



Business Services
Organisation

Providing Support to Health and Social Care



Annual Quality Report

2014- 15

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 second 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. The format of this second Annual Quality Report of BSO follows the concept of the five strategic goals of Quality 2020.

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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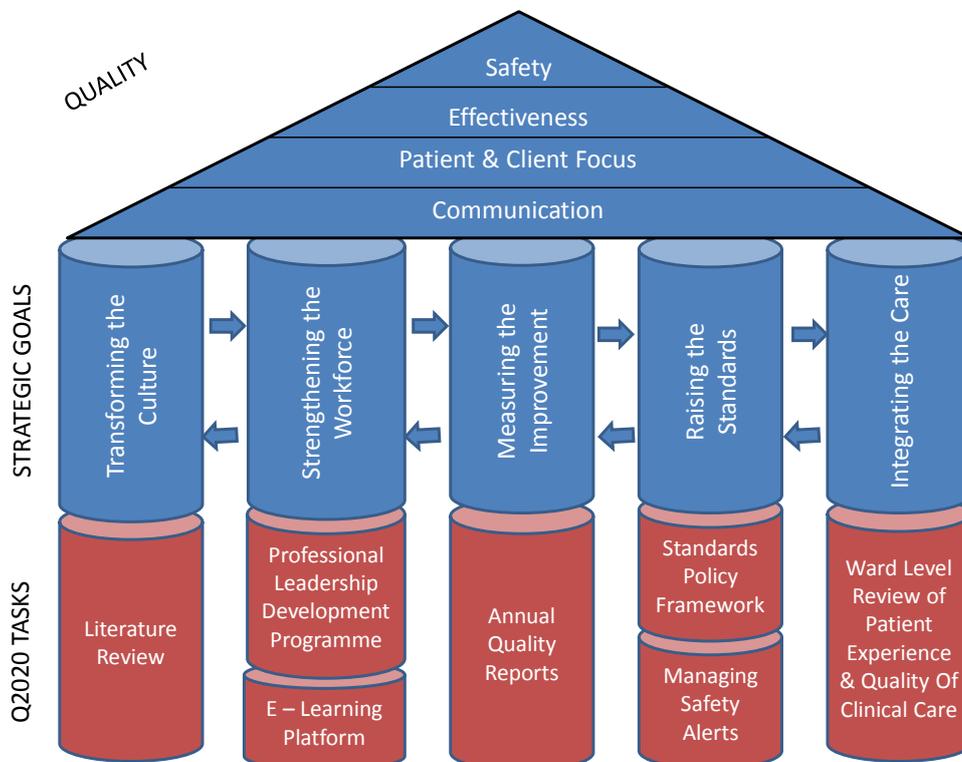
1.0 FOREWORD FROM BSO CHIEF EXECUTIVE

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 has responsibility for co-ordinating the organisational approach to quality excellence within the BSO.

The development of Annual Quality Reports is one of the designated tasks under the Strategic Goal of Measuring the Improvement in the Quality 2020 Model above. This is the second BSO Annual Quality Report. It documents some of the BSO's achievements with regard to quality excellence and continuous improvement during the year 2014-15 following the concept of the five Quality 2020 strategic goals previously outlined.

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

The Business Services Organisation (BSO) was set up in April 2009 to provide a range of business support and specialist professional services to other health and social care bodies. These services include procurement, technology support, human resources, legal services, family practitioner services, counter fraud and internal audit. 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.

The Senior Management Team and the Board of BSO have spent a significant amount of time developing a clear strategic direction. This is reflected in our new Corporate Strategy for 2015-18 and Annual Business Plan, both of which are available on the BSO's website and have been shared and discussed across the organisation. Our Strategic Objectives and Values for 2012-15 have served us well. However, in order to help us fulfill our Mission in an increasingly challenging environment, we have reviewed our Strategic Objectives and Values for the three year period 2015-18.

As an organisation we value:

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

- *Professionalism and Expertise.*

Our Strategic Objectives or Outcomes for the next three years will be the focus of everything we do:

- *To Deliver Value for Money Services to our Customers*
- *To Grow our Services and Customer Base*
- *To Pursue and Deliver Excellence through Continuous Improvement*
- *To Enhance the Contribution and Development of Our People.*

I recognise that delivering high quality and value for money services is a continuous process. Once again, my thanks to those who provided feedback, both positive and negative, through our annual Customer Satisfaction Survey. Please be assured that this has helped inform our efforts to continually improve our services. Thank you also to BSO staff for the high levels of professionalism and enthusiasm evident across the organisation. Their contributions to health and social care have been recognised with a variety of regional and national awards and the Annual BSO Staff Recognition Awards.



David Bingham
Chief Executive

October 2015

2.0 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-focussed.

2.1 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 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.

2.2 Quality Culture within BSO

When an organisation has a quality culture all employees have embedded quality improvement into the way they conduct their daily business. Although part of the HSC, 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 our customers to deliver efficiency savings. This drives us to continually seek new and innovative ways of developing and growing our services and increasing our productivity.

As an example, within the HSC Leadership Centre every member of staff is expected to develop and implement at least one new or innovative product aligned to key themes agreed with customers during the year.

Much work has been carried out within Legal Services to ensure that its quality procedures, specifically ISO 9001 and LEXCEL (Law Society of NI Quality Award) are incorporated into the day to day working of the Directorate and dealings with clients. As a consequence, quality is not seen by staff as something 'additional'.

2.3 Employee Engagement

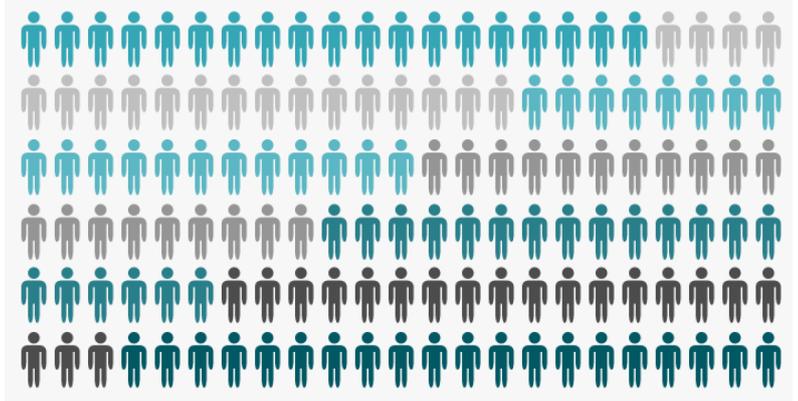
In 2014-15, the BSO Human Resources team focused on improving employee engagement. An Employee Engagement Workshop was held on 13 November 2014 in Belfast Central Mission, and 100 employees attended. The following three questions were used to encourage conversations about working in BSO:

- What does a great day at work look and feel like for you?
- What needs to happen to create more great days at work?
- What are your top five practical suggestions to create more great days at work?

Over 89% of the 100 attendees believed engagement is 'of critical importance' or is 'very important'. Over 61% of attendees agreed with the statement 'I know what is happening in my department' and over 75% of attendees agreed that their manager was approachable. As a result of the workshop, an action plan was developed. One of the actions was to 'Create a confidential employee suggestion Scheme' and a Better Suggestion Scheme was trialled in BSO during February 2015. Uptake of the suggestion scheme was excellent and 93 ideas were submitted.

Other actions, including revising the appraisal process and raising the profile of BSO corporate values, are currently underway. The most common area for suggestions was the 'office environment' followed by ICT and 'terms and conditions'.

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



BSO Staff Quality model

3.0 Strengthening the Workforce

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

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

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

3.1 Health and Wellbeing

A new Health and Wellbeing Strategy for BSO was developed and introduced in 2014-15. This addresses what a healthy workforce looks like and why this is important. The strategy, which is aligned to WHO guidance, focuses on four key areas: Personal Health Resources (i.e., attitudes and beliefs); Psychosocial Work Environment (i.e., support and resources); Physical Work Environment (i.e., workplace health and safety procedures), and Community Involvement (e.g., charity fundraisers). A corresponding action plan has been developed and is currently being implemented. For example, corporate gym membership discounts across the region have been advertised to all staff. In addition, BSO continues to organise and host regional health fairs with the support of the Occupational Health Service.

During 2014-2015, stress related illnesses accounted for 21.2% of absence in BSO. In response, BSO Human Resources has introduced three courses specifically designed to address mental health issues: *Individuals Managing Stress*; *Managers Managing Stress*, and *Mental Health First Aid*. The uptake has been good and 91 members of staff have attended one of these courses.

3.2 BSO Annual Recognition Awards

On Thursday 25 September 2014, BSO held its third annual Staff Recognition Awards Event in the MAC, Belfast. The event included the celebration of academic achievement and recognition of staff members with 40 years' service. Attendees enjoyed a two course lunch as part of the event.

Nominations were requested in the categories of:

- Improving Customer Service Award
- Innovation Award
- Team Award.

A total of 17 nominations were received for the Awards and nine were chosen to present to a panel of judges. The panel members were Patricia Nicholl, Chief Executive of NIGALA and Robin McClelland, Non-Executive Director of BSO. The winners of the awards were announced by the BSO Chairman, Mr Alexander Coleman. Mr Coleman also announced winners in the categories of Outstanding Leadership and the 2014 Chairman's Award for Excellence.

3.2.1 Winners of the Awards

Improving Customer Service Award

In February 2014 Anne Finn became the only accredited Co-Leader and Assessor of potential facilitators for the Advanced Communication Skills program in Northern Ireland. This programme is designed to increase awareness of the complexities of communicating within a challenging environment and has led to an increase in the Service Level Agreement business, as well as the potential for Other Fee Earnings.



Anne Finn collecting her award from the Chairman.



Members of the Knowledge Exchange team collect their award.

Innovation Award

The Knowledge Exchange considers all HSC staff, wider organisations, departments and individuals delivering health and social care across Northern Ireland as its customers. The website provides a knowledge repository to help staff grow, develop and share knowledge. It provides space (online, in phone and in person) for staff to meet, discuss, debate and tackle emerging and current trends in health and social care.

Team Award

During the challenging times following the implementation of the new Finance, Procurement and Logistics (FPL) system, all PaLS staff demonstrated considerable commitment to minimising the impact on customers and contributing to a resolution of the problems being encountered, often in very challenging circumstances. The result of their efforts enabled a continued supply of goods and services to all HSC organisations in Northern Ireland.

Representatives from the Procurement & Logistics Service.



Chairman's Award for Excellence

Once again, due to the outstanding nature of the applications, an additional award has been included – the BSO Chairman's Award for Excellence. This award is chosen from the nominations submitted within the 3 categories. This year this award recognises Eamonn Doherty (ITS), who has consistently played a lead role in integrating new technology and innovative solutions within the BSO. The recipient of this year's award has used their extensive knowledge, experience and skills within their profession to develop creative resources which are supporting innovation throughout the region.



Eamonn Doherty.

Outstanding Leadership Award

BSO has faced many changes and challenges throughout 2014 and we are grateful to all of our staff for their patience and hard work throughout this time of transition. In fact, there have been many examples of successes and achievement within BSO during this time. Exceptional Leadership has steered the BSO through the initial challenges the changes brought and one person in particular has stood out in this area. Greg McCloskey collected an award in Recognition of his Outstanding Leadership for his work within Shared Services in the BSO.



Greg McCloskey receiving his award.



Dr Glynis Henry, CBE, and the Chairman, Mr Alex Coleman.

The Chairman also took the opportunity to extend our warmest congratulations to a member of staff within Health and Social Care who has been honoured for her work in health care in the Queen's Birthday Honours by being awarded the honour of Commander of the Most Excellent Order of the British Empire.

Congratulations to Dr Glynis Henry, CBE, for showing exceptional leadership in the nursing profession, particularly in very difficult circumstances, while working tirelessly to promote, support and develop the profession, protecting and safeguarding standards of care leading to improved quality of patient care in Northern Ireland.



3.3 Communication

Members of BSO staff are made aware of quality improvement initiatives being undertaken by a variety of means. These include the monthly staff magazine, “*Business Matters*”, regular staff meetings, team briefings, professional supervision meetings and the HSC Knowledge Exchange.

The *HSC Knowledge Exchange* is an initiative of the HSC Leadership Centre and is now well established as a way of sharing good practice, innovation and learning across the HSC system in Northern Ireland. It features more than 150 local case studies to reduce duplication and acts as a portal to hundreds more examples of good practice locally and nationally. Events are hosted and recorded in the knowledge repository. During 2014-15 the website had been visited more than 10,000 times by 6,000 individual visitors. The weekly update of emerging thinking and current news is sent to 800 registered users and Twitter followers.

During the year, the Leadership Centre continued to provide seminars where innovative and inspirational speakers shared their experience with the wider HSC and public sector audience. The Leadership Centre continued to run two distinct series, one for Leadership and another for Patient Safety and Quality Improvement. A new ICT theme was also introduced in 2014-15 in acknowledgement of the importance of the e-Health agenda.

3.4 Listening to Staff

The following are some examples of quality improvement initiatives that were suggested by front line BSO staff and taken forward by BSO during the past year.

- Further and improved training regarding the appraisal process arising from Staff Engagement Workshops
- Development of a comprehensive staff training manual to support Procurement staff
- Creation of a ‘virtual warehouse’ instead of two separate warehouses to improve customer service and increase storage capacity
- A number of Clinical Education training programmes were refined and/or developed through collaborative working with clients and front line teaching staff e.g. Preceptorship; Medicines Management; Fluid Management in Children and Young People, *Solihull*; Safeguarding Children
- During 2014-15 through a new initiative, the Clinical Education Centre successfully delivered several targeted Learning Events through both the Nursing and Midwifery Unit and the AHP Unit. The focus of these events was generated by staff from within the two Units and were highly valued by the audiences of front-line practitioners
- Development of a process manual for all Finance processes and procedures

- Development of a comprehensive HSC Pensions website, including on-line benefit calculators
- Nine new HSC Leadership Centre courses and major consultancy initiatives to support quality improvement, customer care, team effectiveness and employee engagement
- Improved processes within Shared Services including invoice backlog processing and supplier file cleansing initiatives
- All communications to customers regarding decisions of Research Ethics Committees are sent by e-mail rather than by post
- In July 2014 a new-look Medical Card was introduced in the form of a credit-card shaped plastic card. This replaced the traditional paper card that had been introduced at the beginning of the National Health Service in 1948. BSO's Family Practitioner Services staff encouraged the independent contractors to ask their patients to order a new Medical Card via the BSO website. The new card is easy to carry and can be used to demonstrate entitlement to services.
- The first-time fix rate in IT support has increased substantially over the past few years by having skilled teams who can fix rather than just referring or logging issues

4.0 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.

4.1 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:

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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.

Further operational examples from BSO Directorates include:

- Comprehensive quantitative and qualitative evaluation systems from course participants in the HSC Leadership and Clinical Education Centres and inform changes to products. Impact evaluation processes are included in HSC Leadership Centre proposals for consultancy initiatives.
- HSC Clinical Education Centre (CEC) has an annual Quality Assurance report into a sample of its programmes carried out by NIPEC.
- IT Services use service toolsets, customer feedback and project monitoring tools such as Project Vision.
- Equality team uses qualitative data collection through roundtable discussions or one-to-one engagement with customers and quantitative data collection through surveys
- HSC Pensions Service provides quarterly governance reports to DHSSPS
- PaLS has its own performance dashboard and analyses data from all available systems, audits and performance against Key Performance Indicators (KPIs). Outputs are addressed by operational groups throughout PaLS.

4.2 Continuous Professional Development and Training

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

In addition to the majority of BSO IT technical staff having a relevant computing degree, many staff members will also have ITIL, PRINCE 2 and other technical specialist accreditations. Our ITS staff are actively encouraged as part of their training and development plans to undertake ITIL training. ITIL is the most widely accepted approach to best practice service management. ISO Awareness and Auditor training has also been provided to ITS staff as appropriate.

Around 22% of staff members in PaLS are professionally qualified with a Diploma in Procurement and Supply from the Chartered Institute of Purchasing and Supply. Specialist training in ISO has been provided to the designated PaLS officer with quality responsibilities and this is refreshed at regular intervals. This officer in turn provides training in relation to ISO auditing. Specialist training in EFQM assessment was provided to senior PaLS officers to support gaining the Mark of Excellence and update training is provided as required.

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

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

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

All solicitors within the Directorate of Legal Services have access to Continuous Professional Development (CPD) and conferences on legal topics.

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 a Nursing and Midwifery Council (NMC) approved PGCE teaching qualification sourced through a local university, ensuring that the delivery of education is provided by educational, as well as clinical experts. All nursing and midwifery staff members are registered with the NMC and come from all fields of practice and a range of specialisms. The vast majority of Allied Health Professional education and training programmes are delivered by experienced and highly skilled external tutors, sourced regionally, nationally and internationally. The Assistant Head and AHP Training Co-Ordinator as HCPC registrants are supported to access a variety of opportunities in CPD and to engage with and contribute to the wider professional agenda. All members of nursing and midwifery teaching staff are employed in regulated posts. As registrants and teachers, they are supported and enabled to maintain and enhance their knowledge and skills through CPD, clinical updating, professional supervision, attendance at conferences and professional forums. In planning, preparing and delivering programmes, these members of staff critically review evidence and innovations in practice.

The CEC also has developed strong inter-agency working with our partners in HSC Trusts. This ensures not only that products delivered by both the Nursing and Midwifery and AHP Units meet the needs of local workforces, but also provides opportunities for teaching staff to participate in appropriate, high quality and relevant clinical updating on a yearly basis. This helps to ensure that clinical competence is a core component of professional development and appraisal processes.

Training for BSO staff is primarily identified through the staff appraisal process which leads to an Annual Training Plan reflected the broad corporate training needs. Additional training programmes will be developed in the coming year such as a Root Cause Analysis programme to enable full and proper understanding of complaints and significant events. All members of BSO staff are encouraged to participate in relevant training programmes provided either in-house or by the HSC Leadership Centre. In turn, members of HSC Leadership Centre staff have been trained in LEAN/Six Sigma, Foundation in Improvement Science in Healthcare and in the Institute for Health Improvement (IHI) model for improvement.

5.0 Raising the Standards

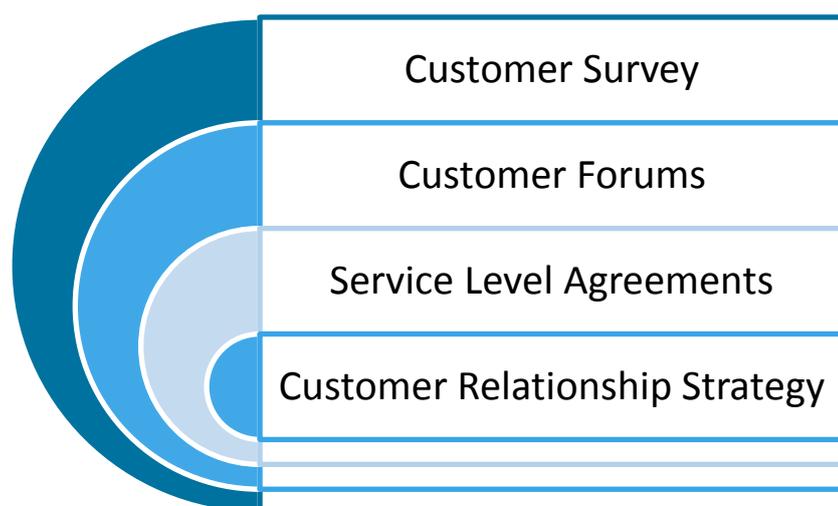
The Quality 2020 aim: We will establish a framework of clear evidence-based standards and best practice guidance. We will establish dynamic partnerships between service users, commissioners and providers to develop, monitor and review.

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.

5.1 Involving Service Users in Quality Improvement

The BSO is a customer-driven organisation and earns its income from the provision of services which are paid for by other HSC bodies. These include the five HSC Trusts, the HSC Board, the Public Health Agency and other regional agencies within the HSC community, as well as the 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

During 2014-15, one of BSO's four Strategic Objectives for 2012-15 was '*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 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. In response to requests from representatives of our regional customer organisations, the Customer Care and Performance team now regularly facilitate four Customer Forums for these organisations in one day. The service areas covered are: Shared Services, Procurement and Logistics, Human Resources and Finance.

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 sixth annual survey took place in 2014-15 with the overall satisfaction rate increasing from the previous year and the overall level of negative responses decreasing.

There was a drop in satisfaction in some areas of service and action plans were developed to resolve issues highlighted in individual surveys. The results of customer surveys are placed on the agenda for discussion at the appropriate Customer Forums. The BSO Board, in its consideration of the survey results, agreed that the results of future surveys should be disaggregated i.e. the analysis should separate the responses from BSO staff (who are also internal customers) and those from non-BSO staff. 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.

One example of how BSO involves service users in quality improvement was In February 2015 when the BSO Equality Unit, along with its partner organisations, held an Equality, Diversity and Human Rights Conference. The conference was designed as a sharing-learning event, primarily for staff working in the regional Health and Social Care organisations. It focused on the business benefits of equality, diversity and human rights based approaches to health and social care. The conference featured inputs from service users, staff working in health and social care, as well as external inputs from the legal and private sectors.

6.0 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.

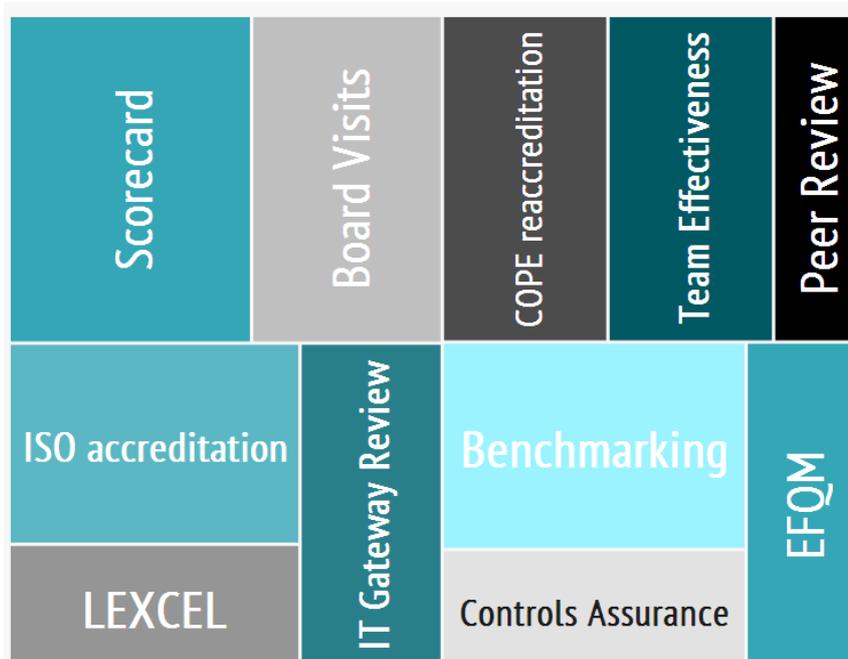
Reaching outside of the HSC to avail of expertise and experience is an excellent way to measure performance and to use other outlooks on training and management to achieve the best results for the service user.

6.1 External Assessment of BSO Business Processes

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

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

The corporate approach of the organisation to Benchmarking is outlined at paragraph 6.2.



BSO Process Quality model

The following provides a flavour of some of the quality initiatives and accreditations undertaken by BSO during 2014-15. It is not by any means intended to be an exhaustive list.

6.1.1 Centre of Procurement Expertise

In Northern Ireland public procurement is governed by the Northern Ireland Public Procurement Policy. This policy established the concept of Centres of Procurement Expertise (CoPE) and directed central government departments and their arms-length bodies that procurement should be conducted through a recognised Centre of Procurement Expertise. BSO Procurement and Logistics Service is the accredited CoPE for goods and services for health. The 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 reaccrédited for a further three years from 23-25 October 2013.

In November 2014 the PaLS Sustainability Team won the Health Care Supplies Association Sustainability Award. This award was for the Home Oxygen Therapy contract awarded on behalf of the Health and Social Care Board. The BSO PaLS submission competed with those of other NHS procurement organisations for this prestigious award. This work was further recognised for its success as it was shortlisted as a finalist in the Chartered Institute of Purchasing and Supply Awards, competing with entries from both the public and private sectors. It was also Highly Commended at the National Sustainability Awards.

6.1.2 ORECNI quality 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 BSO Board was advised in August 2015 that both HSC RECs A and B attained full quality accreditation on first audit which gives an excellent quality and performance stamp for the service for the forthcoming three years. This was based on the work performed by the committees during the financial year 2014 to 2015. This has been achieved despite significant committee and organisational restructuring of the service during this timeframe and reinforces confidence that the service is performing to a very high standard.

6.1.3 ITS ISO 20000- 1:2011 accreditation

Quality and performance are key considerations for the BSO IT Service. ITS has been an 'ISO 9001:2008 TickIT' quality accredited service since its creation in 2009, undergoing biennial independent external audits.



A major effort during the 2014-15 year was aimed at moving ITS to the ISO 20000- 1:2011 standard. The ISO 20000 standard is an externally accredited industry standard which is based on the Information Technology Infrastructure Library (ITIL) best practice guidelines for the provision of IT Services. BSO ITS was successful in gaining this standard in February 2015.

In expressing his delight with this achievement, David Bryce, ITS Assistant Director, explained:

“This is a standard which is aimed directly at the sort of business that ITS carries out. The new standard will continuously improve the efficiency and effectiveness of the services that ITS currently delivers. The Standard will also provide a key toolkit for the implementation of any new services in the future. It is noteworthy that there are currently only 41 other organisations in the UK with this accreditation.”

6.1.4 Lexcel

During the year our Directorate of Legal Services continued to be accredited to the ISO and LEXCEL Quality awards following external assessment in 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

6.1.5 Internal Audit

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



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

6.1.6 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.



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.”

The Organisation and Workforce Development (OWD) Group continued to play a significant part in co-ordinating activities for people management and development across the organisation during 2014-15. Part of this work was to ensure that key recommendations for continuous improvement from the IIP Report were taken forward with a view to re-accreditation in late 2015.

6.1.6 HSC Clinical Education Centre

The Clinical Education Centre’s Allied Health Professional (AHP) Unit was a finalist in the Award for achievement in supporting and developing the AHP workforce at the inaugural NI Advancing Healthcare Awards.

Majella Doran, Senior Education Manager was awarded the Institute of Nursing and Health Research Mona Grey Postgraduate Nursing Research Award for Excellence in Research 2014.

6.1.7 Environmental Sustainability

BSO was honoured in the prestigious 2015 Action Renewables Awards Ceremony in March 2015 as one of the Top Ten Northern Ireland Green Businesses and Organisations.

6.2 BSO Benchmarking

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

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

In general, the Benchmarking Exercises indicate that services provided by the BSO represent good value for money. Specific actions arising from recent Benchmarking Exercises undertaken within BSO to improve the quality of services provided included:

- A previous benchmarking exercise had indicated that BSO Counter Fraud staff were paid higher than average. This situation has now been addressed and Counter Fraud staff bandings are broadly in line with other organisations ;
- The HSC Pensions Communication Strategy was reviewed and expanded to account for the Pensions Reforms in accordance with the Public Service Pension Act (NI) 2014. This action was undertaken with a view to reduce appeals and generate income ;
- Finance (Accounting) performance was significantly better than comparator organisations in the number of days between due and return dates for statement of accounts and external audit sign off. A Team Effectiveness training event produced an action plan to be used by BSO Finance to optimise the way in which it manages its human resources.

7.0 Conclusion

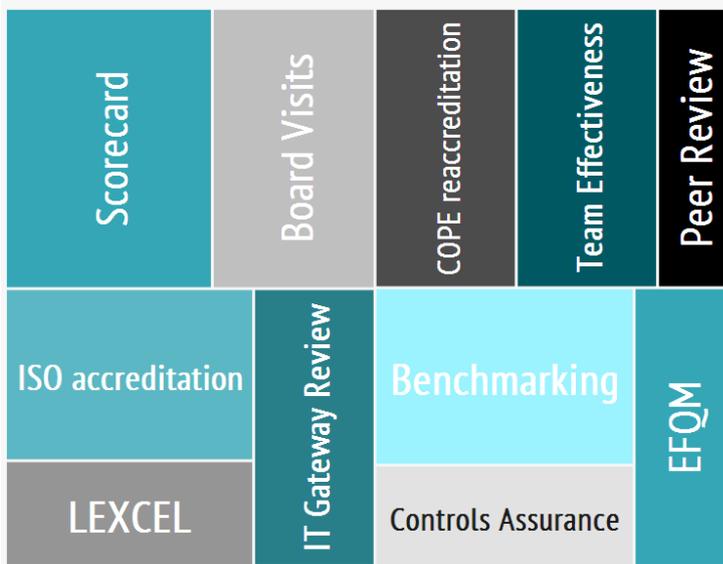
This Second Annual Quality Report of the BSO has been produced in accordance with the guidance issued by the DHSSPS. Broadly speaking, this is that the format of the report should follow the five strategic Goals of the Quality 2020 Strategy. These Strategic Goals are as follows:

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

In seeking to fulfil these goals, 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. BSO, as the key support organisation within HSC, will continue to monitor their effects on the quality of our services and seek to meet them with creativity and innovation.

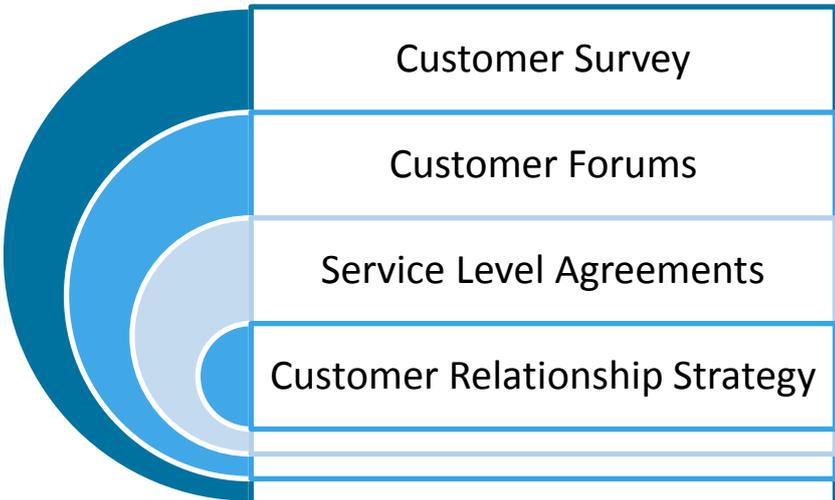
The BSO corporate approach to Quality Excellence is summarised graphically overleaf.

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