



# Business Services Organisation

Providing Support to Health and Social Care

## Annual Quality Report

# 2013- 14

Quality 2020 is a 10 year strategy designed to protect and improve quality in health and social care in Northern Ireland. As part of Quality 2020, this is the first Annual Quality Report of the regional HSC Business Services Organisation. Since the inception of BSO in 2009, our search to continually improve how we deliver high quality business services to health and social care has been at the heart of everything we have done. This Annual Report aims to share information on the BSO approach to quality within the diverse range of support and specialist professional functions for which we have responsibility.

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

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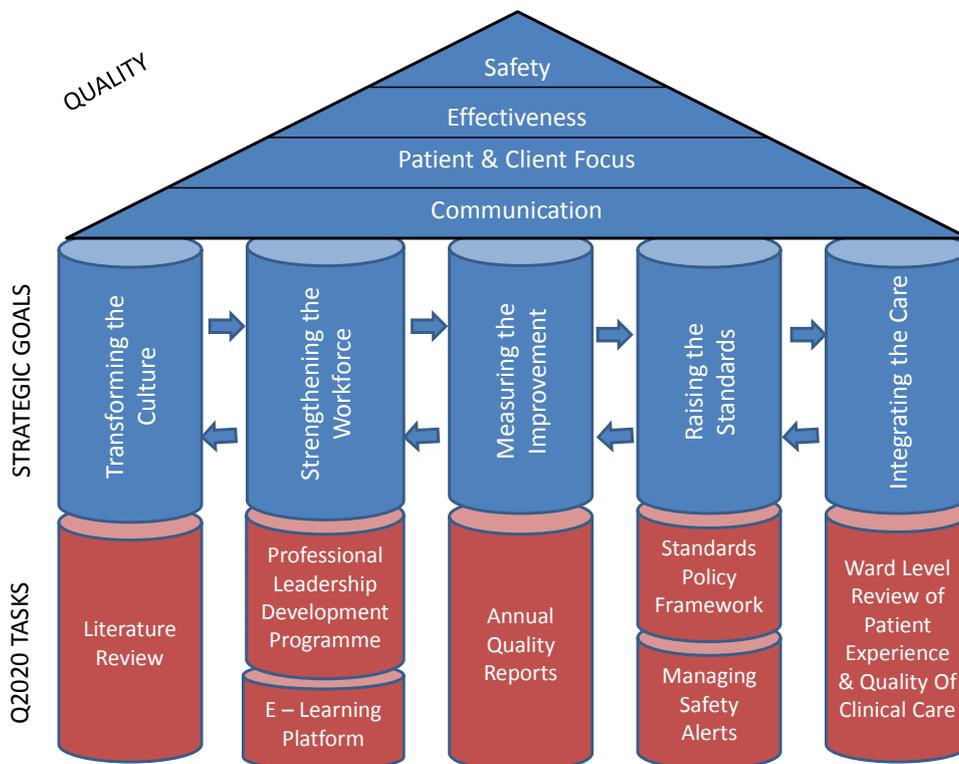
## 1.0 What is a Quality Report and Why Do We Need It?

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.



Quality 2020 Model

The lead agency for Quality 2020 is the DHSSPS. The Chief Medical Officer is the Programme Sponsor and the DHSSPS Director of Safety, Quality and Standards is the Senior Responsible Officer (SRO) for the programme. The BSO is represented by our Director of Finance on the Quality 2020 Implementation Group. The Customer Care and Performance Directorate is responsible for co-ordinating the organisational approach to quality excellence within the BSO.

Like the TYC Review, the 2020 Quality Strategy recognises the valuable role the HSC workforce will play in delivering the outcomes. Both reports also refer to the importance of modernising the technological infrastructure and support in order to deliver an integrated system of care. BSO is well placed to help colleagues in the wider HSC achieve these aims by the enablement of transformation across a number of key areas such as capability, engagement, technology, Integrated Care Partnerships and Social Care Procurement.

For example, our newly configured Clinical Education Centre provides education for Nurses, Midwives and Allied Health Professionals across all HSC Trusts in Northern Ireland. It also provides education and training on a consultancy basis to the voluntary, community and independent sectors. During 2013-14 the Centre delivered a wide range of education programmes to support professional development and enable service reform.

Another example of how BSO plays a key role in enabling transformation of the HSC is through the NI Electronic Care Record (NIECR). The NIECR is an HSC web-based portal system delivered by BSO Information Technology Services (ITS) in conjunction with supplier Orion Health. The system was launched in July 2013 with the aim of providing accurate and accessible patient records across Northern Ireland. NIECR should improve the speed, quality and efficiency of healthcare delivery and benefit every person in Northern Ireland. More timely access by healthcare professionals to more complete information will benefit all patients, reduce duplication and wasted time, and improve safety.

The development of Annual Quality Reports is one the designated tasks under the Strategic Goal of Measuring the Improvement in the Quality 2020 Model above. This is the first time the BSO has produced an Annual Quality Report. It documents the BSO approach to quality excellence and continuous improvement during the year 2013-14 and sets out some of our plans for improvement in the future.

## 2.0 Overview from the Chair and Chief Executive on Delivering Quality Excellence in Business Services

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

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

Since the establishment of the BSO, we have worked closely with our customers to introduce new and innovative services which will support improved health outcomes, care and treatment for the public. Our commitment to ensuring quality whilst providing value for money is also reflected in our Values and Strategic Objectives.

### 2.1 Our Values

*As an organisation we value:*

- *Listening to our customers and responding innovatively to their needs;*
- *Operating transparently to the highest possible standards with honesty and integrity;*
- *The diversity and individuality of our staff and the contribution that each makes to the success of the organisation;*
- *Delivering services in a manner that maximises the resources available to front line health and social care providers;*
- *Being socially and environmentally responsible in how we deliver our services.*

### 2.2 BSO Strategic Objectives 2012-15

- *To Improve Customer Experience*
- *To Grow and Develop*
- *To Recognise and Embed Excellence and Innovation*
- *To Ensure Good Governance*

### 2.3 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 DHSSPS, 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 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;
- 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 annual Customer Satisfaction Survey with associated improvement action plans.

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

We recognise that delivering high quality and value for money services is a continuous process. We would particularly like to thank members of BSO staff for their constant dedication and commitment to delivering services in innovative ways. A special word of thanks is due to those who provided feedback, both positive and negative, through our annual Customer Satisfaction Survey, which has helped inform our efforts to continually improve our services.



**Alexander Coleman**  
Chairman



**David Bingham**  
Chief Executive

**September 2014**

### 3.0 Business Service Organisation's Approach to Quality Excellence

BSO continues to develop a corporate and strategic approach to quality and continuous improvement. Quality is a living concept that has experienced a continuous evolution acquiring new meanings. For BSO purposes we will use the definition stated in the Regional Quality Strategy 2020.

***“What is “quality”? The dictionary definition is “degrees of excellence”. We know that quality can be high, low or somewhere in between. We also know that to make quality high normally requires a range of things to be present. Usually no one factor can define it. Whether it’s holidays (facilities, food, comfort, service, etc) or cars (economy, power, safety, reliability, etc), the excellence is derived from how that product or service performs across a range of factors” – Quality 2020 (HSC).***

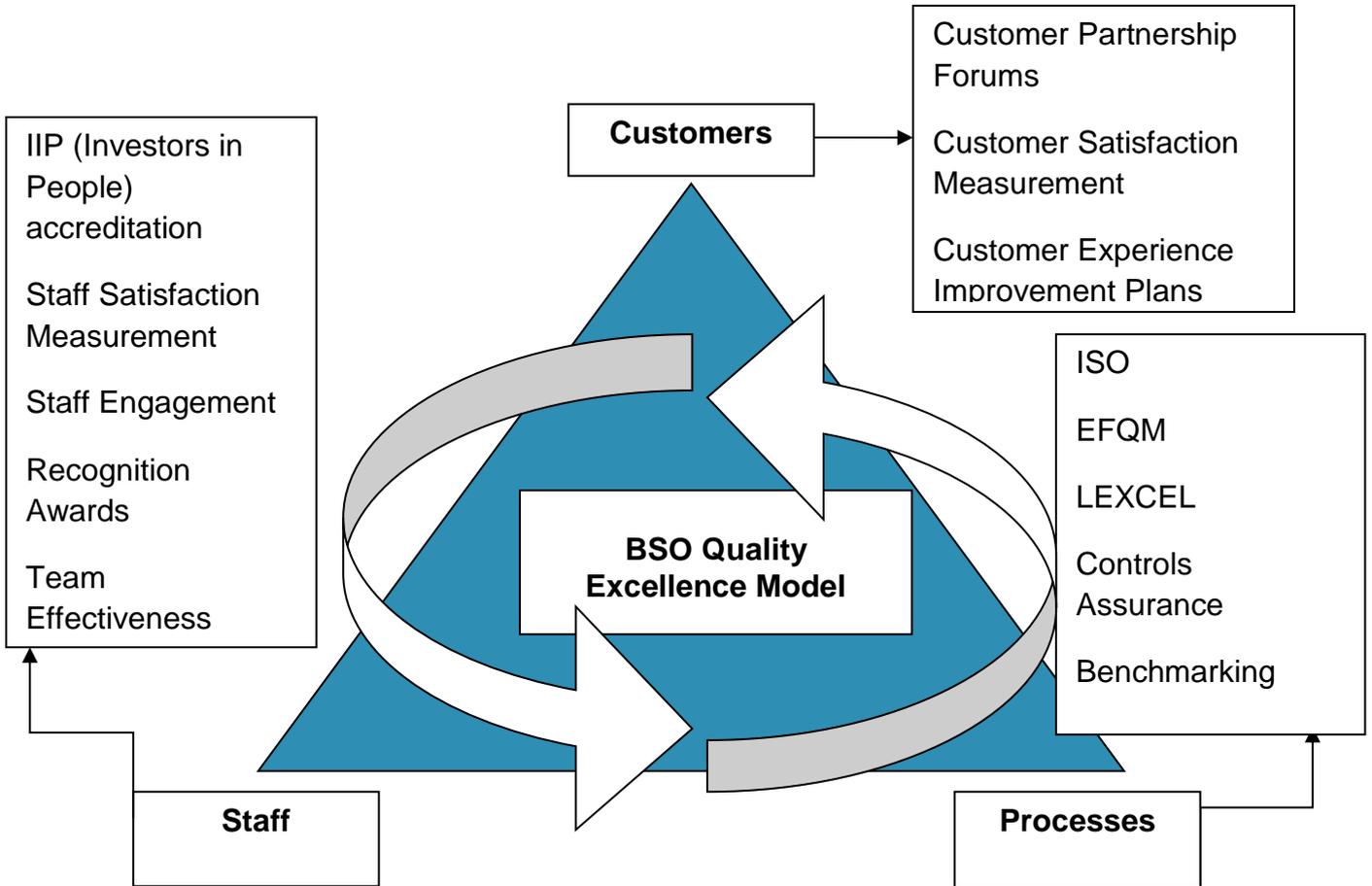
There are three key dimensions to the BSO approach, involving our **customers, staff and processes**. Our approach is based on the following premises.

Excellent organisations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities. Customers are the ultimate judges of quality excellence. One of the BSO's four Strategic Objectives for 2012-15 is 'To Improve Customer Experience'.

People are the most valuable asset in organisations. Organisations that value staff pay attention to shared values and promote an environment of empowerment for the achievement of both organisational and personal goals. Excellent organisations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their staff. One of the BSO's four Strategic Objectives for 2012-15 is 'To Recognise and Embed Excellence and Innovation'.

An excellent organisation will have processes that are focussed on the satisfaction of internal and external customer needs and expectations. Processes, aligned with strategy, mission and objectives, have to add value to customers and other stakeholders.

The BSO's corporate and strategic approach to quality excellence can be summarised in the diagram below:



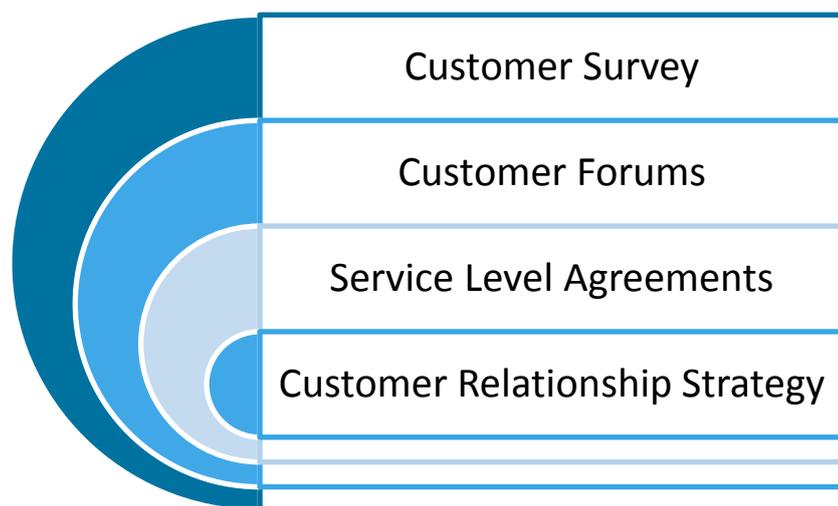
*BSO Quality Excellence Model*

The BSO's approach to quality along each of the three dimensions involving customers, staff and processes is further illustrated in the subsequent pages.

## 4.0 Delivering Quality Excellence to BSO Customers

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 DHSSPS. 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.

Although part of the HSC, the BSO has to demonstrate that it can compete with other providers of similar services from both a cost and quality perspective. Standing still is not an option for BSO, particularly in the current economic environment which has placed unprecedented pressure on us and on our customers to deliver efficiency savings. This drives us to continually seek to find new and innovative ways of developing and growing our services and increasing our productivity.



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

### *BSO customer quality model*

One of the BSO's four Strategic Objectives for 2012-15 is 'To Improve Customer Experience'. The BSO is not required by statute to establish governance arrangements to involve and consult with service users. However, we recognise that effective involvement is a key component in the delivery of a high quality service. The BSO has a continuously evolving Customer Relationship Strategy which 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 an annual Customer Satisfaction Survey. Customer Care training is now embedded as mandatory part of Induction Training for all BSO staff.

A corporate Customer Satisfaction Survey has been carried out each year since the establishment of BSO and continues to drive what we do and how we do it. Our fifth annual survey took place in 2013-14 with the largest ever number of responses from a wider range of organisations than in any previous year.

There was an overall satisfaction rate in 2013-14 of 74.7% which was fairly consistent with results from the previous four years, however, there was a continuing fall in the rate of dissatisfied respondents at 4.5%. 43.5% of respondents felt that the service provided by BSO had improved in the preceding 12 months. Overall, the survey has shown high levels of satisfaction in some areas and marked improvement in others but reinforces that we have still much to do.

During November 2013, the BSO's Clinical Education Centre (CEC) convened its first regional stakeholder event. The Centre welcomed 30 senior nursing and midwifery representatives from across a wide range of organisations, including all six HSC Trusts, NIPEC, NI Prison Service, independent and voluntary sectors, university sectors and Royal Colleges of Nursing and Midwifery.

This event enabled the Centre to test out its priorities against the service needs. The stakeholders who attended the event agreed that the CEC currently leads, enables and delivers a substantial number of regional programmes and initiatives which fall within the themes of:

- increasing patient and client safety
- improving clinical practice
- supporting professional development and
- promoting Excellence in Care.

#### **4.1 Next Steps in Delivering Quality Excellence to BSO Customers**

Included in our customer-focused quality initiatives for 2014-15, we plan to:

- Consider how the CEC can support the growing demand for education for across the full nursing and midwifery workforce in Northern Ireland including nursing and midwifery assistants.
- Ensure that all education delivered by CEC supports the regional strategic direction and Quality 2020 agenda.
- The development of a quality assurance framework within CEC, incorporating the annual quality assurance of a sample of programmes by NIPEC. This framework aims to assure the delivery of high-quality in-service education and learning activities which are:
  - Responsive to and reflective of clients' needs
  - Educationally sound
  - Informed by best available evidence
  - Delivered by skilled teaching staff
  - Subjected to evaluation

- Bring forward the timing of the Customer Satisfaction Survey to ensure the results are taken into account in our updated Corporate Strategy and annual Business Plan for 2015-16.
- Review and update Customer Relationship Strategy.
- Review Customer Forum arrangements to take account of Shared Services.

## 5.0 The Role of BSO Staff in Delivering Quality Excellence

We regard our workforce to be the BSO's most important asset and value the diversity and individuality of staff and the contribution that each makes to delivering services to the high standards that our customers expect. The BSO seeks to recognise and embed excellence and celebrate individual, team and organisational success. During 2013-14, the total average number of staff we employed on a permanent basis was 1,147 to deliver our range of specialist support services from a number of locations throughout Northern Ireland.

We wish to be seen as a great place to work with staff who are skilled to do their job to the best of their ability. Whilst investing in current staff, we wish to recruit people who will bring an attitude to the organisation which will support our performance and customer orientated culture. Whilst recruiting staff, we will bear in mind not only their qualification, but also their attitude to and aptitude for the work. We aim to recruit staff who will support our value system by their behaviours and who can contribute to organisational objectives.

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



*BSO customer quality model*

The BSO Human Resources Strategy 2014-16 has six key themes;

1. Recruiting and Promoting People
2. Developing the human capital within the organisation to deliver and improve our services
3. Ensuring a healthy workforce and culture and contributing positively to the health and well-being of our workforce
4. Recognising and rewarding the contribution of our staff
5. Ensuring that Human Resources good governance and practices exist within the organisation
6. Staff engagement.

## 5.1 Investors in People

Investors in People (IIP) is a quality framework that delivers organisational improvement through people. It centres on the development of people to achieve real results and 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 services.

### 5.1.1 Benefits

There are many benefits associated with being a recognised Investors in People employer:

- Culture where employees feel valued
- Higher levels of trust, co-operation, engagement
- Improved communication throughout organisation
- Improved leadership skills and behaviours
- Learning culture
- Improved recruitment and retention levels
- Improved flexibility: supports change
- Supports service improvement/modernisation.



The Business Services Organisation was successfully assessed against the Investors in People international quality standard in January 2013. The official presentation of the award took place at Hillsborough Castle in May 2013.

During the course of the assessment, the external assessor met with approximately 70 staff and managers from across the organisation. Some 39 evidence requirements of the IIP standard were assessed.

The evidence requirements were measured under specific themes including:

- Communication processes
- Investment in people management and communication skills
- Performance Appraisal
- Learning and Development

The assessment concluded that “despite on-going change and ever increasing pressures within, the BSO has demonstrated the high standards necessary to be accredited as an Investor in People.”

**5.1.2 Next Steps in Investing in People**

The Organisation and Workforce Development (OWD) Group will continue to play a significant part in co-ordinating activities for people management and development across the organisation. Part of this work will be to ensure that key recommendations for continuous improvement from the IIP Report are taken forward with a view to re-accreditation in 2015.

At the time when BSO was accredited as an IIP employer, Hugh McPoland, Director of Human Resources and Corporate Services said:

*“This accreditation reflects the commitment of all our staff to this organisation. The strength of team working was also favourably commented upon. On behalf of the Chief Executive and myself, could I thank everyone involved in this process for their commitment and support, particularly those members of the OWD Group. This is a great reflection on this still-young organisation and provides a platform to develop further our HR processes.”*

**5.2 BSO Recognition Awards 2013**



*BSO Recognition Awards*

These awards are designed to recognise the continuing excellent work and staff dedication throughout Business Services Organisation. Members of staff are encouraged to nominate the work they or their colleagues are doing for formal recognition.

There are three main awards:

- Improving Customer Service Award
- Team Award
- Innovation Award

### *Recognising Staff*

*On Thursday 26 September 2013 BSO held its second annual Recognition Awards event at The MAC in Belfast. Twenty-eight nominations had been received from across the whole organisation and at the event five awards were presented to staff members chosen by a panel made up of Glynis Henry (Chief Executive of NIPEC), Mark Bradley (Director of Corporate Services of NISCC) and Robin McClelland (non-executive Board member). The event began with the Chairman, Mr Coleman, presenting certificates of recognition to staff who had achieved an academic award within 2012/2013. Mr Coleman then invited Glynis Henry to speak who expressed her delight at the standard of application and the enthusiasm of BSO staff. Mr Coleman then went on to announce and present the winners within each category with a trophy and certificate. Finally Mr Coleman presented a token of gratitude to staff who have over forty years continuous service within HSCNI.*

*Extract from BSO Business Matters September 2013*



*"Improving Customer Service Award" winner: The HSC Leadership Centre Belfast Trust SLA Team*

### 5.3 Staff Training and Development

As part of our commitment to investing in our people, the BSO undertakes significant training and development activity for staff to support quality excellence. This includes the attainment of professional accreditations.

Our ITS staff are actively encouraged as part of their training and development plans to undertake ITIL training. ITIL is the most widely accepted approach to best practice service management. 22% of staff in Pals are professionally qualified with a Diploma in Procurement and Supply from the Chartered Institute of Purchasing and Supply. Internal Audit staff are actively encouraged to gain accreditation through an accountancy body or as a certified internal auditor. Similarly, our Finance staff are encouraged to gain accreditation through an accountancy body. Our Counter Fraud investigators are encouraged to work towards a qualification as an accredited counter fraud specialist and technicians through the Counter Fraud Professional Accreditation Board.

All teaching staff within the Clinical Education Centre are qualified nurses from all fields of practice and a range of specialisms. All of our nursing and midwifery teaching staff are required or supported to obtain the PGCE teaching qualification via the University of Ulster, ensuring that the delivery of education is provided by educational, as well as clinical experts. All nursing and midwifery staff are registered with the Nursing and Midwifery Council (NMC) and come from all fields of practice and a range of specialisms. All Allied Health Professional education and training programmes are delivered by experienced and skilled staff from within and far beyond Northern Ireland.

The CEC also have developed strong inter-agency working with our partners in HSC Trusts to ensure that all our teaching staff receive appropriate, high quality and relevant clinical updating on a yearly basis, thereby ensuring that clinical competence is a core component of professional development and appraisal processes.

### 5.4 BSO Staff Absence

The cumulative absence figure at March 2014 was 3.67%. This is 0.08% higher than the BSO sickness target of 3.59% but is within the normal tolerance range. The cumulative absence figure at March 2013 was 4.12% and March 2012 was 3.82%, so it can be seen that absence has decreased over the last two financial years. It should be noted that should the absence of those who have retired through ill health be taken out of calculation the absence figure would be 3.57%, which would be below the BSO target for 2013/14.

The above figure of 3.67% is 1.33% lower than the average level of employee absence for the Health Sector and 0.33% lower than organisations of a similar size

workforce (CIPD Absence Management Survey 2013). The BSO is also 1.23% lower than the NICS sickness absence rate (Sickness Absence in the NICS 2012/13)

This reflects the work that BSO has done to develop a range of initiatives to address the health and wellbeing of our staff and helping managers to manage absence.

## 5.5 Health Fairs

As part of our strategy to support and encourage healthy life and work styles among our staff, we endeavor to ensure that Annual Health Fairs are delivered in major workplace locations. In 2013/14, Health Fairs were held in Gransha Park House, Tower Hill and County Hall. Fairs typically include a number of exhibitors including nutritionists, the Staff Association, physiotherapists, Cancer Focus NI, Care Call and occupational health nurses who carried out blood pressure and cholesterol checks. The occupational health nurses saw 101 staff in Gransha Park House, 85 in Tower Hill and 62 in County Hall.

Evaluations are carried out after each fair which revealed that 97% of respondents found the health fair useful and cholesterol and blood pressure checks provided by the occupational health nurses proved most popular. Overall, 78% of respondents felt encouraged to make a lifestyle change following information or advice received at the health fair and 98.9% of respondents indicated that they would like to see the health fair repeated in the future.

*'Thank you for making this available to Tower Hill staff - so often these events are confined to Belfast so it was great to have it on our doorstep.'*

*'Thank you for making it possible for "out of Belfast" staff to attend in an "out of Belfast" location.'*

*Extract – BSO Health Fair evaluations*

## 5.6 Next Steps in the Role of BSO Staff in Delivering Quality Excellence

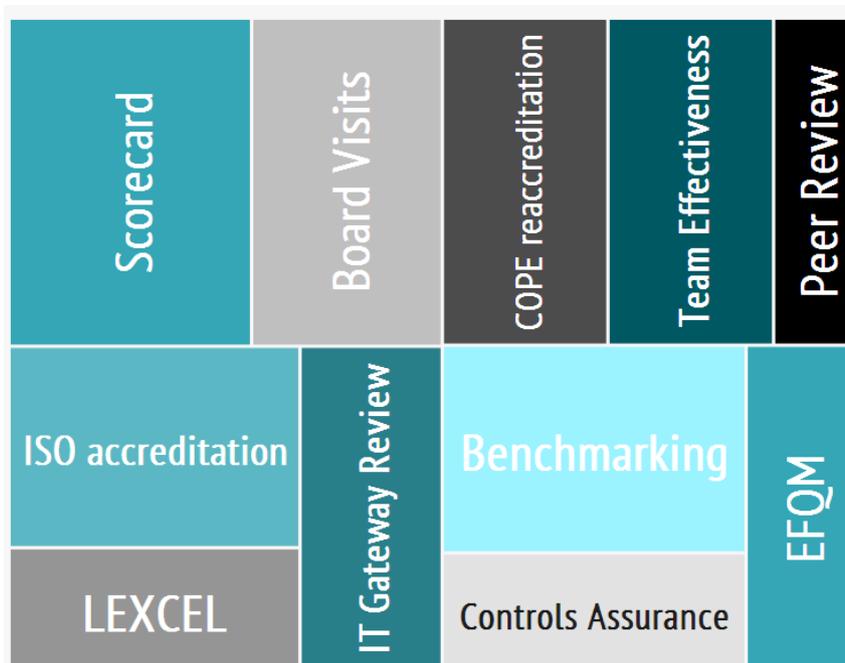
- During 2014-15, we will ensure full roll-out of team working initiatives across 12 teams within BSO and evaluate their implementation.
- We will continue to work towards reaccreditation as an 'Investors in People' employer.
- Introduce a learning and development target for training hours delivered per staff member.
- Carry out evaluations of our Health Fairs amongst those who attended (as arranged).

- Aim to achieve the corporate absence targets across all Directorates (the BSO 'stretch' target absence rate within our Business Plan for 2013-14 was 3.59%, while the target for 2014-15 has been reduced still further to 3.41%).
- We will aim for continuous improvement against the CIPFA Benchmarking VFM Standards.
- We will aim for Improvement in Human Resources Controls Assurance Standard to upper quartile.

## 6.0 The Role of BSO Processes in Delivering Quality Excellence

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 below:



*BSO Process Quality model*

The following articles from our monthly staff magazine, *Business Matters* give a flavour of some of the quality initiatives and accreditations undertaken by BSO during 2013-14. It is not by any means intended to be an exhaustive list.

- **Procurement and Logistics** – Centre of Procurement Excellence (CoPE) re-accreditation
- **Office for Research Ethics Committees, NI (ORECNI)** – quality re-accreditation, October 2013
- **Information Technology Services** – ISO 9001 2008 TickIT re-accreditation, January 2014
- **Board Visits** – September 2013 to January 2014.

## 6.1 Centre of Procurement Expertise

In Northern Ireland public procurement is governed by the Northern Ireland Public Procurement Policy. This policy established the concept of Centres of Procurement Expertise (CoPE) and directed central government departments and their arms-length bodies that procurement should be conducted through a recognised Centre of Procurement Expertise. BSO Procurement and Logistics Service is the accredited CoPE for goods and services for health. The process of accreditation involves demonstrating to a team of independent assessors that the organisation consistently applies good governance and best practice in conducting its business. BSO PaLS was reaccredited for a further three years from the 23-25 of October 2013.

*“Feedback from the assessors was very positive, especially about the enthusiasm of the staff working in BSO PaLS – well done to everyone involved and a big thank you to colleagues across the service for being willing to be grilled about us!”*

*Peter Wilson, Assistant Director of Procurement and Logistics*

*“Thank you for your letter of 4 November in which you highlighted that BSO PaLS has recently been re-accredited as a Centre of Procurement Expertise. I would like to take this opportunity to congratulate you and the team within PaLS for this achievement and for the hard work that has taken place in securing this successful outcome. I would be grateful if you would pass my congratulations on to all that were involved in this process.”*

*Dr Andrew McCormick, Permanent Secretary DHSSPS and HSC Chief Executive*

## 6.2 ORECNI accreditation

The Office for Research Ethics Committees Northern Ireland (ORECNI) at BSO is a Research Ethics Service which helps to protect the rights, dignity and welfare of research participants within the HSC/NHS, and to protect the rights of researchers to perform ethical research and legitimate investigation. The service provides ethical review of research studies via research ethics committees (RECs) of trained volunteers who consider research ethics proposals involving human subjects their tissue or data, and which took place within the HSC and the wider NHS. The ORECNI staff manage the RECs and ethics submissions from researchers to the RECs.

The ORECNI underwent a remote audit of its office practices and procedures on 20 September 2013. Areas audited included records management, records destruction, information security, staff training and complaints handling. It has now been given full

accreditation for a period of three years by the UK National Research Ethics Service's Quality Assurance Department based in London.

The ORECNI staff have worked hard to put in place an office manual which explains the day to day running of the office and which would allow for business continuity should new staff come on board. This was particularly commended and is now being used as model for other Research Ethics Committee Centres in the UK.

### 6.3 ITS ISO 9001 TickIT accreditation

In January 2014, ITS underwent an external audit of ITS's Quality Management System (QMS) and achieved ISO 9001 2008 TickIT. This involved a 2 day audit conducted by an independent external auditing organisation.



The QMS requires that regular internal audits are carried out to monitor on-going compliance with the various documented processes. To this end, ITS has a team of internal auditors who discharge this vital function. The internal auditing team is comprised of staff at various grades and specialisms. In addition to enabling auditors to see how other areas of their organisation functions, auditing brings a 'fresh pair of eyes' to a service area. This is particularly important as it underpins the continuous service improvement ethos of the quality system as auditors are encouraged to recommend improvements, where appropriate, as part of their auditing function

The next external audit scheduled for August 2014. ITS is nearing the completion of the first phase of a project which is seeking to obtain the more IT Service Management focused ISO 20000 accreditation.

*"ISO 20000 will help underpin our drive to deliver quality services to our customers."*

*Brian McLaughlin (IT Service Manager)*

### 6.4 Lexcel

Our Directorate of Legal Services continued the accreditation to the ISO and LEXCEL Quality awards following external assessment on 21-22 October 2013. This continued accreditation was a significant achievement with the Audit



Report.

*“The Practice continues to demonstrate a high level of compliance ... supported by the fact that no non-compliances were raised during the assessment.”*

*Audit report*

## 6.5 Internal Audit

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



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

## 6.6 BSO Board Members Out and About in 2013-14

As part of a Developmental Programme, Non-Executive Directors of the BSO Board completed a series of visits to various BSO services located at different sites. These visits proved very successful in affording an opportunity for Non-Executive Directors to meet BSO staff and learn more at first-hand about the wide range of services provided. The visit programme will continue in 2014-15. The following comments from the Board members give something of a flavour of the visits:



PaLS Distribution Centre, Campsie, September 2013

*“The Distribution Centres provide a critical service to the HSC. The Logistics team at Campsie came across as very committed, hard-working and professional and a credit to the organisation”.*

Probity Southern Hub, Pinewood Villa, St Luke's Hospital, Armagh, October 2013

*"The Probity team members demonstrated a professional approach and took pride in their achievements. The care shown in meeting the needs of both customers and the BSO was impressive."*

ORECNI, Lisburn Square House, Lisburn, November 2013

*"The service has a rich seam of experience at the core – the Head of Service has been there for most of the past ten years and several of the REC members have been there from the beginning. A review of the service had been undertaken during the year and it is clear that the importance of reflection and review is understood."*

*The quality of the secretariat seems good based on the review of the materials provided to REC members and the observed support provided at the Committee meeting.*

*The REC 2 meeting appeared to be well-run and the contributions from members insightful with the balance on addressing ethical rather than research design issues.*

*It appeared that research applicants were treated appropriately and courteously with an appropriate level of dialogue between them and the REC. It was also apparent that applicants would have been clearly advised of the reasoning behind any decision to refuse or defer ethical approval."*

Procurement and Logistics Service, Ulster Hospital, Dundonald, December 2013

*"Customer relations at the Ulster Hospital are extremely good, with the Trust staff recognising the benefits of utilising PaLS. While difficulties were encountered during the challenging period of BSTP implementation, these have largely been resolved."*

BSO Data Warehouse, Centre House, Belfast, January 2014

*"Data Warehouse – excellent service, but capacity pressures need resolution. Electronic Care Record NI – cutting edge world class development which is a major innovation to patient care."*

## 6.7 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 holds a central role in the administration and verification of the questionnaires and 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. Specific actions arising from recent Benchmarking Exercises undertaken within BSO to improve the quality of services provided included:

- Training of Pensions staff around Pensions Reform and other specific statutory changes such as the Bribery Act;
- Addressing the reactive/proactive split in Counter Fraud and Probity Services with new proactive areas of work;
- Developing a workforce strategy in the Internal Audit Service to address inconsistencies in staff qualifications and training;
- Reviewing organisational data around Learning and Development

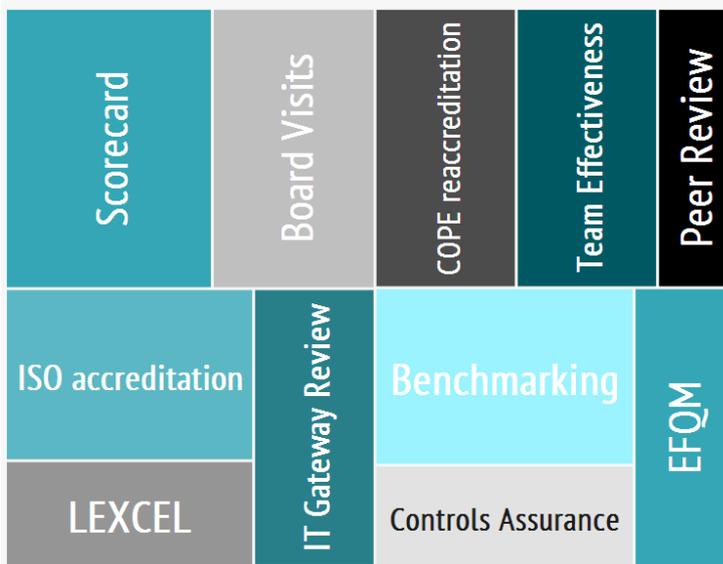
## **7.0 Next Steps in Delivering Quality Excellence and Conclusion**

BSO will seek to explore in the coming year the feasibility of attaining the new Governance Mark of Excellence launched by the Chartered Institute of Public Finance (CIPFA).

BSO currently has one corporate quality excellence accreditation in the form of the Investors in People Standard (IIP). The IIP aims to deliver organisational improvement through people i.e. the 'Staff' element of the BSO Quality Excellence Model. The CIPFA Governance Hallmark should provide a framework for focus on the 'Customers' and 'Processes' sides of the model through driving good practice in transparency, reporting, audit and effective stakeholder engagement.

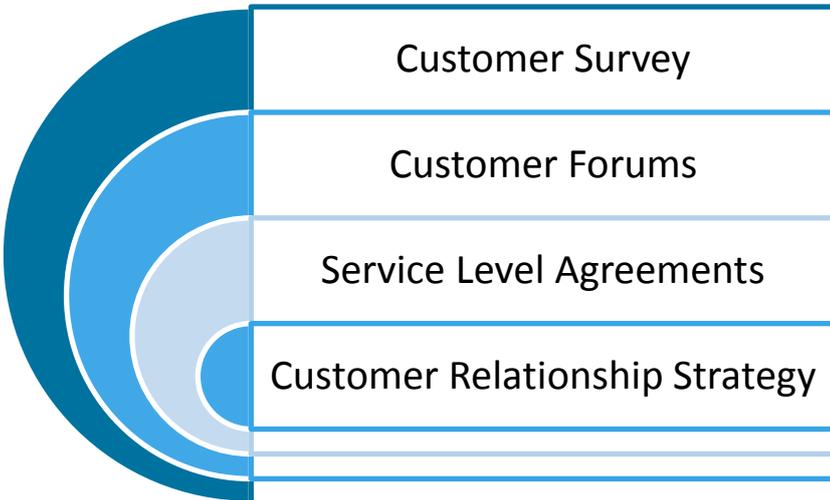
It is clear that financial constraints will be a part of our life for the foreseeable future and will continue to impact on HSC resources. We will continue to monitor their effects on the quality of our services and seek to meet them with creativity and innovation.

### 8.0 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