

# Annual Quality Report 2021 - 2022



Business Services  
Organisation

<https://hscbusiness.hscni.net>

**INVESTORS IN PEOPLE®**  
We invest in people Silver



Working together



Excellence



Openness & Honesty



Compassion

BSO HR at the Investors in People Celebration Event - BSO was recognised for gaining an IIP silver Accreditation.



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## FOREWORD FROM BSO CHIEF EXECUTIVE - KAREN BAILEY



### Annual Quality Report 21/22 Chief Executive's Statement

Welcome to the ninth Annual Quality Report 2021-22 for the Business Services Organisation (BSO). During 2021-22, BSO successfully continued in its mission to provide high quality, value-adding business and specialist professional services to our partners across the Health and Social Care Sector.

I would like to acknowledge the dedication and commitment of BSO staff who have continued to deliver high quality essential services to the Health and Social Care system as the reverberations of the ongoing impact of the COVID-19 pandemic continue.

BSO faced a number of challenges this year, including ensuring that appropriate arrangements were in place for the migration of HSCB staff, under hosting arrangements, to the BSO as a result of the closure of the Health and Social Care Board.

Following the establishment of the Strategic Planning and Performance Group (SPPG), all functions of the former HSCB transferred to the Department of Health (DoH) with BSO becoming the 'Host Employer' for staff of the former HSCB.

Despite these challenges, we have once again seen many achievements, successes and developments over the course of the past year with BSO staff continuing to strive for innovation and excellence in the delivery of services.

A positive highlight of 2021-22 occurred through BSO's continued focus on our growth and development strategy whereby a robust Governance Framework was developed to support Growth proposals with our customers.

In late 2021, the BSO successfully implemented its Family Practitioner Payments System (FPPS) within NHS Wales Shared Services Partnership (NWSSP). This project was the first of its kind, whereby BSO ITS has entered into a joint venture with NHS Wales to provide services. This project has now been successfully delivered and FPPS is now live and running in parallel with NHS Wales's existing solution. FPPS will be the sole system from April 2022.

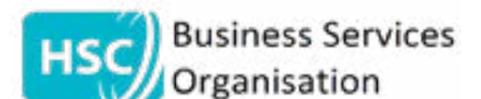
Since 2018, our staff have delivered significant progress towards achievement of the BSO Mission "To provide high quality business services which support our customers to improve health and well-being". Looking ahead to the 2022/23 year, we will have the opportunity to refocus our priorities by developing our new Corporate Strategy. We look forward to engaging with our stakeholders on the priorities for BSO that will see us continue to deliver a first-class service to our partners across health and social care.

BSO faced a number of challenges this year, including ensuring that appropriate arrangements were in place for the migration of HSCB staff, under hosting arrangements, to the BSO as a result of the closure of the Health and Social Care Board.

I wish to record how immensely proud I am of the considerable accomplishments within BSO over the course of this year. These achievements demonstrate the tenacity and commitment of my staff team despite the unprecedented challenges faced as a result of the COVID-19 pandemic. In this context, it is my pleasure to present the Annual Quality Report 2021-22.

*Karen Bailey*

**Karen Bailey**  
CHIEF EXECUTIVE



## 2.0 INTRODUCTION WHO WE ARE



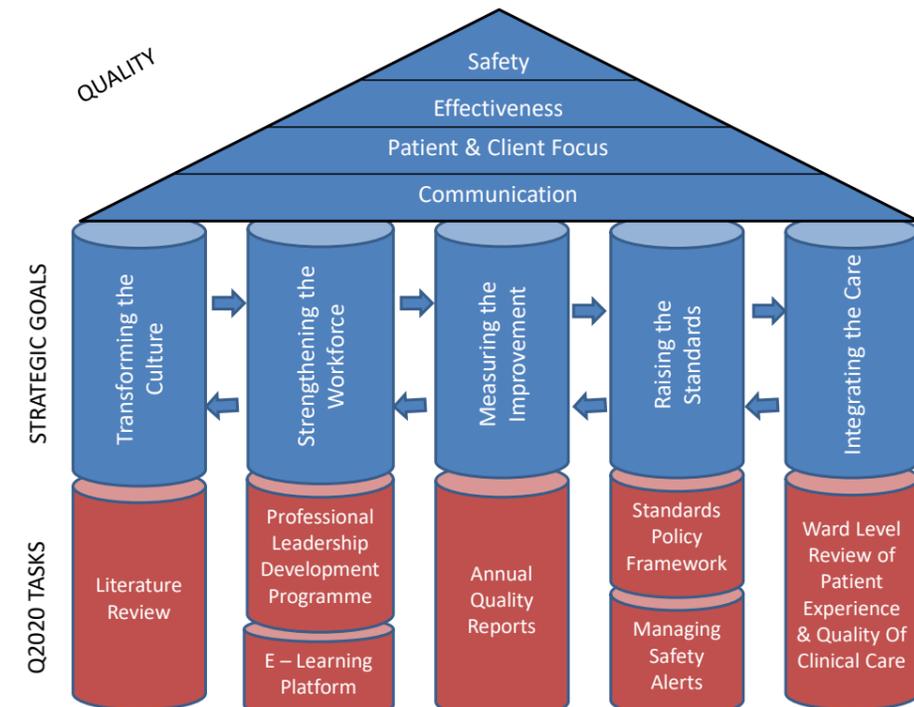
Picture: BSO Shared Services Colleague

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 have 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 ninth BSO Annual Quality Report. It documents some of the BSO's achievements with regard to quality excellence and continuous improvement during the year 2021-22 following the concept of the five Quality 2020 strategic goals previously outlined.

**The BSO's mission is “to provide high quality business services which support our customers to improve health and well-being.”**

The Business Services Organisation (BSO) was established 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. A range of shared services are also provided, including payroll, payments, accounts receivable and recruitment. Our service areas are also supported by a number of corporate teams.

Our Strategic Objectives and Values for 2018-23 have helped us to fulfill our Mission in an increasingly challenging environment.

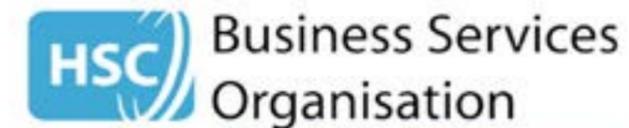
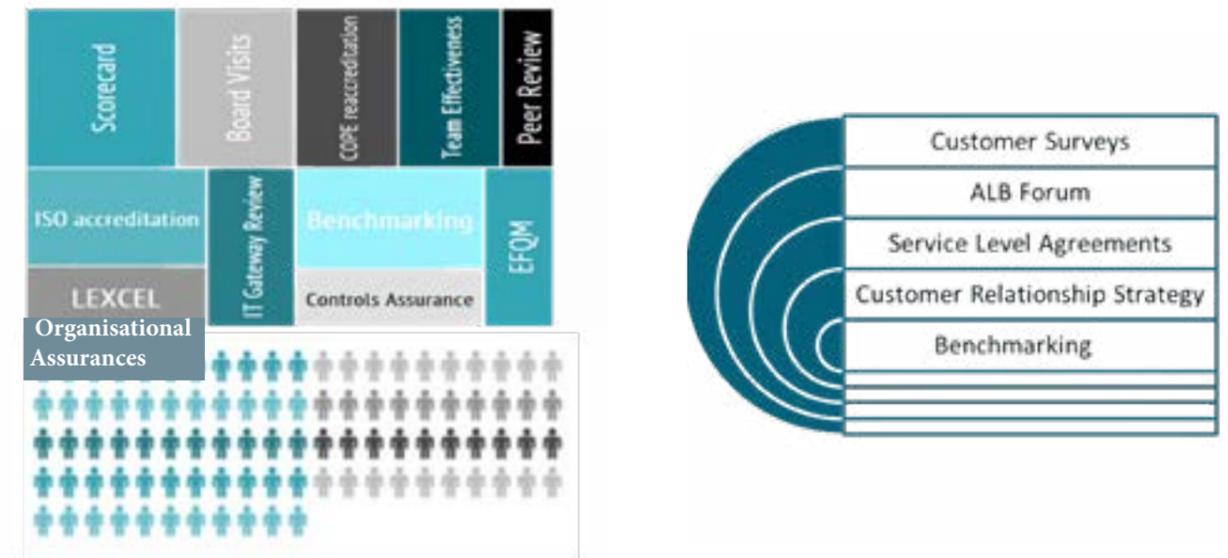
**Our Strategic Objectives are the focus of everything we do and for 2018-23 these are to:**

- *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 2023 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
- sought to be recognised as a Skilled, Professional Workforce and an Essential Partner in Effective Healthcare Delivery.

### 3.0 SUMMARY - QUALITY EXCELLENCE IN BSO



#### How do we improve quality?



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 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 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. Meetings of the BSO Board are regularly scheduled to be held within different venues across the various service areas within the organisation. These visits, together with presentations from the services located there provide a further means of assuring quality of performance.

## 4.2 Senior Management Commitment to Quality Improvement

### 4.2.1 BSO learning from best practice Covid 19

The Annual Quality Report demonstrates the commitment from our staff during the Covid 19 pandemic and the challenges that have risen which resulted in innovation, ensuring that quality was maintained in the delivery of its services: Examples of this include:

Business Services Team who have set up a Team Blog and Wellbeing Area where information is shared to the wider team and teams can contribute. This has strengthened collaborative working throughout the team and ensured the team have worked well together during this challenging period.

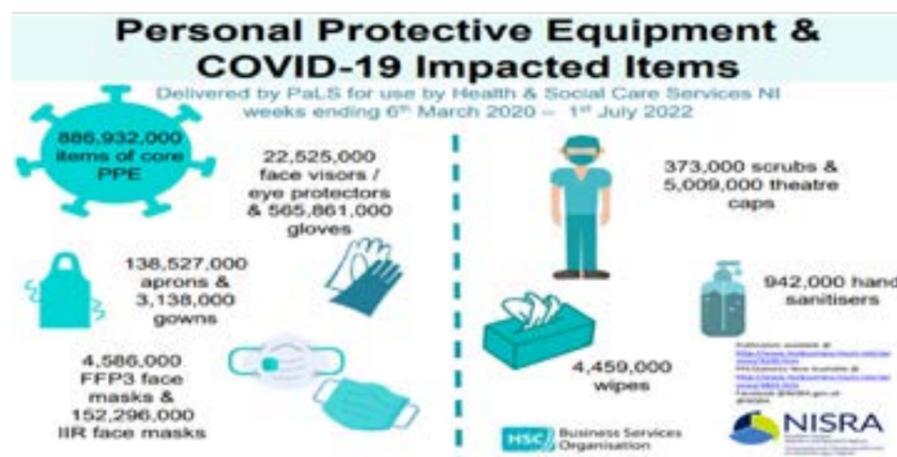
Corporate Services purchased air quality monitors, radon gas monitors and state-of-the-art medical grade air purifiers which were deployed across all BSO sites to help ensure the safety of staff. The air purifiers remove up to 99.99% of viruses and bacteria.

In addition to business as usual the Directorate of Legal Services provided legal support services to vaccination centres, track and trace, procurement and warehouse for PPE Stock, emergency planning, Covid related IT systems and associated GDPR advice was provided.

PaLS assisted in the delivery of Lateral Flow testing kits to Community Pharmacies on the closure of the Regional Covid Testing sites. Logistics and PaLS also collaborated with WHSCT & BHSCT to provide a warehouse and distribution hub for the Trusts to assist in processing and delivering PPE to frontline staff including the independent sector areas within BHSCT & WHSCT.

Human Resources worked collaboratively, in conjunction, with PHA and Trust colleagues to recruit over 1,300 staff to deliver both the Contact Tracing and Vaccination programmes. This included the development of innovative approaches to role design and skill mix which enabled Contact Tracing to scale up their operations in response to extremely high levels of community transmission and mass testing. A new occurrence log of common delays in Retained Recruitment processes has been introduced to identify any trends, patterns and issues to inform future areas of focus/training material for managers.

Also through the Regional Workforce Wellbeing Network Human Resources launched a new website and a suite of Covid-19 Recovery Resources to support staff and teams in their recovery. A key step identified in the group's recovery journey is to 'rest and recharge' and a range of resources to help staff rest and recharge physical and mental wellbeing can be found on the Staff Health and Wellbeing SharePoint. At the recent BSO awards e-health and NIECR were awarded BSO winners for how they responded to HSC Covid Challenge.



In response to Covid-19: Payroll, Shared Services took on additional workstreams, multiple pay awards, Business Continuity Planning, Special Recognition Payments and numerous regrading's all alongside business as usual.

Counter Fraud and Probity Services staff met with Strategic Planning and Performance Group (SPPG) colleagues to develop and agree verification approaches to other payment types such as Covid Centre payments, Practice Based Pharmacists' payments and GP Federation payments. They also carried out verification visits by to Ophthalmic practice which were replaced by desktop reviews, in which information was shared electronically and the face to face pharmacy checking clinics were replaced with virtual checking clinics with patients linking in with Probity staff via 'Zoom' technology.

COVID19 has had a significant impact particularly on those patients who do not speak English proficiently. Face to face contact dramatically reduced, isolating the most vulnerable, and at risk, in society. In response to this the Interpreting Service expanded its services to provide Interpreters for video calls, specifically for complex appointments including Mental Health, Autism Services, Speech & Language Therapy, and Social services. The Service achieved a 98% provision rate during 2021/22. The Interpreter Booking System has been updated to manage increased demand for video calls going forward and to ensure Interpreters can work safely in high risk areas – specifically arranging Interpreter "fit-testing": a method for checking a

### 4.3 Quality Culture within BSO

Organisations with a quality culture ensure all employees have embedded quality improvement into the way they conduct their daily business. BSO, as an organisation, continually strives for innovation and excellence in the delivery of services and to ensure that any changes introduced, in terms, of new systems and different ways of working lead to increased productivity and improved quality and experience for our customers.

Development work on a new corporate plan was put on hold while teams and services concentrated on responding to the pandemic. Our Corporate Strategy 2018/21 was extended in agreement with the Department of Health due to the pressures being experienced due to the pandemic and the challenges in developing a new strategy in that context.

An Annual Business Plan was developed for the 2021/2022 year to outline objectives and actions in light of this.

Following from Cultural Assessment Surveys conducted in 2020, the Learning and Development team worked with the Organisational Workforce Development Group to implement initiatives to help further develop the culture of the organisation. Key initiatives actioned included:

- BSO held its staff awards in recognition of innovation and service delivery across the organisation. The particular the awards reinforced the HSC values and recognised teams and individuals who delivered high quality services enabling safe patient care.
- Appraisal within BSO was promoted and the organisation exceeded the Department of Health target for 85% of staff participating. This ensured staff were having meaningful conversations with their line managers about their health and wellbeing, their job and how they performed and also their future development needs to help achieve the objectives of the organisation.

## 4.4 Customer Engagement

### Arms' Length Bodies (ALB) Forum

Since 2009, the BSO has grown significantly and expanded its capability to provide a range of services to 17 customer organisations. Ten of the BSO's customers (collectively known as the smaller Arms' Length Bodies) form the membership of the ALB Forum. This Forum was established to provide a platform for the BSO and its smaller customer organisations to work together in partnership to improve the quality of BSO services in line with customer needs. In November 2021 the Director of Customer Care and Performance took over Management of this Forum.

### Directorate of Legal Services (DLS)

DLS have agreed to implement a 'Legal Services Forum' which will invite representatives from each Customer to attend and feedback on performance and service improvement.

## 4.5 Employee Engagement

### BSO Awards 2021

The BSO Awards Ceremony was held virtually on 22nd October 2021, to recognise the successes of our colleagues as well as the huge effort and contribution the BSO have made during the COVID-19 pandemic. The Chair of the Board presented the winners with a small token of appreciation.

#### Categories:

<b>Unsung Hero</b>	<b>Stepping Up and Driving Success</b>
<b>Breaking Down Barriers</b>	<b>Team of the Year</b>
<b>Colleague Support Champion</b>	<b>Belong in HSC</b>
<b>Living our Values</b>	<b>Innovation</b>

Over 75 nominations were received across all BSO Directorates.

The Chair of the BSO Board attended the launch of North West Medical based in Derry/Londonderry along with BSO PaLS and colleagues from Western Health and Social Care Trust (WHST) where Minister Robin Swann officially opened the new building and plant. North West Medical manufacture type 11R masks for Health and Social Care.

## 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 that will produce a quality service.

In June 2019, HSC Leadership Centre successfully launched the HSC Collective Leadership programme, developed to support the implementation of the collective leadership strategy which was a response to 'Health and Wellbeing 2026: Delivering Together'. This enhanced our way of thinking about leadership. A range of quality improvement days were held to highlight the message from this strategy 'Leadership is the responsibility of all'.

HSC have placed a focus on collective leadership to nurture a culture that delivers high quality, compassionate care and support for the population. The collective leadership strategy aims to equip and encourage health and social care workers, helping organisations to flourish, gain satisfaction and take pride and experience joy in their work.

The HSC Leadership Centre's 'Collective' Development Programme was aimed at 'bringing collective leadership to life' through developing our collective leadership capability across our system and beyond. This exciting pioneering Leadership Development Programme is the first of its kind in HSCNI and is underpinned by the latest research in collective leadership, following the principles outlined in the HSC Collective Leadership Strategy. This leadership development initiative will include leaders at all levels across health and social care Chief Executives/senior managers, middle managers, frontline staff, our clients and service users.



The launch of the HSC Collective Leadership Strategy was launched in 2017 and in 2019 followed the launch of the HSC Values. A shared set of values and behaviours provided clarity for all staff, including prospective staff, on the values they should live by every day, and the behaviours expected of them, regardless of the HSC organisation they work for. The HSC Values comprise: Working Together, Excellence, Openness and Honesty and Compassion. They are our touchstone for every interaction we have with each other, our clients, our patients, their families and our partners.



## 5.1 Health and Well Being

### Mental Health First Aid

BSO has established a Forum of Mental Health Advocates which is formed by 55 staff members who are all trained in Mental Health First Aid across BSO and the ALBs. Mental Health Advocates support BSO employees by being a point of contact and assurance for staff who may be struggling with their mental health. Mental Health advocates will listen non-judgmentally and hold supportive conversations and signpost staff for professional health or other support services, if required.

### 'Move More in May' – BSO Walking Challenge

'On 29th April, marked 'On Your Feet Day' and to celebrate BSO launched a Corporate Walking Challenge entitled "Move More in May" given that May is National Walking Month. With lockdown restrictions easing it was the perfect time to start staff moving. This challenge was a good way to reconnect with colleagues who may not have interacted as often and this generated good staff morale through some healthy competition. Approximately, 170 of BSO Staff were committed to walking 10,000 steps each day in the 'Move More in May' Walking Challenge with many of staff achieving well beyond the 10,000 steps each day.

### First Aid Training

Corporate Services exceeded the HSE targets for the number of staff trained throughout BSO in first aid.

### Launch of New HR Policies

Staff Health and Wellbeing has never been more important, with the launch of the Menopause and the Domestic Abuse Policies. BSO is committed to providing inclusive and supporting working environments for all. Women make up 79% of the HSC workforce and with an aging workforce, as a result of later retirement ages, increasing numbers of women are working whilst experiencing the menopause.

The Menopause Policy and supporting guidance are intended to provide clarity and direction on how BSO should deal with Menopause related issues for individuals experiencing difficulties associated with the Menopause. The Policy and associated 'Page Tiger' support pack provides tools, techniques and action plans to help manage the symptoms of the Menopause at work. This alongside the new Menopause Policy at Work which was developed and launched provided great support and information to those experiencing the Menopause.

HR also delivered a Menopause Awareness Webinar in April which saw 93 staff members attend to learn more about Menopause and the organisational support available to them as part of the policy launch, which was fully implemented 19th July 2021.

Workplace Policy on Domestic Abuse - The purpose of this Policy is to signal a clear commitment of the BSO's support to any member of staff affected by domestic abuse. The BSO recognises that every employee who is experiencing or has experienced domestic abuse has the right to raise and discuss the issue with their Line Manager and/or Human Resources Directorate, in the knowledge that the matter will be dealt with in a sensitive, non-judgemental, confidential and effective manner. This Policy was implemented on 11th February 2021.

## 5.2 Training and Engagement Opportunities

### Clinical Education Centre (CEC)

CEC delivered approximately 200 programmes online in 2021/22. To support these developments, the CEC appointed a new Digital Learning Consultant during who will focus on the development of key-learning education products to support the learning of the multi-professional workforce.

### Leadership Centre

Emotional Intelligence (EI) has emerged as a top leadership quality post Covid in terms of psychological safety and well-being. All Health & Social Care Leadership Centre (HSCLC) consultants have been trained in using the Genos EI tool and as part of this training completed their own EI assessment and feedback.

HSCLC deliver a Public Personal Involvement (PPI) Programme, this has been running for a number of years and has been designed and developed in conjunction with service users.

We work with a number of external partners, for example UU, QUB, NHS England, Scotland and Wales.

### Human Resources

Absence Management Team was created in 2021. Resulting in the development of:

- New interactive BSO Absence Report Overview Dashboard
- New Attendance Management Training Support Pack Page Tiger
- Suite of new Attendance 'How to Guides' for Managers and Staff

Overall absence has improved throughout all BSO & ALB's since 2019. In April 2019 absence in BSO was at 4.02% reaching a high of 4.72% in the same year. With the introduction of Absence Management Team, absence for the same period in the following 2 years decreased to 2.64% & 3.21%.

### Recruitment Shared Services

The Recruitment Shared Service Centre (RSSC) introduced the new query forms within the Recruiting Managers One Stop Portal. This was achieved, in collaboration, with ITS. This quality improvement will ensure prompt handling of recruitment queries ensuring these are redirected to the correct team based on information provided with the query form.

## 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,
- the annual Service Offering to customers;
- compliance with Audit Reports and Organisational Assurance,
- 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 Report 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.

### Further operational examples from BSO Directorates include:

- BST utilised existing technology to develop a smart solution for Health Trust partners in the Northern Trust to automate their Staff in Post (SIP) reporting. The SIP reporting solution has:

- Increased audit compliance;
- Streamlined the process;
- Significantly reduced manual input time.

- SSAR - Recovery of debt in excess of 90 days resulted in regaining and maintaining a positive downward trend.

- CEC has continued to expand and update their programme range, to meet the needs of nursing midwifery and AHP workforces. Examples of new programmes include COVID 19 Enhanced Respiratory Care, Towards Zero Suicide and AHP Education Framework for Supervision.

- In 2021/22, CEC delivered 1909 education sessions, 71.1% of these were delivered virtually, 16.8% were delivered face-to-face and a further 9.1% were delivered via eLearning. In 21/22, 33746 participants completed a CEC education programme. CEC exceeded the Nursing and Midwifery SLA with a year-end delivery of 114.62%. 43 International Nurse OSCE preparation programmes have been delivered with 340 participants successfully completing the programme, enabling them to register with the NMC and take up posts within local HSC Trusts. In 2021/22, 39,064 evaluations were issued and 36,151 completed (92.54%). The overall assessment of a programme was rated as 4.58 out of 5. 99.63% of participants said the learning outcomes were achieved.

- Directorate of Legal Services (DLS) - all solicitor DLS staff adhered to the compulsory Law Society CPD applications.

- FPS introduced Qlik sense which is a business intelligence application which is specifically used for visualising and analysing the data within FPS. It helps in building interactive dashboards and reports, and also to extract the data from various data sources and systems across the business. It allows service managers to access self-service data in real time to effectively manage processes and payments. There are currently more than 10 applications running on Qlik Sense with planned implementation for all service area to be utilising the software by the end of 2022.

- All senior team within the Leadership Centre have completed or are working towards a QAF Level three programme. Two of the senior team work closely with HSCQI as chair of the HSCQI hub and as a representative on meeting regional objectives.

- Leadership Centre partnered with Ulster University to deliver an MSc in Business Improvement as well as delivering Accelerating Change, Coaching for Change and Project Management programmes.

- The availability of a Waiting List SharePoint site has also enhanced the ability of HR Teams to plan for service need.

- Despite a 67% rise in activity when comparing activity in 21/22 compared to the previous 5 years, we have continued to improve our performance:



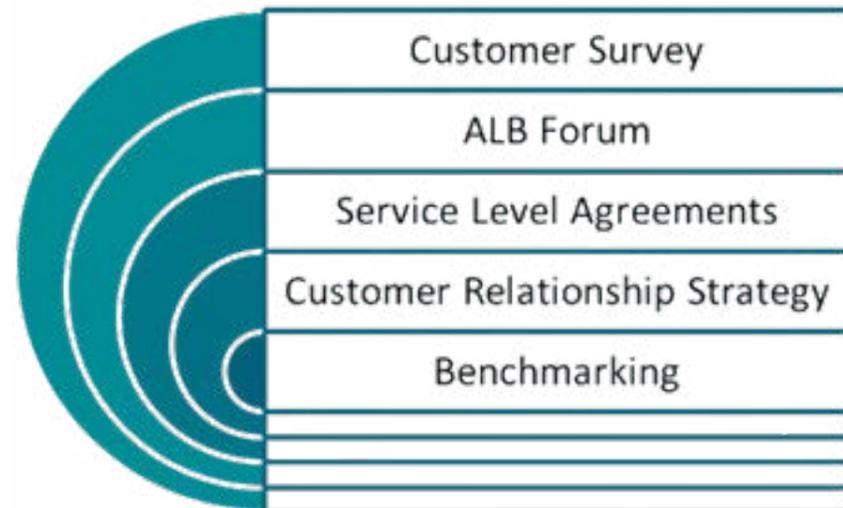
## 7.0 RAISING THE STANDARDS

**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 six 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.



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.

A corporate approach to the monitoring and review of quality of performance and value for money within BSO services includes a rolling programme of benchmarking. Previously BSO had engaged with Chartered Institute of Public Finance and Accountancy (CIPFA) for benchmarking however in the absence of CIPFA, BSO is continuing to explore alternative methods and propose an entire Performance Management Review across all services for the year ahead.

Each service area in BSO will be responsible for engaging with the Customer Care and Performance Team which will have a central role in the administration and verification of the Benchmarking process. As it is progressed this will be reported to BSO Senior Management Team and the Board with a new Performance Management Framework.

### Human Resources

Human Resources launched a number of new Policies in 2021-22 as outlined in section 5.

In addition to this revised KPIs for HR were developed for 21/22. These have enabled more accurate measurement of HR performance and this information will be used to inform service improvements.

- 57% of staff completed the HR online survey which is a 12% increase from our previous survey in 2018.
- 91% of staff received an appraisal and this exceeded the target outlined by the Dept of Health is 84%.

In 2021/2022, Human Resources successfully organised and held the BSO Awards. We received 75 nominations, our highest number to date, highlighting the fantastic achievements across BSO. Our finalists went above and beyond to showcase their hard work and dedication during the past 18 months' with over 700 people tuned in to watch the awards. Further information of the BSO awards is presented in section 8.

The joint venture between BSO and NHS Wales is a collaborative arrangement whereby BSO ITS host, develop and support a separate instance of FPPS

NHS Wales provided capital funding of just over £500K in the first year for BSO ITS to establish the environment and adapt the system to their requirements. This has now reverted to a recurring revenue model amounting to around £530K per annum that funds the core FPPS Wales team, the infrastructure and ongoing support and development.

The system processes approximately 7,000 claims per month with monthly payments totalling between £30 and £35 million per month across all GP practices in Wales (approx. 400).

Working in collaboration with HSC Trust, Arms-Length Bodies, and NICS colleagues helped develop a robust strategy for the ongoing management of EU Exit shipment queries.

PaLS continue to participate in National Supply Disruption Response (NSDR), which has enabled the monitoring and management of supply disruption issues and ensuring effective communication is maintained with suppliers/distributors. This has resulted in minimum disruption to supply of goods and services to customers.

The Interpreting Service Team won the 'Belonging in HSC' Award at the 2021 BSO Awards. This award recognised the team's widespread engagement with HSC stakeholders to support HSC Staff in delivering safe, accessible, and quality Patient care during the COVID19 pandemic.

Picture: Health Minister Robin Swan met with BSO Interpreting Service Ukrainian Translators - to Award them with training certificates and to acknowledge the quality support they are providing to Ukrainian Refugees.



## 7.2 Improvements to the Training of Allied Health Professionals

As our knowledge and understanding of the Covid-19 virus evolves and the impact of the virus continues, it is important that we enhance our understanding and knowledge to support people with ongoing Post COVID symptoms.

The HSC Clinical and Education Centre, in collaboration, with Allied Health Professional (AHP) colleagues at PHA and HSC Trusts provided a series of short lunch-time AHP led webinars to assist health and social care practitioners to support patients with continuing Covid-19 symptoms.

These provided a shared learning opportunity to explore the continuing challenges faced by some patients who contracted Covid-19 and also provided practitioners with advice on therapeutic interventions to support those with post Covid symptoms. The series was significantly enriched by the lived experience of patients, carers and service users.

The webinar series was very well attended with over 800 participants joining the live sessions and many others availing of the opportunity to watch recordings of the webinars.

The Clinical Education Centre ran an Allied Health Professional (AHP) led 7-week long COVID webinar series in May and June 2021, looking specifically at long COVID symptoms. These were very well attended by multi-professional audiences with over 800 joining the live events and several thousand viewing the recording online. Following a request from the Chief Nursing Officer in response to a Long Covid, Nursing Consensus event, the Clinical Education Centre developed a programme to increase awareness of Long Covid symptoms and the management options available. This programme will be available from April 2022.

## 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 in the ensuing paragraphs.

This section provides a selection of some of the quality initiatives and accreditations held or undertaken by BSO during 2021-22. It is not by any means intended to be an exhaustive list.

## 8.2 Regional Programmes

BSO Information Technology Services (ITS) is responsible for the provision of a wide range of regional ICT systems, services, and projects to support the business objectives of all Health and Social Care (HSC) organisations throughout Northern Ireland. These services range from the routine support of large, complex clinical, business and social care systems, to the procurement and implementation of large projects supporting the ongoing modernization and transformation of health care in Northern Ireland.

The image displays three project overview slides from the HSC Business Services Organisation, along with a historical timeline.

**Slide 1: NIPIMS LIMS**  
**Programme Stages:** Business as usual, Business case approval, procurement and contract award, Build, Test (Priority & Volume), and Roll out. A central circular diagram shows the stages in a clockwise cycle.  
**Project Overview:**  
 • Programme Manager - Martin Murray  
 • Capital Budget - £24M  
 • Revenue Budget - £10M  
 • ITS Staff Complement - 14  
 • Project Completion Date - April 2025  
**What is LIMS (Laboratory Information Management System)?**  
 LIMS is part of the wider NIPIMS (NI Pathology Information Management Service) Programme and will deliver a single regional LIMS system. This system will replace a number of lab systems that are approaching 40 years in use and are at end of life. The LIMS programme will ensure the future service is sustainable and enable transformation in pathology.  
 A diagram shows various legacy systems (e.g., HSC Pathology, HSC Pathology, HSC Pathology) being replaced by a single 'Regional LIMS' system. Some components are noted as 'Delivered at part of the IIPaT programme' and others as 'Delivered at part of the LIMS programme'.

**Slide 2: NIDIS**  
**Programme Stages:** Business as usual, Procurement, Phase 1 Design and Build, Test and Transition, and Phase 2 Design and Build. A central circular diagram shows the stages in a clockwise cycle.  
**Project Overview:**  
 • Programme Manager - Dermot Boyle  
 • Capital Budget - £2M  
 • Revenue Budget - £26M  
 • ITS Staff Complement - 22  
 • Project Completion Date - Nov 2023 Phase 2  
**What is NIDIS (NI Digital Identity Service)?**  
 • A new HSC wide Master Data Management solution  
 • Enabling the HSC to have a single view of any entity (Patient, Clinician etc)  
 • Replacing the HCN and NIHAIS service, but keeping the HCN number  
 • Critical to the functioning of other regional programmes, screening services and FPS  
 A diagram shows the transition from 'HSC Services On Line' to 'HSC Services On Line' through various stages.

**Slide 3: Historical Timeline**  
 A horizontal timeline showing the evolution of IT systems:  
 • **1982:** Paper (Image of a computer terminal)  
 • **1996:** Database (Image of a database interface)  
 • **Dec 2020:** Contract Award (Image of people at a meeting)  
 • **July 2022:** Future State (Image of a modern software interface)  
 Logos for ORACLE HEALTH BUSINESS, ORACLE, SPMS, and DXC are shown at the bottom right.

## Investors in People

The IIP assessment began on 1st November 2021 when the online survey was deployed to all staff in BSO. It was live for 4 weeks in total and received a 57% response rate. This is an increase of 12% on the 2018 survey response.

Following this, 47 staff from across the organisation were engaged with on a one-to-one basis. These meetings allowed our Investors in People consultant to delve a little deeper into the online survey findings.

Finally, a comprehensive range of documents and supporting information was shared with the IIP consultant which added further evidence of our people practices to support the assessment.

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

**“Your people are proud of what has been collectively achieved through a period of great uncertainty and significant challenge. Throughout the pandemic you worked hard to ensure that your people have been kept informed and supported so they could adapt to working from home and ensure safety of those who continued to provide critical services from workplaces across Northern Ireland. People have pride in this innovation and change; and of the growth in the organisation’s reputation as a trusted delivery partner and expert in services provided”.**

Some significant changes from the previous assessment are down to the fact that our response rate increased to 57%. That’s an 12% increase on the previous assessment despite the headcount of the organisation increasing.

BSO improved on all nine indicators but there was a significant jump in two of the indicators; Leading and Inspiring People, and Recognising and Rewarding Performance.

They moved from the “developed” stage to “established”. This is significant as the organisation needs to have all nine indicators at the “established” stage in order to ever achieve IIP Gold.

## Human Resources

To recognise the Health and Wellbeing achievements BSO entered the 2021 Inspire Awards and successfully won the Outstanding Employee Led Initiative Award for the Health and Wellbeing Efforts. This was awarded to HR Staff who implemented a number of successful initiatives, some of which include:

- **Developed a full suite of Health and wellbeing resources to support staff during COVID-19. Helped create a Sharepoint site with Health and Wellbeing information – 14,200 hits. This included a staff wellbeing recovery pack to support physical and psychological wellbeing: retweeted by Health Minister.**
- **Set up a desktop icon for staff to allow easy access to H&WB information.**
- **Organised mental health training for staff including Mental Health First Aiders.**
- **Set up a Mental Health Advocates Network of 55 MHFA’s – the first of its kind in HSC.**
- **Arranged a walking challenge. 170 staff took part – raised £1,350 for MIND charity. Staff walked 27,776 miles in May.**
- **Launched Domestic Abuse and Menopause Policy in BSO and 7 other client organisations and arranged webinars from Women’s Aid and relevant health professionals on Menopause.**

## Corporate Services

Corporate Services recruited its first dedicated Complaints and Whistleblowing Manager to ensure good governance and accountability is embedded across BSO. Corporate Services also appointed a fully qualified Estates Manager to ensure we achieve value for money.

## Finance Directorate

During 2021-22 the BSO Financial Management team rolled out budget training for non-finance managers to support learning and development.

## Internal Audit Unit

Internal Audit Unit continues to support staff through audit and accountancy qualifications and attendance at internal audit training events/conferences. During 2021/22, staff continued the training of two audit trainees who are studying to become Chartered Accountants and one trainee also completed their training and accountancy qualification successfully.

### Directorate of Legal Services (DLS)

BSO DLS Maintained ISO and Lexcel Accreditations, along with IIP at corporate level.

Lexcel is an accreditation for legal practices only and is conferred on practices by the Law Society of Northern Ireland, following a recommendation from external auditor, SGS. SGS confirmed it would be recommending the continuation of Lexcel for DLS for the next 3 years, and again this is an excellent achievement and recognition of the commitment and hard work of staff. Lexcel sets the standard for:

- Client care
- Risk Management
- People Management
- Structure and Strategy
- Financial Management
- Information Management
- File and Case Management

ISO 9001 is defined as the internationally recognised standard for Quality Management. It provides a framework and sets out principles that ensure a common sense approach to management of organisations to consistently satisfy customers and other stakeholders. ISO 9001 certification provides the basis for effective processes and effective people to deliver effective product or service time after time.

### Information Technology Services (ITS)

BSO ITS provided a regional Microsoft Enterprise Agreement and have provided all HSCNI staff with access to a Microsoft Certified Training platform, the Enterprise Skills Initiative, where all staff can partake in instructor led training free of charge and become certified in Microsoft technologies.

### Shared Services BST

In 2021/22, BST developed Delivery of Capital and Revenue system enhancement projects worth c. £340k to improve the system performance of HSC Finance & Procurement system and HR system. HRPTS upgrade projects will continue into the new financial year with the below being delivered in financial year 2021-22 to include:

- OS Upgrade
- Portal Upgrade
- OM forms Conversion
- Annual Patching
- Hardware Refresh

### Shared Services Accounts Receivable

Shared Services, Accounts Receivable (SSAR) were re-awarded the excellence in Credit Management Award at the British Credit Awards in March 2022 and will retain this accreditation for another 2 years. Shared Services, Accounts Receivable (SSAR) also awarded 'Excellence' status by the Chartered Institute of Credit Management This award demonstrates to our key stakeholders that we have achieved and maintained exceptionally high standards in performance over the last 2 years. It further provides a level of assurance that we will continue to deliver high quality services and that SSAR have an excellent level of creditability.

### Payroll

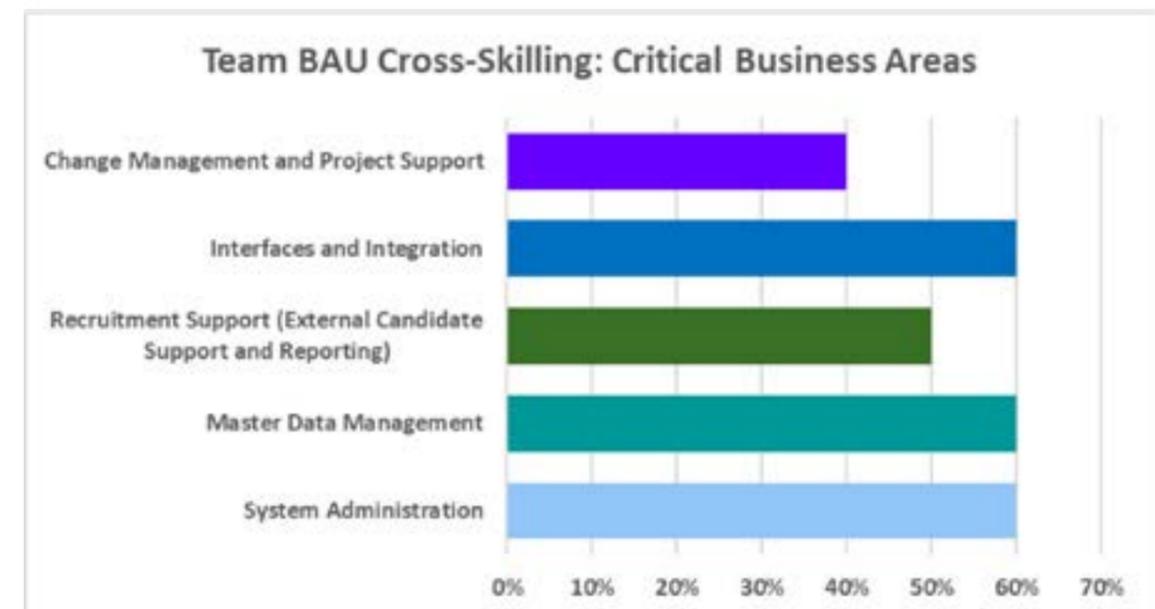
Payroll undertook 'Accredited Payroll Legislative Training' with our Training Partner, The Payroll Centre. This training included the Senior Management Team to ensure updated knowledge of the many changes that occur year on year are fully understood and implemented into our service.

The Senior Management Team also availed of a bespoke Payroll Legislative Changes course.

### Recruitment Shared Services

Recruitment Shared Services launched a 'Back to Basics' series for Managers which consisted of short 2-3 minute videos on various elements of the recruitment process providing professional guidance for busy managers.

Despite a challenging labour market the Recruitment Centre has supported the HSC to fill in excess of 1,000 posts on average every month. The Business Services Team (BST) ensured their staff were cross-skilled in a number of areas which encourages agile working, an adaptable team and allows staff to have a varied working day.



## Procurement and Logistics (PaLS)

PALS continued their ISO9001 and Centre of Procurement Expertise (COPE) accreditations.. The letting and management of contracts for goods and services is carried out by Procurement and Logistics Service (PaLS) on behalf of the family of Health and Social Care Organisations in NI. Contracts are arranged to optimise value for money for goods and services within the HSCNI, to ensure probity and to minimise resources used in the contracting process. PaLS are required to comply with the Public Contract Regulations 2015 for contracts over a designated monetary threshold. PaLS is also committed to the NI Public Procurement Policy (2002) (as amended), and implements the Procurement Guidance Notes (PGNs) developed by the Procurement Policy Unit in Department of Finance, Construction Procurement Delivery (CPD). These will include principles for under EU threshold procurements.

COPE.

Logistics had significant success at NI and UK Government Opportunities (GO) Awards as winners and finalists. The Procurement and Logistics Team Covid-19 Response won two award categories; they were awarded the Overall Excellence Award; and were highly commended in another category.

PaLS are conducting a full review of Business Continuity Plan and had designed and developed a robust offline Business Continuity response to combat cyber-attacks.

BSO PaLS has had significant success at NI and UK Government Opportunities (GO) Awards over the last few years and were finalist/winners in several categories:

BSO Awards winners – several categories

Outstanding Covid 19 Response – WINNER

Brexit Preparedness – WINNER

Overall Excellence Award – WINNER

Best Procurement Delivery – HIGHLY RECOMMENDED

The winning awards reflected a collective BSO PaLS team effort, as everyone contributed to make such a tough year a resounding success.

In 2021 PaLS appointed a Quality Manager to strengthen the quality function and focus on process mapping and process improvement across the functional areas.

PaLS invested heavily in training with Specialist Supply Chain Training - CILT L6, CILT L5, CILT L3, Food Safety & ISO Internal Audit training provided to a number of staff.

PaLS also created an Exploration Framework for staff to experience other areas/ functions of the business thus improving cross functional working and highlighting opportunities across the business.

## Information Technology Services (ITS)

ITS achieved the successful reaccreditation audit for ISO20000 in February 2020. These standards and guidelines give BSO a template to support our aim of providing the highest quality IT service to our HSC customers.

ITS were also awarded winner of the National Procurement Award.

### Internal Audit

Following annual inspection by the accrediting body, BSO Internal Audit continue to be accredited with the ISO 9001: 2015 quality standard.

### LIMS Project

The Laboratory Information Management System (LIMS) project, delivered by ITS with support from PALS and DLS, won the award for 'Infrastructure or Capital Project of the Year' at the UK National Go Awards in May 2022. These awards are for excellence in public procurement and best practice across all UK nations.

### Family Practitioner Services (FPS)

Managers at all levels undertook various aspects of Leadership training e.g. Aspire, Prince II, HTML, MSc Business Improvement.

DTIU and Screening enhancing the workforce in the BSO Screening Team by approving the Business Case for the creation of a Drug Tariff Intelligence Unit.

A member of the Data Analyst team was presented with the 'People's Choice Award' for his transformation of data streams for BSO Screening Programmes. The data processes have been streamlined within Screening Services and controls introduced to minimize the impact of human error and enhance the level of assurance for both Cervical and Bowel Screening Programmes. Counter Fraud and Probity Services (CFPS)

Four staff members within CFPS have achieved formal accreditation as Counter Fraud Investigators.

Picture: The BSO Staff Awards are a significant part of acknowledging quality within all of our Directorates and Service Areas.



The Department of Health is making an imminent change to the directions provided to the Counter Fraud Service (CFS) which will extend the remit of CFS to cover the conduct of preliminary enquiries on behalf of all HSC organisations. To prepare for this significant change the CFS senior management team has engaged with staff in the development of new processes, procedures and policies to ensure appropriate governance arrangements for this new area of work.

CFS is presently working with the 4 Countries Counter Fraud Group to review and enhance the standardisation of processes within the Counter Fraud Service for the Health Sector throughout the UK.

### Clinical Education Centre

4,722 staff have participated in AHP-led programmes or programmes available to AHPs. 23% of attendances have been to programmes open to multi-professional audiences; which is reflective of the growing demand for multi-professional education.

### Human Resources - HSCB migration

In order to successfully migrate HSCB staff to BSO an overarching project plan was developed with 4 core pillars of work:

- Governance
- Organisational Development
- Resourcing
- Health and Wellbeing

These pillars were underpinned by partnership working, communication, consultation and engagement.

An overarching HR and Staffing Workstream was established which met monthly with a core focus on practical migration activity. Membership included HSCB, BSO, PHA, DoH and Trade Union Colleagues.

Feedback from staff throughout the change was sought in a number of ways including Monthly OWD meetings with a representation from each directorate, Quarterly HR Clinics and pulse surveys to assess culture.

Picture: The BSO Shared Services Team in Ballymena getting recognised for their efforts to improve quality



### PaLS

PaLS engaged with DAERA in developing revised food delivery strategies. This resulted in continued stock availability despite significant supply chain disruption. Logistics - re-accreditation of ISO9001/CECOPS/STS Certificates and reaffirming the Quality Management System in PaLS.

Expanded Receipt & Distribution service provision across BHSCT to include Mater Hospital and Musgrave Park Hospital, growing our services to BHSCT and providing savings against the previous model.

### Shared Services

Payroll Service Centre was nominated for the 'Team of the Year Award' at the BSO Awards Ceremony who were placed as runner up. Collaborative recruitment exercises for both Nursing and Social Work have supported the streamlining of student recruitment to support speedier recruitment to critical front-line posts.

### HSC Leadership Centre

One of the unique selling points of the HSCLC is the networking and shared learning our programmes provide. We have developed and delivered a number of regional programmes for specific specialties including social workers, AHPs, GP Federations, Podiatry and SAS Doctors with the latter being nominated for an award at the national HPMA Awards.

### Customer Care & Performance (CCP) Mechanics Training

In September 2021, the CCP Team organised an introductory training session focusing on the operational management of Survey Mechanics software. The training session was facilitated by the HSC Leadership Centre. Survey Mechanics new software purchased by BSO and will replace the Survey Monkey software previously used by a number of service areas when conducting both internal and external surveys.

The training sessions were attended by a wide variety of service areas in BSO including Internal Audit, HR, FPS, SBRI, PaLS, Counter Fraud and Corporate Services. The training session focused on providing the trainees with a demonstration that covered the inter-workings of this system, in terms, of how potential users can operate it effectively and efficiently. Feedback from those who attend was very positive especially in relation to new features which will ensure that forthcoming surveys will be interactive and dynamic for the participants.

## 9.0 CONCLUSION

This ninth 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.



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