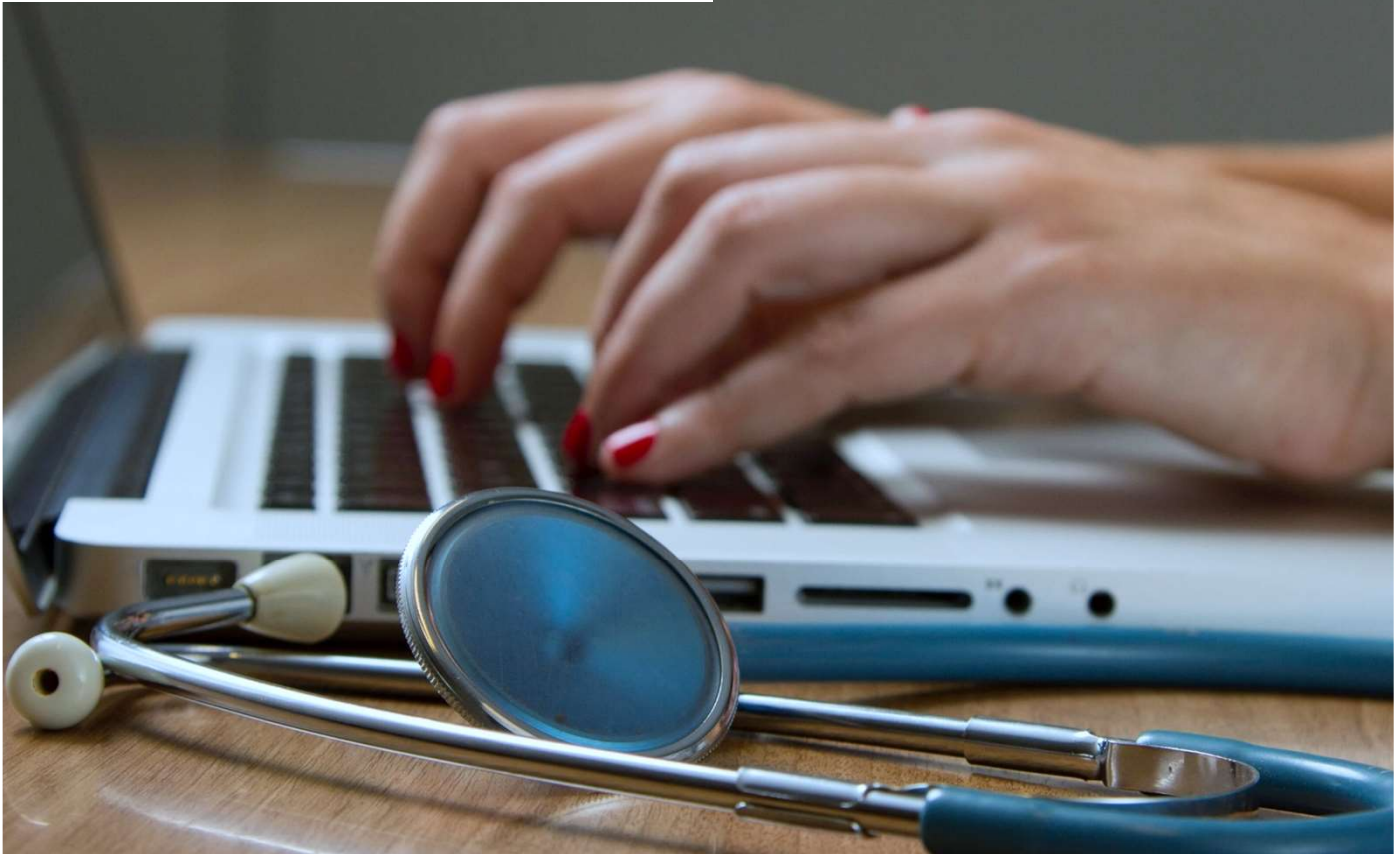




Business Services  
Organisation



# DIGITAL STRATEGY

## 2022-2027

Creating more value and  
better experiences, faster

# Our Digital Strategy on a page

## BSO's Corporate Mission:

*Our 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 people of Northern Ireland."*

**Supporting our mission, BSO's Digital Vision sets out two primary digital ambitions which we will progress in parallel (with an initial focus on becoming an exemplar digital organisation):**

### Driving our own digital delivery

BSO as an exemplar organisation in our use of digital to create significant value for HSCNI

### Delivering wider digital transformation

BSO as the "engine room" to support the delivery of digital transformation across HSCNI

## PRINCIPLES

BSO will adopt a set of Digital Principles (the rules and guidelines that will shape our future digital services):

### Digital by Design

All services are accessible digitally and provide a good customer experience.

### Customer Centric

We will design our services and service measures around our Customer needs.

### Agile

We will work with customers and staff to iteratively improve continuously in a measurable way.

### Data

Data will be at the heart of solution design and decision making.

### Regionally Aligned

Our digital solutions will align with regional approaches, strategies and standards e.g. cloud adoption.

### Secure

Our digital solutions will both be secure by design and enable our Information Governance approach

### Accessible

Our services will be accessible and inclusive



## SOLUTIONS

We will invest in the implementation of a number of (new/enhanced) corporate digital solutions to enable BSO to become an exemplar digital organisation:

### Customer Portal

A secure online portal for our customers to access our digital services.

### CRM

To help us effectively manage our relationships and contacts with client organisations and customers

### Commercial Solution

To better manage and record the cost, and pricing, of services including time recording as appropriate.

### BI and Data Visualisation

Corporate tool to provide visual access to real-time information.

### Corporate Decision Making and Risk Management

To support management team



## APPS & TOOLS

We will invest in a Digital tools to enhance and augment existing solutions, comprised of reusable products and a 'toolbox' of digital solutions, apps, connectors that will help accelerate the provision of further digital services:



### Digital Toolbox

## CAPABILITIES

We will invest in our people to develop and sustain the new and enhanced capabilities required to deliver our Digital Ambitions, centred around:



Designing services around our customers

Driving value from HSC data

Agile delivery of solutions and digital inclusion

Innovating how HSC works

Protecting our systems and data

Ensuring effective management

## CULTURE

We will design and implement a Digital Culture programme across BSO. This future culture will drive those new behaviours and energy that will underpin BSO's Digital Strategy – fast, innovative, efficient and effective in our execution.



### Heads

Skills and competencies

### Hearts

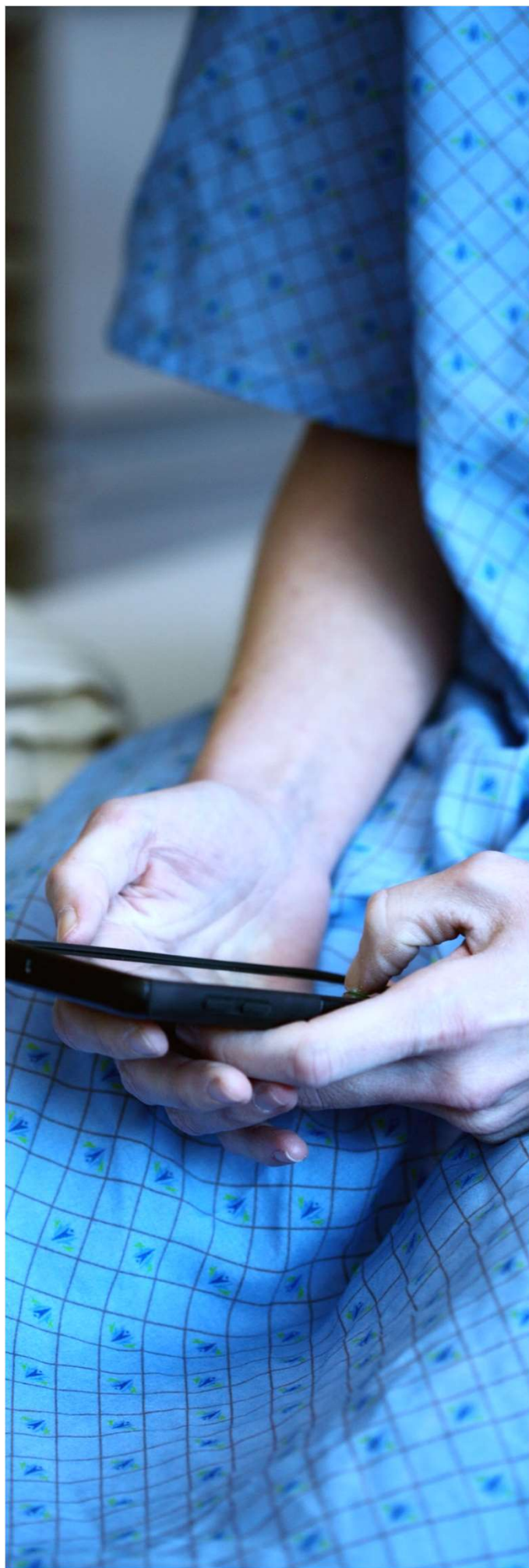
Buy-in and energy

### Habits

Behaviours and ways-of-working

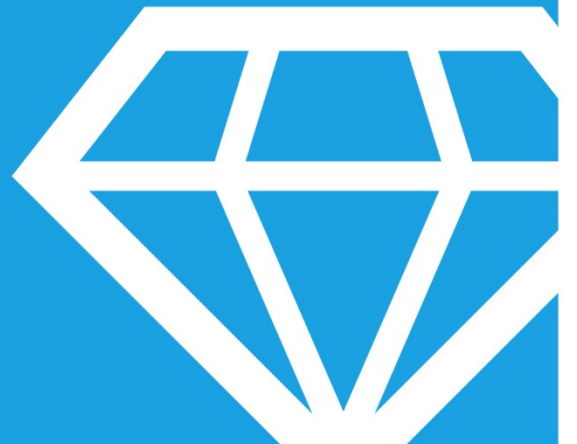
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01

# CREATING VALUE FOR HSCNI



# BSO creates significant value across the Health & Social Care System in Northern Ireland

The mission of the Business Services Organisation (“BSO”) is to “provide high quality business services which support our customers to improve health and well-being”.

BSO is a regional arms-length body of the Department of Health within the Health & Social Care system in Northern Ireland (HSCNI). It provides a broad range of services. BSO also leads, enables and supports a number of regional transformation programmes and initiatives.

## **BSO’s focus is to create value for the wider HSCNI system, including:**

- Client Organisations i.e. those HSC organisations who commission services from the BSO, and have Service Level Agreements in place
- Customers i.e. those individuals and organisations (internal and external to HSC) who actually use BSO’s services
- Minister for Health who sets the desired policy outcomes and priorities for HSC
- Department of Health (DoH) which, in delivering the Minister’s policy agenda, sets the policy and legislative framework
- Digital Health and Care Northern Ireland (DHCNI) within DoH which is the data and technology lead to the Health and Social Care (HSC) system in Northern Ireland.
- Taxpayers in NI who expect to see value for money in the delivery of HSC services

The value that BSO creates for these client organisations, customers and stakeholders is:



Freeing up time and resource to deliver frontline HSCNI services



Providing the people, insights, tools, materials and systems that support delivery of HSCNI frontline services



Doing this in a way that is efficient, effective and value for money, ensuring optimum value for every £ spent by BSO allowing the HSCNI to get maximum impact from the resources it has available.

## **Digital is not an end in itself rather it is about allowing BSO to both do things better and do better things.**

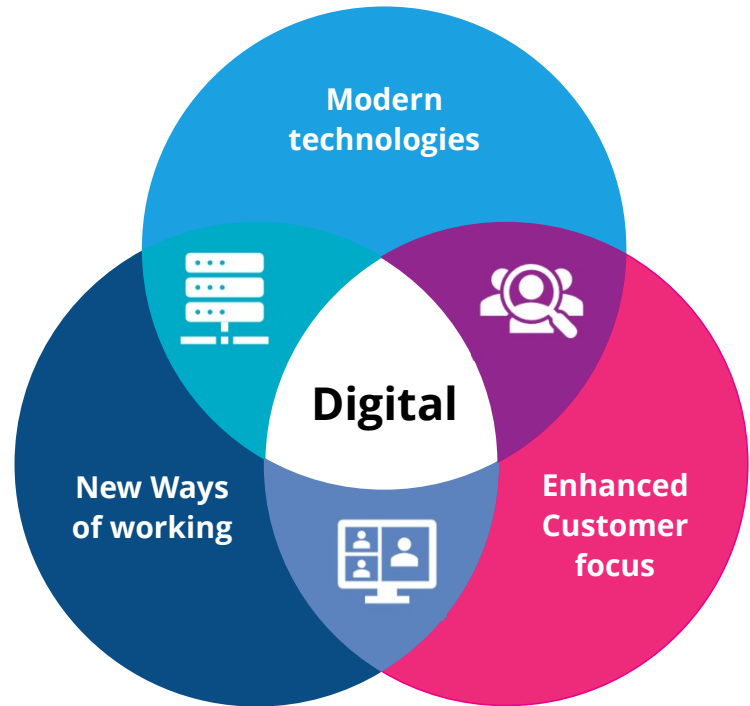
Thus, the overarching aim of this Digital Strategy is to enable BSO to accelerate, enhance and realise the value that BSO creates across the wider HSC system in Northern Ireland.

Digital will allow BSO to create value internally. It will enable BSO to better address demand for its services, which are increasing, and reduce the pressure on its own staff, especially in the delivery of some of the more paper-heavy, labour-intensive processes that require improvement.

This Strategy also recognises that Digital is not necessarily the right answer in every circumstance. For relevant sensitive and complex issues and programmes, BSO’s current approaches will still continue to apply if and as appropriate.

# Digital will allow us to create more value, and better experiences, faster

“Digital” will enable the fundamental redesign and transformation of our services to focus on our customers, by utilising modern technologies and adopting new ways of working.



## Modern technologies

– the adoption of Digital, Data and Technology solutions to enable the better design of services and the earlier creation of value for our client organisations, customers and staff. Solutions include, amongst other things:

- Artificial Intelligence (AI)
- Apps to augment ERP investments
- Automation of processes
- Cloud Infrastructure
- Collaboration & Communications
- Data Analytics (Big Data)
- Internet of Things (e.g. connected devices and robots)
- Virtual/Online Services

## Enhanced Customer focus

– designing our (digitally-enabled) services around the needs and preferences of our customers, involving those that use our services in the codesign of these services. This customer focus demands, amongst other things:

- Greater insights (and research) into what the customer needs and wants are
- Service Design, structured cocreation of services with client organisations, customers and staff
- Greater focus on the customer experience of using BSO services
- On-going refinement of services to reflect customer feedback

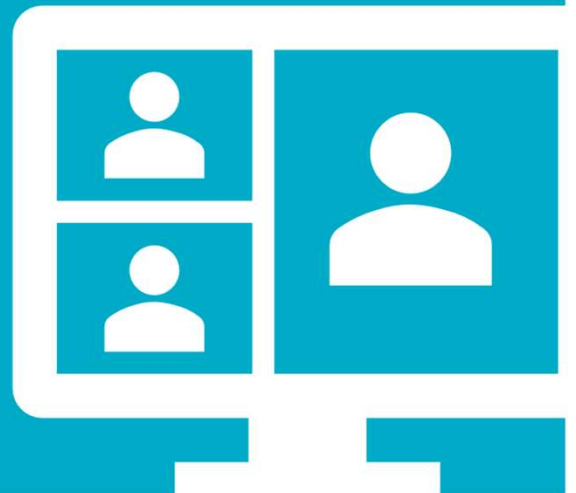
## New Ways of working

– by new ways of working that aim to unlock this value quickly and incrementally. New ways of working include:

- Agile approaches with a focus on evolutionary development of solutions, early delivery of value and continual improvement
- Self-organizing and cross-functional teams working collaboratively with customers
- Hybrid working (allowing appropriate flexible for teams and individuals)
- Innovation encouraged and supported with processes to (in an accelerated way) assess and progress ideas and proposals from front line staff
- Early failure accepted as part of the process of getting to the solution.

# 02

## OUR DIGITAL VISION



# BSO has two key digital ambitions

## 01

We will become an exemplar organisation in the use of digital to create significant value for our customers, staff and stakeholders.



We will become a digitally-enabled service led organisation that provides higher value services that add value to our clients.



We will prioritise the services to be transformed based on the positive impact that will be created for our client organisations and our customers.



We will digitise our services in priority order, focusing on realising benefits quickly and maximising benefits to our Customers, Clients and staff



We will join up the data, that we use and gather across our services, to provide actionable insights that create value for our client organisations and customers.

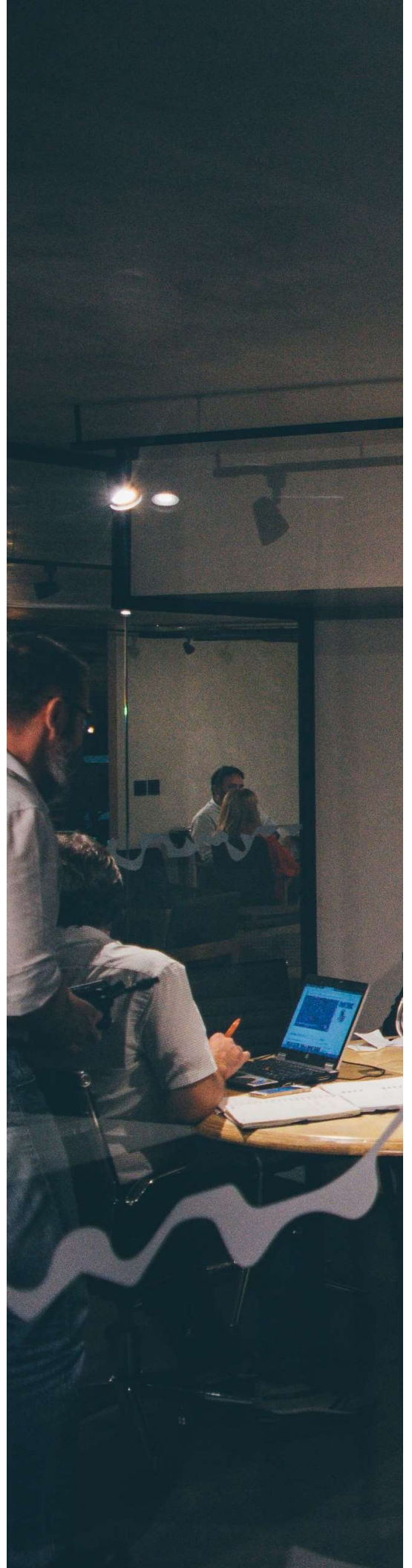


Our exemplar digital services will enable us to become a partner of choice (as opposed to the supplier of least resistance) for our client organisations and enable us to support other Health & Social Care economies.



We will initially focus our energies on a number of digital exemplar services that will drive our case for change going forward.

A key challenge set by this Digital Strategy is the need to progress both of these ambitions in parallel i.e. improving both how things are currently done internally (which is our initial priority) and then how we do new things for our clients and customers.





## 02

We will be the “engine room” to support the delivery of digital transformation across HSCNI.



We will be the digital delivery “engine room” for HSCNI. We will encourage, innovate, lead and deliver the use of digital to transform service delivery and improve health and social care outcomes across the region.



We will provide access to digital skills, insights and resources with a drive to engage with organisations, clinicians and staff across HSCNI to help solve problems and maximise opportunities.



We will build capacity and embed new digital ways of working across HSCNI, creating new levels of energy around the use of innovative technologies.



We will provide and curate a digital toolkit that will allow regional innovation and early creation of value for our client organisations and customers.



This Digital Engine Room role will also support BSO in our ambition to become an exemplar organisation.

### **DHCNI sets out to develop the vision, strategy and approach for the region.**

DHCNI is the primary commissioner of BSO digital services. As the “engine room” for digital transformation across HSCNI we will work collaboratively with DHCNI to shape the vision, strategy and technical standards for the region.



# How will we achieve these digital ambitions?

We will create new/enhanced digital services that really work for our customers, our staff and the overall HSC system.

Service Design brings together the customer, staff and organisation experiences to create whole services that work for everyone who uses them.

We involve all different types of users during the design process.

First we will understand the problems they face using the current service. Then we work with them to co-design a future service that works better for them. We build prototypes to test ideas with them, then iterate until we get things just right.

We will design services that help customers achieve their goal from start to finish.

Services that work seamlessly across our functions, Directorates, channels and other HSC organisations. We will not simply design the customer experience. We will make sure the internal processes, systems, infrastructure, data, policies, legislation, governance and partnerships are aligned to deliver a better service.

## Thematic characteristics across many of the services that BSO currently delivers

Static, broadly inflexible and difficult/expensive to change

Limited co-design around customer needs and preferences

Limited choice of channels for customers to access services

Resource intensive – manual processes and handovers

Paper intensive – lots of movement and storage of paper

Reporting mainly retrospective

Few insights provided to client organisations to inform future delivery drawn from data

Little joined-up insight to inform client organisation drawn from data

Isolated, requests for different services not connected

## Thematic characteristics of the services that a future digitally-enabled BSO will deliver

Agile and subject to continuous improvement and refinement

Services designed around customer needs and preferences through modern service design methods

Online access, with other channels to support complex, sensitive queries

Automated processes with workflow driving progress

Minimum paper (only where absolutely required)

Real-time reporting on performance

Business intelligence tools providing actionable insights informing future delivery

Business intelligence tools providing actionable insights to inform clients

Services connected against individual customers and client organisations

# How will we achieve these digital ambitions (continued)?

We will use Digital approaches, tools and ways of working to deliver some of the regional programmes that BSO leads and supports across HSC.

The addition of Digital solutions, capabilities and culture will allow BSO to have tailored approaches, with different “speeds”, that it can apply, as appropriate, to solve different problems and create value.

We will be able to offer the right approach to the challenges and opportunities faced to its client organisations, customers and stakeholders.

We recognise that many of the large regional initiatives, often underpinned by the replacement of a core “line of business” system, will continue to adhere to those programme, procurement and

delivery approaches for which BSO has a significant track record of success. These complex programmes typically involve business and technical expertise from across BSO.

Moving forward, we will also be able to offer more Agile programmatic and problem-solving approaches where appropriate, The regional Digital Shared Services programme provides an opportunity to build our Agile capabilities.

Rather than regarding the two methodologies as being mutually exclusive, we envisage that we will often use hybrid approaches to create value.

## Typical characteristics of the large regional HSCNI programmes that BSO will continue to deliver, working to Senior Responsible Owners in HSCNI

Strategic Case for Change – once for Northern Ireland

Waterfall or hybrid agile approach, with sequential progress phases and formal approval gates

MSP, Prince 2 (or equivalent)

Detailed Requirements specification (informed by market engagement)

Open procurement exercise (or use of established frameworks)

Enterprise Solution (with a focus on, often COTS, products)

Top-down regional rollout

Large-scale change programme

Often 3-5 years before value is realised

## Typical characteristics of more Agile based delivery that BSO will do more of, working collaboratively with HSCNI colleagues across the region

Service Delivery Improvement opportunity – once for Northern Ireland

Agile approach, with continuous exploration, integration and deployment

Scaled Agile, Prince 2 Agile (or equivalent)

Rapid prototyping / Minimum Viable Product

In-house development and/or use of digital frameworks (e.g. Gcloud, DOS)

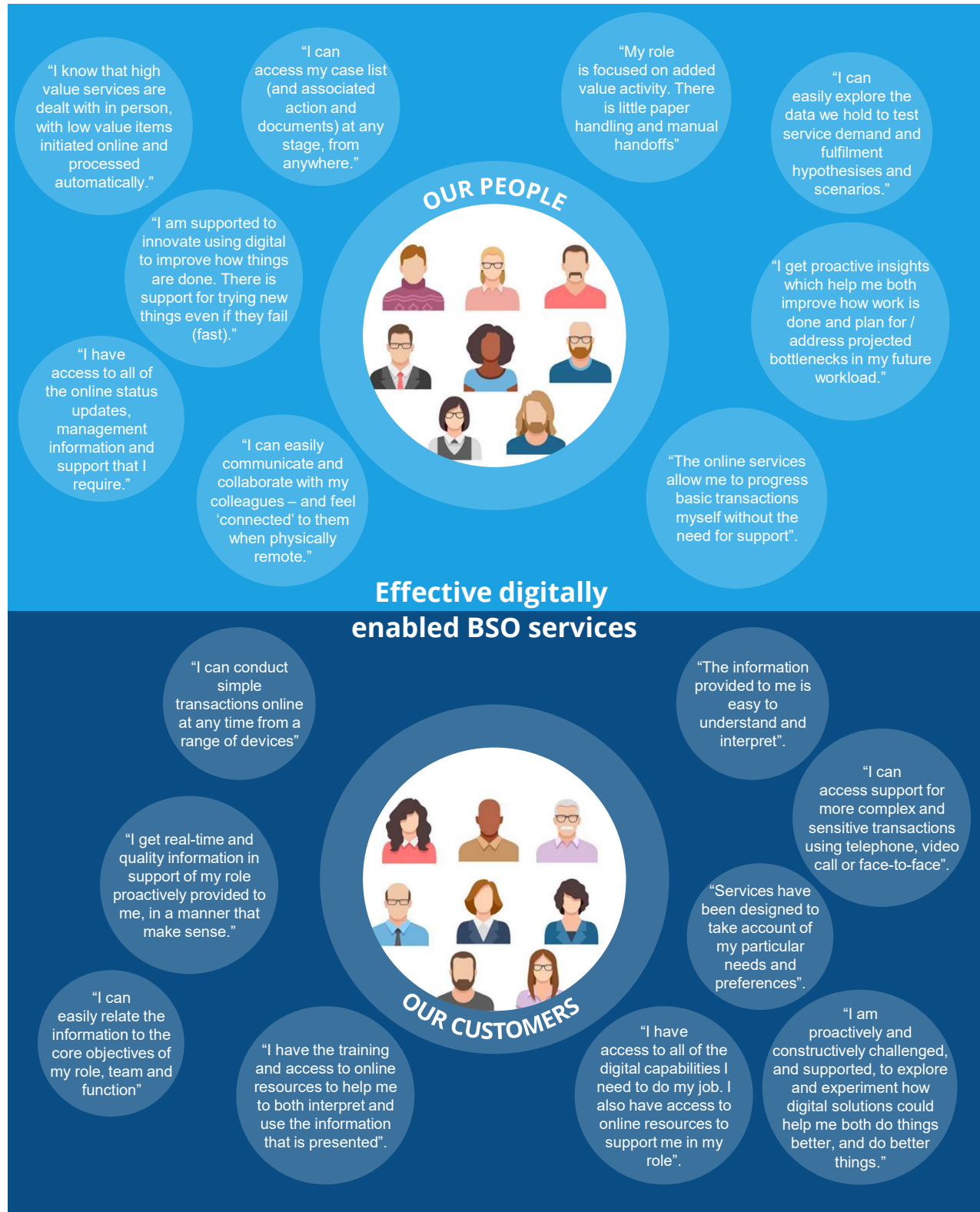
Bespoke solution (with a focus on services)

Start small, Scale quickly, bottom-up

Intuitive user adoption

Typically 2-6 months before value is realised

# Our Digital Vision is to provide new and better experiences for our customers and our people



# 03

## OUR DIGITAL STRATEGY



# Our Digital Strategy will support and enable these ambitions

## BSO's Corporate Mission:

*Our 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 people of Northern Ireland."*

Supporting our mission, BSO's Digital Vision sets out two primary digital ambitions which we will progress in parallel (with an initial focus on becoming an exemplar digital organisation):

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### Data

Data will be at the heart of solution design and decision making.

### Regionally Aligned

Our digital solutions will align with regional approaches, strategies and standards e.g. cloud adoption.

### Secure

Our digital solutions will both be secure by design and enable our Information Governance approach

### Accessible

Our services will be accessible and inclusive

## SOLUTIONS



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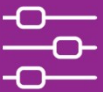
### BI and Data Visualisation

Corporate tool to provide visual access to real-time information.

### Corporate Decision Making and Risk Management

To support management team

## APPS & TOOLS



We will invest in a Digital tools to enhance and augment existing solutions, comprised of reusable products and a 'toolbox' of digital solutions, apps, connectors that will help accelerate the provision of further digital services:

### Digital Toolbox

## CAPABILITIES



We will invest in our people to develop and sustain the new and enhanced capabilities required to deliver our Digital Ambitions, centred around:

Designing services around our customers

Driving value from HSC data

Agile delivery of solutions and digital inclusion

Innovating how HSC works

Protecting our systems and data

Ensuring effective management

## CULTURE



We will design and implement a Digital Culture programme across BSO. This future culture will drive those new behaviours and energy that will underpin BSO's Digital Strategy – fast, innovative, efficient and effective in our execution.

### Heads

Skills and competencies

### Hearts

Buy-in and energy

### Habits

Behaviours and ways-of-working

# Digital Strategy: Our Principles

BSO will adopt a set of Digital Principles to guide the design of the projects and solutions to implement this Digital Strategy. These Principles should be applied, as appropriate, to the top-down implementation of regional enterprise solutions as well as to the bottom-up development of new digital services.

## DIGITAL BY DESIGN



### 1. Our services will be digital by design

There is an increasing expectation that all relevant services are accessible digitally and are designed to improve workflow processes and provide a good customer experience.

### 2. Services will be designed to maximise self service

We will do the hard work, to make it easy for our customers to serve themselves.

### 3. Services will be digital end-to-end

We will leverage proven digital technologies to drive efficiency, effectiveness and value for money. New and improved processes and handoffs will be designed and automated where possible. Our services to be less reliant on paper and manual intervention.

### 4. By exception we will use non-digital channels for appropriate complex and sensitive matters

We will primarily use digital online services to deal with those high-volume, routine, less complex and less sensitive transactions. This will enable us to allocate the necessary resources to use more appropriate channels (such as telephone, video call and face-to-face) where relevant to deal with customer engagements which for example may be more complex and/or sensitive.

## CUSTOMER CENTRIC



### 5. We will design our services and service measures around our Customer needs

We will codesign our services and service measures with customers to ensure that their needs and preferences are reflected in how we do business.

## AGILE



### 6. We will iteratively improve continuously to drive value.

We will work on an on-going basis with our customers and staff to innovate, refine and measure how our services are delivered.

## DATA



### 7. Data will be at the heart of our solution design

The management and governance of data will be at the heart of our solution design. We will capture and leverage the data that we need to answer the challenges and opportunities that face HSC. Data analytics functionality will be built-in, always on and easy to read.

### 8. We will use data to make better decisions and design better services

We will use data to create insights that drive better decision-making both within BSO and across HSC. We will keep doing this after taking digital services live, prototyping and testing with users then iterating in response.

# Digital Strategy: Our Principles

## (continued)

### REGIONALLY ALIGNED



#### 9. Our digital solutions will align with regional strategies, approaches and standards.

We will regional strategies and approaches and standards set out by DHCNI. For example, our adoption of Cloud will be fully aligned with and informed by the regional approach.

### SECURE



#### 10. Our digital solutions will be secure by design

Our digital services will be “secure by design”. This means that the software and the data has been designed from the foundation to be secure. The optimum security tactics and patterns are selected and enforced by architecture design, and used as developer guiding principles.

#### 11. Our digital solutions will support and enable our corporate Information Governance approach

BSO's approach to Information governance describes those policies, accountability, standards and procedures are developed, implemented and maintained to ensure that all types of information are processed appropriately, securely and in line with legislation.

### ACCESSIBLE



#### 12. Our services will be accessible at any time on any device.

We will provide online services that, where appropriate, are accessible securely through any multiple platforms (including mobile devices).

#### 13. Our services will be designed to be inclusive

We will work to ensure that no customers are excluded. We will develop a suite of regional interventions to promote digital inclusion.



Digital inclusion means “having the motivation, skills and access to use digital technology and the internet.

People who lack one, or a combination, of these skills may be digitally excluded and risk being left behind in an increasingly digital society where more and more services, including vital public services, go online”.

Source: [www.digitalcommunities.gov.uk](http://www.digitalcommunities.gov.uk)





# Digital Strategy: Enabling Solutions

We will invest in the implementation of a number of (new and enhanced) corporate digital solutions to provide the basis for BSO to become an exemplar organisation in the use of digital. The introduction of these solutions will be supported by new capabilities, processes and ways of working.

## 01 Customer Portal

We will provide a secure online portal for our customers to access BSO's digital services. Our customers will not need to understand how BSO is structured to access the services we provide or the information they want.. The portal will present personalised services (and information) to customers.

## 02 Customer Relationship Management (CRM) System

We will implement a CRM system which will allow us to manage our relationships and contacts with both our client organisations and our customers.

This corporate CRM will allow us to take a holistic view of our client organisations and customers, ensuring that our services are joined up as appropriate, and that we manage our relationships based on an overall view of all of their interactions with BSO.

The CRM solution will be linked into the core Line of Business systems across BSO to support exchange of information and automated workflow of tasks.

## 03 Commercial solution

We will implement a suitable Commercial solution which will allow BSO to better manage and record the cost, and pricing, of services including time recording as appropriate.

## 04 Business Intelligence and Data Visualisation Tool

We will implement a corporate business intelligence solution which will provide visual access to real-time information on, amongst other things, BSO's services, performance, resources and costs.

This BI solution will provide, for example, online access to dashboards, for both BSO management and our Client Organisation (e.g. BSO's performance against agreed SLAs).

## 05 Corporate Decision Making and Risk Management

We will implement a new corporate system that supports the governance and effective management of decision making and risks across BSO. This system will support our management team to prioritise the demands for resources.



We recognise that many of these enabling solutions are likely to require enterprise programmes rather than digital developments.

**These Digital Solutions are in addition to those regional solutions that will be delivered through programmes supported by BSO such as EQUIP, Digital Workplace and encompass.**

# Digital Strategy: Digital Apps & Tools

Our longer term commitment is to implement and integrate a number of (new and enhanced) Digital Apps and Tools that support common parts of our service delivery.

These will include, for example: apps, websites, web services, and dashboards both internally and for our Client Organisations.

These Apps and Tools will provide our customers with excellent experiences as they access our services, and provide us with an established and growing base of proven reusable components that can help accelerate delivery.

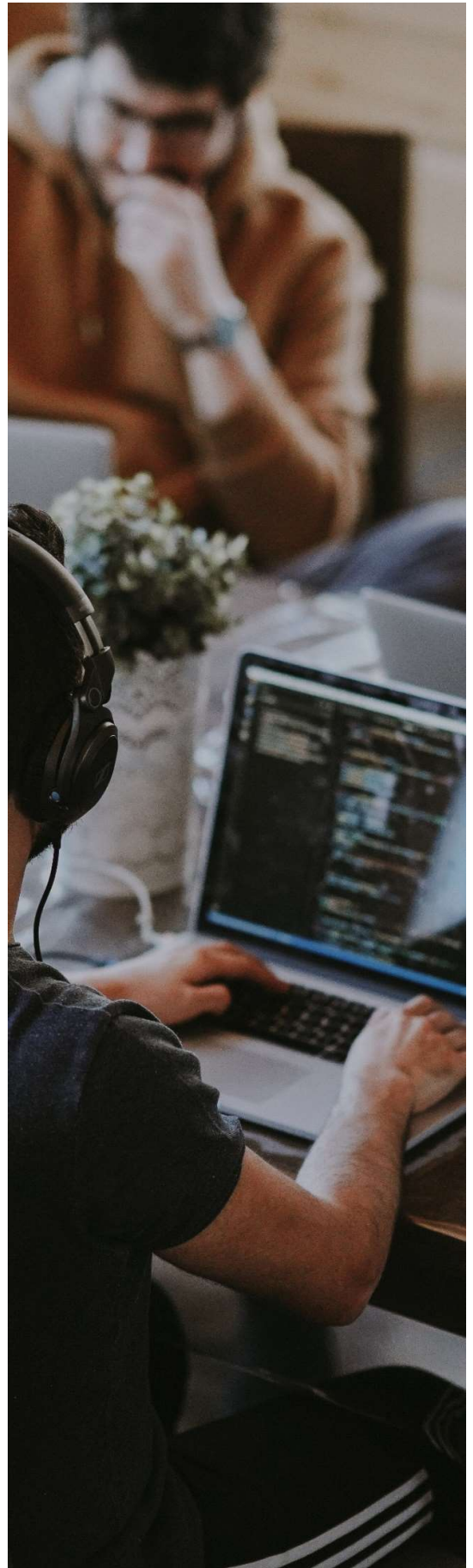
We will adopt a structured approach to the deployment and management of these apps and tools including:

- We will focus on understanding customer needs and continuously improving products or experiences to suit.
- We will, where appropriate, create minimum viable products (MVPs) quickly and then iterate quickly ahead of, and beyond, full release.

This 'Digital Toolbox' will include, for example: software services (and micro services), apps, APIs and other connectors. It will then support the quick and iterative development of Digital Products and solutions. We will work with DHCNI to integrate those software services and other components that have already been built to, amongst other things, provide a range of digital solutions to support the HSCNI's response to the Covid 19 pandemic.

Once available this toolbox will make it easier for our teams to build, deploy and operationalise Digital services by providing a set of high quality tools & technologies on which we will build our Digital services as a collective set of shared services and microservices that are built once and used many times.

Ultimately, this will accelerate our speed to value, reduce costs and create innovative Digital Services for our customers. In the longer term, we will consider appropriate commercialisation of our Apps and Tools to new clients and jurisdictions.



# Digital Strategy: New and Enhanced Capabilities

We will invest in our people to develop the new and enhanced capabilities required to deliver our Digital Ambitions - see a selection of these capabilities below.

We will develop a comprehensive Digital Workforce Strategy which will identify the investment and interventions required to:



Define new job roles and career paths.



Develop new capabilities across our existing staff.



Recruit new staff with new skills.

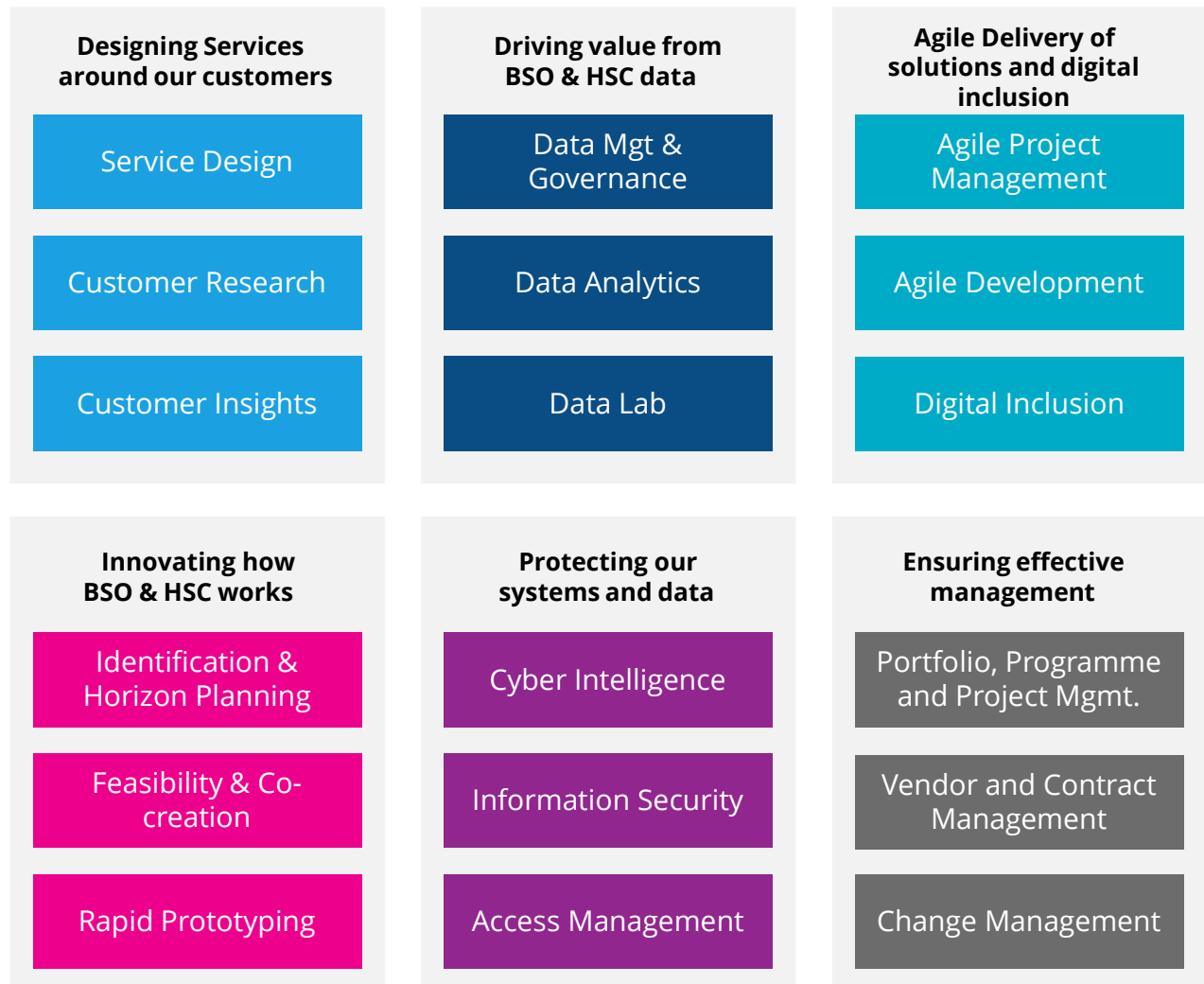


Work closely with schools, FE colleges and universities to develop a pipeline of digital resources.



Source specialist capabilities externally (if and as required).

We will ensure that we possess the necessary digital capabilities to improve how services are delivered across all care settings, and the skills and capabilities to effectively manage projects, vendors and contracts.



# Digital Strategy: New and Enhanced Capabilities

The proposed establishment of a new Digital Directorate within BSO as an outcome of the regional Digital Shared Services programme, and the overall reorganisation of BSO, provides a catalyst for the acceleration of this Digital Strategy.

The aims and benefits of this Programme demonstrate that this new Directorate is much more than simply the amalgamation of existing ICT functions across HSCNI. The detailed design of this new Digital Directorate should reflect all of the future digital capabilities that BSO will require. An initial view of how these new capabilities may be reflected in the design of BSO and the new Digital Directorate is set out below.

## 01

### Regional Agile Delivery Teams

Regional BSO resources capable of delivering innovative digital solutions, quickly scaling up successful projects across HSCNI.

## 02

### Collaborative and connected network of regional digital teams

The capabilities within these digital teams will include, amongst other things:

- The capability for providing Customer Research and Insight Local research on the needs and preferences of patients, service users and staff to better inform the development of enhanced services.
- The capability to use data to drive and support innovation and to respond to and resolve problems.

## 03

### Centre of Excellence for Data Insights

With the right tools we can analyse data to help HSCNI improve outcomes and productivity for patient and client care. This will help us:

- Make better decisions and improve efficiency, faster.
- Adopt more agile approaches to performance improvement, planning and transformation programme delivery.
- Increase accountability through improved system-wide transparency and insightful performance monitoring.
- Benchmark performance both within HSCNI and with equivalent health ecosystems elsewhere to find opportunities for improvement.

We will work closely with DHCNI to ensure alignment with the regional Data Strategy (to be published).

## 04

### Driving value from our suppliers and the wider digital ecosystem

We will use collaborative approaches to work with others to create, and adapt, innovative solutions for HSCNI while underpinning the delivery of our digital strategy with comprehensive approaches to both vendor and risk management.

# Digital Strategy: Culture and behaviours

We will design and implement a Digital Culture programme across all areas of BSO. This Culture will provide new and complementary approaches to viewing and addressing problems.

This Digital culture will drive those new behaviours and energy that will underpin BSO's Digital Strategy – fast, innovative, efficient and effective in our execution. Internally, we will develop, support and enable our people to embrace an Agile culture. A Digital Culture is not about technology, and we recognise success will not come from software or systems only – it will depend on the way that the entire way BSO is run. Culture is a key dependency of successful delivery through digital.

Externally, we will work with leaders and staff in our client organisations to ensure that they understand and can engage with the Agile approach BSO will use to solve specific problems and deliver particular solutions.

Our Digital culture will be underpinned by both:

1. Absolute (and visible) leadership commitment to making it happen; and
2. Embedding culture change as part of everyone's day to day remit.

We want BSO leaders and staff to be able to say our future digitally-enabled organisation:

- **Dynamism:** *"Our people would describe BSO's culture as fun and dynamic"*
- **Empowerment:** *"We actively empower employees at all levels to contribute ideas that improve BSO and our services"*
- **Collaboration:** *"Our technology, infrastructure and workspaces are designed to support flexible working and informal collaboration"*

## BSO'S DIGITAL CULTURE PROGRAMME

*Heads (competencies),  
Hearts (buy-in and energy) and  
Habits (behaviours).*

## Agile performance

Helping individuals and teams to deliver in a dynamic and adaptable manner



## Design experiences

Experiences that energise and create emotional buy-in for our new Agile approaches

## Embed behaviours

Reinforcing those new Digital behaviours we need

# Digital Strategy: Roadmap

We will invest in effective implementation of this Digital Strategy.

Key to the success of this implementation will be, amongst other things:

- Genuine and unanimous top team commitment, and our client organisations, customers and staff will see BSO leaders and managers at the forefront of the digital transformation we desire.
- Create the conditions for success from the outset, and this will require the necessary investment in the on going development of our staff, ways of working and systems.
- Embracing a customer centric view, and our Digital Vision is focused on providing new and enhanced capabilities both regionally and locally. Working with teams based across NI will allow BSO to address specific delivery challenges and opportunities while better reflecting customer needs and preferences.

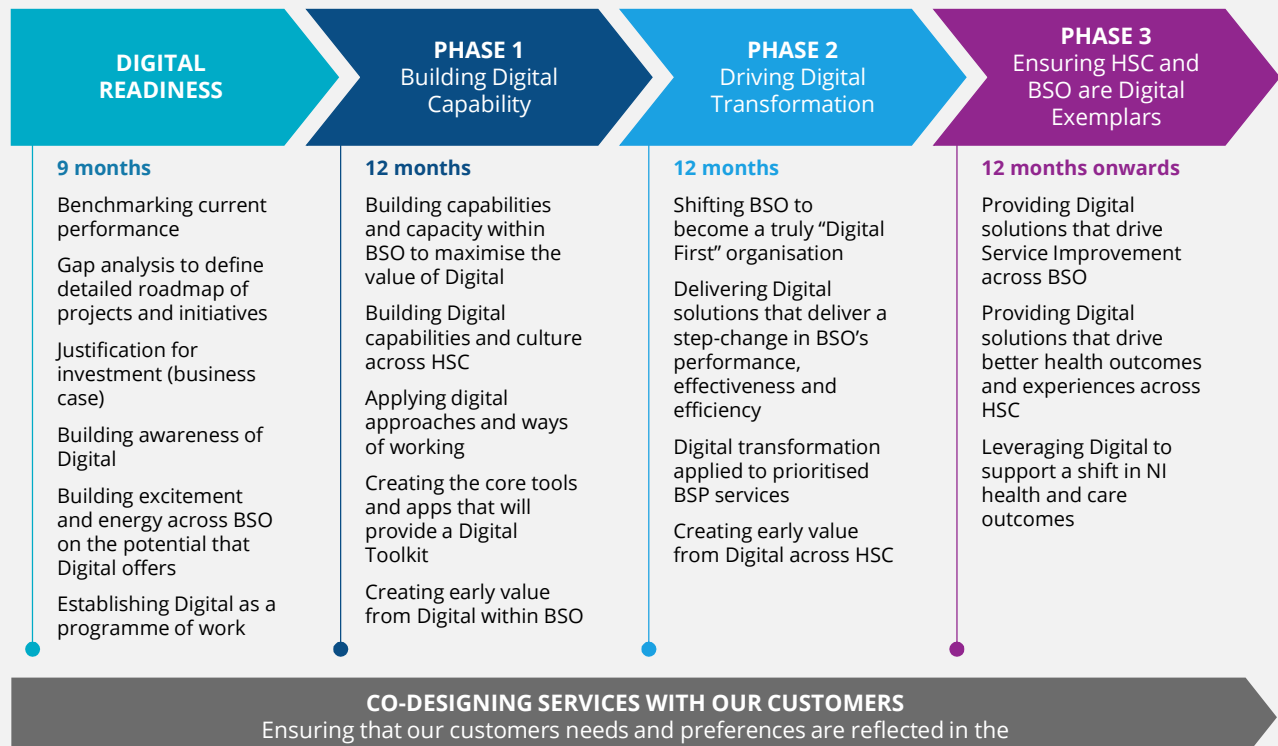
An overview of our proposed phased implementation plan is set out below, with further detail provided overleaf.

This phased approach recognises the level of investment that will be required to support the new solutions, tools, capabilities and culture that this Strategy demands.

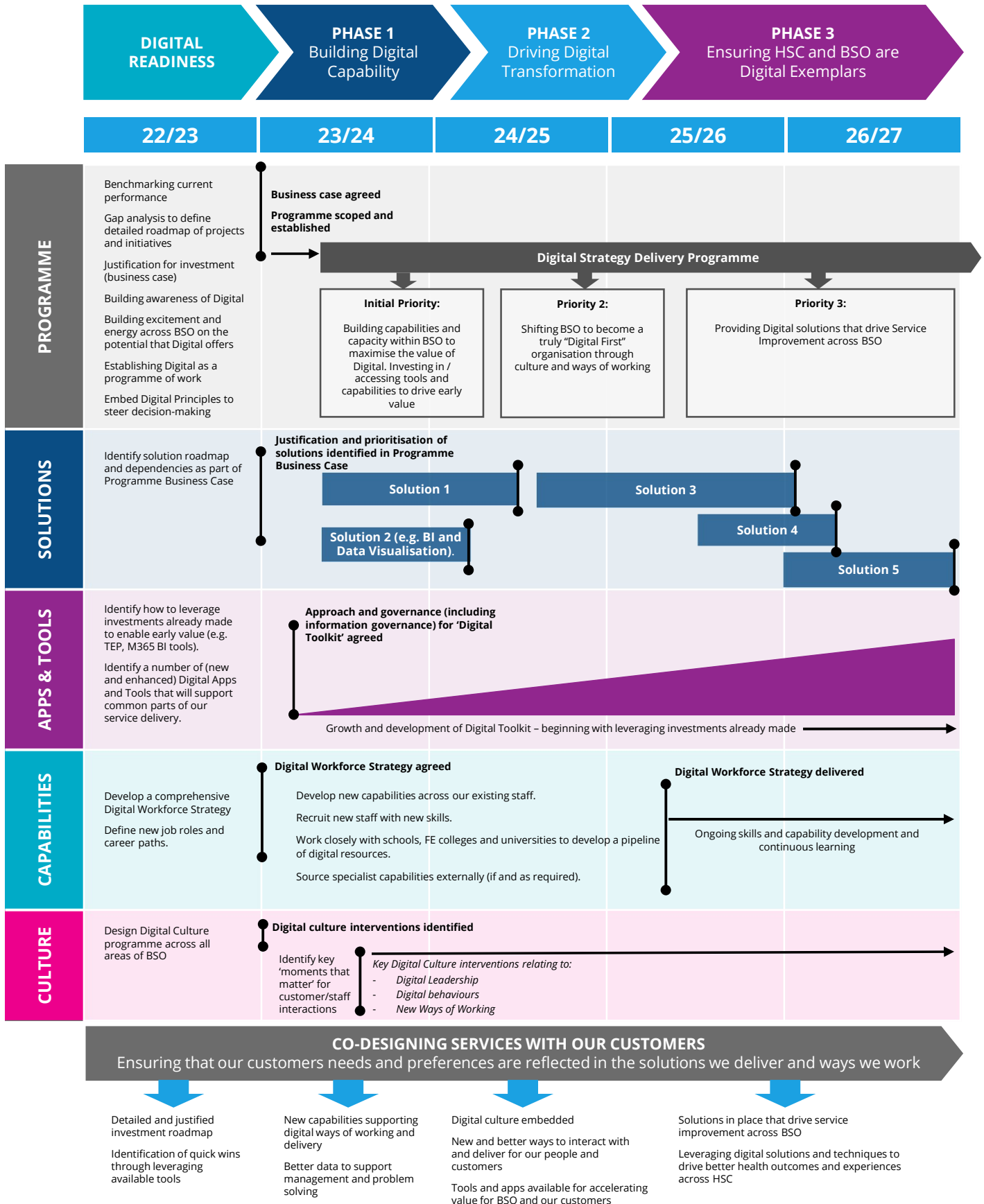
In parallel, we will want to build momentum and energy by delivering some early value, and there are certainly opportunities for doing this.

While we want to build BSO as a Digital exemplar, our vision is that BSO will continue to implement and maintain regional enterprise solutions and infrastructure.

This complexity is welcome because it is this scope and breadth of services that will enable BSO to reinforce our position as the engine room for HSCNI.



# Digital Strategy: Roadmap



# Digital Strategy: Next Steps

Building on the vision set out in this Digital Strategy, our future activities will focus on:



Establishing existing baselines



Conducting a gap analysis



Developing investment case(s).

We will do this through a Service lens rather than looking separately at individual Directorates, which has the potential to create silos. The proposed Next Steps are set out below:

	Delivering within BSO	Engaging with the wider HSCNI
<b>PROGRAMME</b>	<ul style="list-style-type: none"> <li>Establish Digital Strategy Implementation Group</li> <li>Define Programme Governance</li> <li>Mobilise Programme team</li> <li>Develop detailed Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>Defining Client Organisation roles in our Digital Strategy Programme governance</li> <li>Stakeholder engagement and communications across HSCNI</li> </ul>
<b>PRINCIPLES</b>	<ul style="list-style-type: none"> <li>Confirm &amp; adopt Digital Principles</li> <li>Internal communication and engagement exercise</li> </ul>	<ul style="list-style-type: none"> <li>Communication and engagement exercise across HSCNI</li> </ul>
<b>SOLUTIONS</b>	<ul style="list-style-type: none"> <li>Conduct exercise to establish initial prioritisation of BSO services for digital transformation</li> <li>Commence develop of top-priority digital solutions (e.g. CRM)</li> </ul>	<ul style="list-style-type: none"> <li>Digital Workplace initiative across HSCNI led by BSO</li> <li>Codesign inputs from Client Organizations into development of new BSO enabling solutions</li> </ul>
<b>APPS &amp; TOOLS</b>	<ul style="list-style-type: none"> <li>Define BSO Digital Apps and Tools governance and architecture</li> <li>On-going development of Apps and Tools</li> </ul>	<ul style="list-style-type: none"> <li>Digital Apps and Tools live across HSC – awareness and communications programme</li> </ul>
<b>CAPABILITIES</b>	<ul style="list-style-type: none"> <li>Develop Digital Workforce Strategy and delivery plan</li> <li>Learning and development programme across BSO and its client organisations</li> </ul>	<ul style="list-style-type: none"> <li>Digital awareness programme across BSO's client organisations</li> <li>Establish BSO Innovation and</li> <li>Data regional network across HSCNI</li> </ul>
<b>CULTURE</b>	<ul style="list-style-type: none"> <li>Develop Digital Culture Programme and delivery plan</li> <li>Commence "Digital Behaviours" programme across BSO</li> </ul>	<ul style="list-style-type: none"> <li>Collaborative design of Digital engagement between HSCNI and BSO</li> </ul>



# Digital Strategy: Investment

We will develop a Programme Business Case to ensure that the necessary resources and funding are made available to enable the effective implementation of this Digital Strategy.

This Programme Business Case will articulate the benefits of Digital for:



## Our BSO delivery

How digital will BSO to innovate and improve delivery of services and provide better experiences for our people



## Our Client Organisations and Customers

- HSCNI Trusts and ALBs, and other organisations we provide services to
- those individuals and organisations who directly access and use our services



**Health Outcomes and Experiences** as BSO uses digital to, working with HSCNI colleagues, innovate and improve how services are delivered

We will also develop individual Business Cases to support required investments in:



## Our People

i.e. BSO's Digital Capabilities



## Our Ways of workings

i.e. BSO's culture and behaviours



## Our Technology

i.e. BSO's Digital Systems and Solutions

We acknowledge that the delivery of this Strategy will require significant investment over the next five years. We will be innovative in exploring various funding approaches seeking, amongst other things, to augment additional HSCNI investment with alternative revenue streams and new sources of resource and expertise. It is worth noting that some of the funding required will come from other sources (e.g. Data Strategy investment, HSC Digital investment, BSO re-organisation).

## Formal Business Cases

(to support structural investment in our corporate solutions and capabilities)



## Efficiency Gains

(where possible and with the agreement of our customers, we will invest early efficiencies delivered by digital into the longer-term delivery of this Strategy)

## Collaborations

(including Universities, FE Colleges, suppliers and peer organisations across UK and Ireland)



## Pilots and Innovative Procurements

(including SBRI and TEP Programme)

£££

# CONTACTS

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