Year 2018'

BSO Information Technology Services (ITS) in conjunction with Northern HSC Trust, has won the category '*Most Flexible Digital System of the Year*' at the Public Sector Paperless Awards.

The award category was "*To reward a system that has demonstrated that digital systems can offer enhanced flexibility and improved services with secure access and data protection, especially for remote sites or lone workers, with omni-channel access to online digital services.*"

A key reason for the successful award was the collaboration between the General Medical Services, Integration and Electronic Care Record teams within ITS and the exemplary work with clinical, administrative and IT staff in NHSCT.

Congratulations to all involved in an excellent example of what can be achieved through collaborative working across Health and Social Care. The already successful solution will continue to grow with the addition of Photo Triage, Internal Referrals and Onward Referrals.



Stephen Beattie and Lee Brolly, from BSO NIECR eTriage team with colleagues from Northern HSC Trust

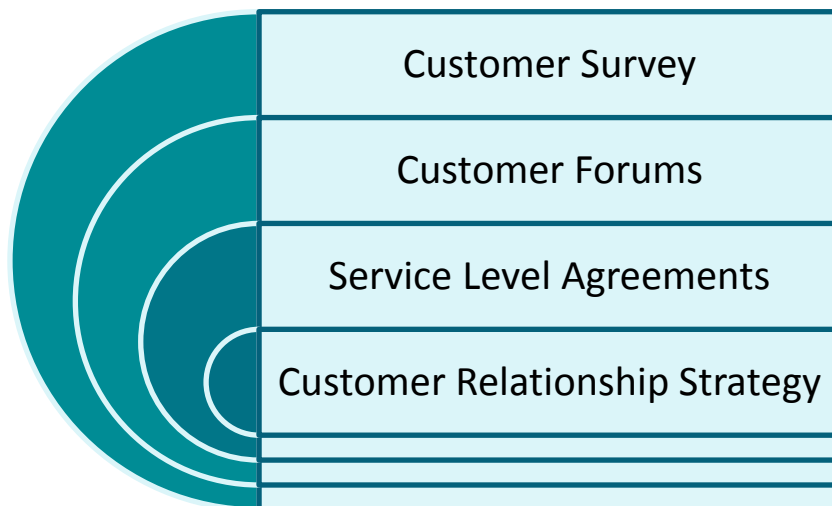
7.0 Raising the Standards

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 2017-21 seeks to place our customers at the heart of everything we do.

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. Surveys are currently carried out on a two year rolling basis and supplemented with other customer satisfaction measurement techniques such as focus groups and ad hoc surveys. The second two-year cycle of corporate surveys commenced in April 2019.

During the year, the **BSO Equality and Human Rights Service** continued to facilitate 'Tapestry', the BSO staff disability network. Part of this work included developing and maintaining a stand-alone website for the network which was launched in September 2018. Part of this work has included working alongside voluntary and government organisations (e.g. Department of Communities) to learn more about employment support programmes for people with disabilities, such as Access to Work. The Disability Work Placement scheme is facilitated by the Equality Unit and Health and Social Care Board jointly for the eleven regional HSC organisations. The scheme is currently in its fifth year and, to date, over 90 placements have been offered to people with a range of disabilities.



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. The provision of an interpreter:

- eliminates language and cultural barriers
- reduces the risk of misdiagnosis, misunderstanding and non-consent
- raises awareness in relation to religious/cultural needs and different health belief systems
- enables patients to make choices
- increases patient satisfaction and reduces repeat visits
- complies with legislative requirements.

Over 130,000 requests were processed during 2018-19 with further enhancements made to the on-line booking system.

The **Small Business Research Initiative (SBRI)** continued to facilitate working prototype technology solutions to ensure that patients get the best care possible. During the year the programme saw new investment in a broader, more dynamic range of health innovation projects and the involvement an unprecedented number of healthcare professionals. Technologies included data analytics to enable patients in hospital to receive speedier and more effective care and for young people with serious mental health issues to be cared for more rapidly. Other initiatives were for the rehabilitation of patients' speech and physical health post stroke and medicines to be managed more safely by care workers for the benefit of patients in their own homes.

7.2 Mental Capacity legislation

The Mental Capacity Bill received Royal Assent on 9 May 2016 to become the Mental Capacity Act (Northern Ireland) 2016 (MCA (NI)). The Act delivers on a major recommendation arising from the Bamford Review of Mental Health and Learning Disability 2007 to reform mental health legislation to achieve parity of esteem with physical health. The Clinical Education Centre (CEC) was commissioned by DoH to prepare a range of educational programmes to support the commencement of the Act, expected to be in 2020.

In addition, the Head of the NI Office for Research Ethics (ORECNI), Dr Siobhan McGrath produced new guidance on involvement of Adults Lacking Capacity in research (except drug trials) in Northern Ireland. This was produced collaboratively and in consultation with key Northern Ireland Researchers, the HSC Research Ethics Committees, Public Health Agency, the BSO Directorate of Legal Services and the Equality Unit and with Patient Public Involvement. The guidance was published in March 2019, enabling training on the subject to be delivered to the Research Ethics Committee members.



L to R: Dr Alastair Walker (Chair of Health and Social Care Research Ethics Committee A); Mrs Julie Erskine (Chair, BSO), Dr Hugh Davies (Health Research Authority); Dr Anne Moorhead (Vice-Chair HSC REC B); Sue Trouton (Alternate Vice-Chair, REC B); Dr Siobhan McGrath (Head of ORECNI), Prof Patrick Murphy (Chair of HSC REC B)

7.3 Early Assessment and intervention in Babies and Young Children

During the year the Allied Health Professional (AHP) Unit, HSC Clinical Education Centre (CEC) facilitated a 6 day programme entitled **Early Assessment and Intervention in Babies and Young Children**. The programme was delivered by expert tutors from the **Bobath Centre for Children with Cerebral Palsy in London**. Specialist input was from a Speech and Language Therapist in Paediatrics and Neonates, Liz Clarke and Dr David Grier, Consultant Paediatrician and Neonatologist, Southern HSC Trust.

Twenty-four Physiotherapists were introduced to the Bobath Concept and its practical application with babies from preterm age to 12 months. The programme consisted of theory in relation to neurological and developmental assessment with video analysis. There were also daily treatment sessions followed by case presentations and practical demonstrations by a Senior Bobath tutor. Therapy for children with cerebral palsy aims to optimise their potential and function, prevent and minimise secondary deformity and weakness.

The local delivery of this programme was possible through excellent partnership working between the AHP Team within HSC CEC and the Physiotherapy Departments within the local HSC Trusts.

We were delighted to welcome a number of local babies and their families to CEC to participate in the programme on a daily basis. The feedback received from the parents of the babies was extremely positive with a number of parents observing significant changes in their child at the end of the week.

The programme will support the role of the neurodevelopmental Physiotherapists working in both Neonatal Intensive Care Units (NICU) with preterm infants and in the community with high risk infants in the first year of life including children with cerebral palsy. In addition the implementation of the learning from this programme will support:

- implementation of NICE guidelines in relation to specific assessment use
- regional roll out of AHP PHA neonatal services and early interventions
- implementation of clinical regional pathways
- transdisciplinary working in early intervention pathways



Physiotherapy attendees from across the five HSC Trusts, Tutors from *The Bobath Centre*, London and Victoria Courtenay, AHP Training Coordinator, CEC



A selection of equipment used during the programme

8.0 Integrating the Care

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.

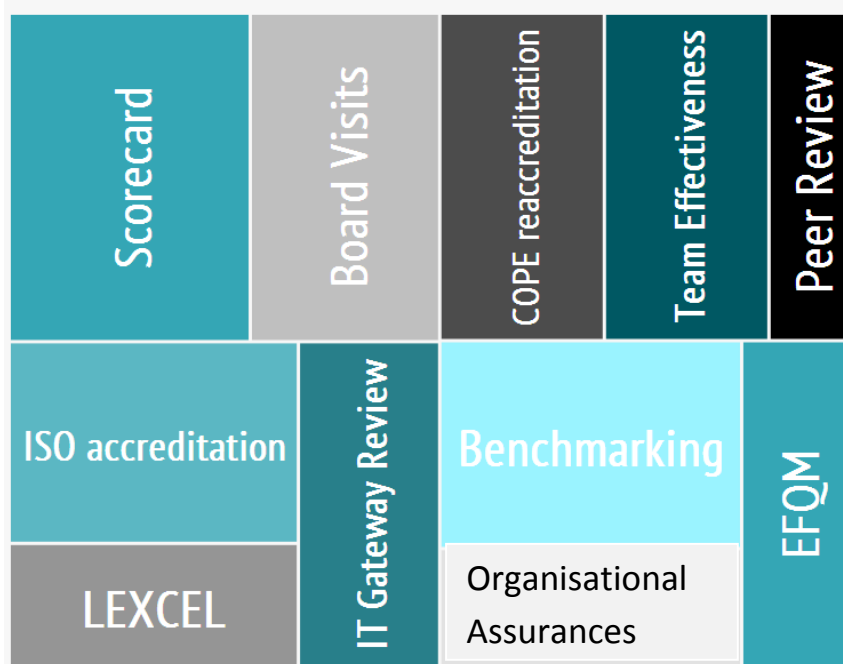
Reaching outside of the HSC to avail of expertise and experience is an excellent way to measure performance and to use other outlooks on training and management to achieve the best results for the service user.

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.

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 2018-19.



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



acknowledges 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). During the past year, Internal Audit successfully underwent an external quality assessment performed by the Institute of Internal Auditors.

8.1.6 Accounts Receivable Shared Services

The Accounts Receivable Shared Services Centre successfully achieved the prestigious Institute of Credit Management (ICM) Accreditation in March 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 was reaccredited to CICMQ status in early 2019. The entire team shares the ultimate aspiration and vision of achieving Centre of Excellence Status by 2020.

In October 2018 the Centre received the CIPFA Award for Public Sector Best Practice, Innovation and Improvement 2018.



8.1.7 PaLS ISO 9001

PaLS continues to be accredited with the ISO9001 Quality Management Standard.



8.1.8 Clinical Education Centre ISO 9001

The HSC Clinical Education Centre also continues to be accredited to ISO 9001: 2015.

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.

8.3 NI Public Sector Shared Services Project

The NI Public Sector Shared Services Project progressed to recommendations in September 2018. This Project was established to consider the development of shared services across the entire public sector in Human Resources, Payroll, IT and Finance. Initial findings had indicated that the BSO provided high-performing, effective and value-for-money services to our customers in Northern Ireland. This was borne out in the concluding recommendations that each sectoral area (Health, Education, NI Civil Service) should focus on delivering shared services within their own base. On 4 March 2019 the Permanent Secretary and HSC Chief Executive wrote to HSC Chief Executives expressing his commitment to move towards a shared services model for IT. A programme of work is underway to develop this approach and determine the best model to support better care to patients. The BSO will continue to contribute to this proposed direction of travel through the Programme Board and any working groups which will be established.

8.4 Electronic Health and Care Record (EHCR)

Encompass is an HSC-wide programme, hosted by the BSO, working to deliver the digitally enabled transformation of Health and Social Care in Northern Ireland. The *Encompass* Programme vision is for a digital care record for every citizen in Northern Ireland that better informs and supports their health and wellbeing throughout their life. The digital record will be built on a platform that streamlines services and patient journeys and links information across primary, secondary, community and social care. This will be provided in partnership with a global supplier and designed collaboratively with staff and patients to work across the whole of Northern Ireland.

Important patient safety features like electronic prescribing will be incorporated in the new system as well as giving members of the public a choice of more modern ways to interact with services via their own portal. *Encompass* is planning for the system to go live in summer 2021, starting in the South Eastern HSC Trust before rolling out to Belfast and the remaining Trusts by the end of 2023.

As part of this process over 270 staff from health and social care Trusts and patient representatives attended a series of evaluation sessions to help shape and transform future digital health and social care delivery in Northern Ireland. Held in Belfast, the sessions were an unprecedented opportunity for staff, carers and service to be involved in the *Encompass* selection and evaluation process.



Members of the *Encompass* programme who organised evaluation sessions in Belfast as part of the procurement process



9.0 Conclusion

This Sixth Annual Quality Report of the BSO has been produced in accordance with the guidance issued by the Department of Health. The format of the report follows the five strategic Goals of the Quality 2020 Strategy. These Strategic Goals are:

- 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.