



Business Services
Organisation

Providing Support to Health and Social Care



Annual Quality Report

2020 - 2021

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FOREWORD FROM BSO ACTING CHIEF EXECUTIVE

It is with great pride that I present the eighth Annual Quality Report 2020-21 of the HSC Business Services Organisation (BSO). 2020-21 continued to be marred by the many challenges that have resulted as a consequence of the COVID-19 pandemic. The BSO has risen to these challenges in a professional and resilient manner resulting in a number of successes and substantial innovation in ensuring that quality was maintained in the delivery of its services.



The Annual Quality Report contains a number of highly successful achievements from BSO service areas in relation to learning gathered from the COVID-19 pandemic. Throughout the past year, the BSO responded to increased demand for existing services as well as requests for new services. The organisation has also contributed significantly to the response across HSC to the COVID-19 pandemic. A range of key contributions from across our services are included on page 3.

This report demonstrates that the BSO continued to remain steadfast in ensuring that our colleagues were supported across the HSC spectrum to cope with and manage the extraordinary events that placed an unprecedented demand on our system. The commitment of BSO staff throughout this period must not be underestimated. I would like to take this opportunity to acknowledge their unwavering dedication during this time despite both professional and personal challenges in adjusting to radical changes to our personal and working lives. I hope that you find this report an interesting and positive read.

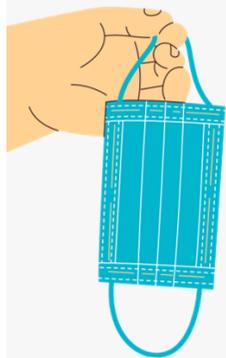
Karen Bailey

Acting Chief Executive

September 2021

BSO ANNUAL REPORT

Additional Support provided during COVID-19



Procurement & Logistics Service

Sourced and delivered almost **440 million items of core PPE** to HSC, Primary Care and Independent Social Care providers. Increase from **75 million** items in 2019. Included in this were **84.9m facemasks** and **254.9m gloves**. Logistics services operated from the workplace throughout.

HSC Pensions

No disruption to **pension services** or payments to pensioners.

Human Resources

Significant role in the creation of the **Contact Tracing and Vaccination Centres**. Working from Home surveys and policies. Support and guidance for managers and staff on **remote working**.



Clinical Education Centre

Adapted and delivered all CEC education programmes online - attended by **48,000 people** achieved **130% of SLA**. CEC Staff were redeployed across a range of HSC Services supporting the clinical response and currently support the regional vaccination programme.

Leadership Centre

Developed a Webinar series to support staff self-care. **2,700 participants**. Converted programmes to deliver online. **100% increase** in uptake for Senior Leadership Programmes.



Corporate Services

Provided advice and guidance to customers on making premises COVID secure including, signage, facilitating social distancing and keeping staff safe.

DLS

During the immediate emergency response in support of customers, some DLS resource was redeployed for a period of **4-6 weeks**. Legal advice to clients on new **leases, licenses, contracts** with private sector bodies, procurement and enforcement of COVID Regulations.

ITS

Increased remote network access from **400 users** to more than **8000 users** across HSC. Introduced video conferencing facilities for all customer organisations. Enabled access to the NIECR for the Independent Sector.



FPS

Worked with DoH and HSCB to develop and implement a **financial support scheme** for Dentists and Opticians. Continued to make on-time payments for Pharmacy Contractors with staff in the workplace where necessary.

Shared Services

Over **60,000 requests** for Interpreting Services processed during 2020/21. Delivery of **3 separate pay awards** for HSC staff. Implemented **free car parking** for HSC staff.



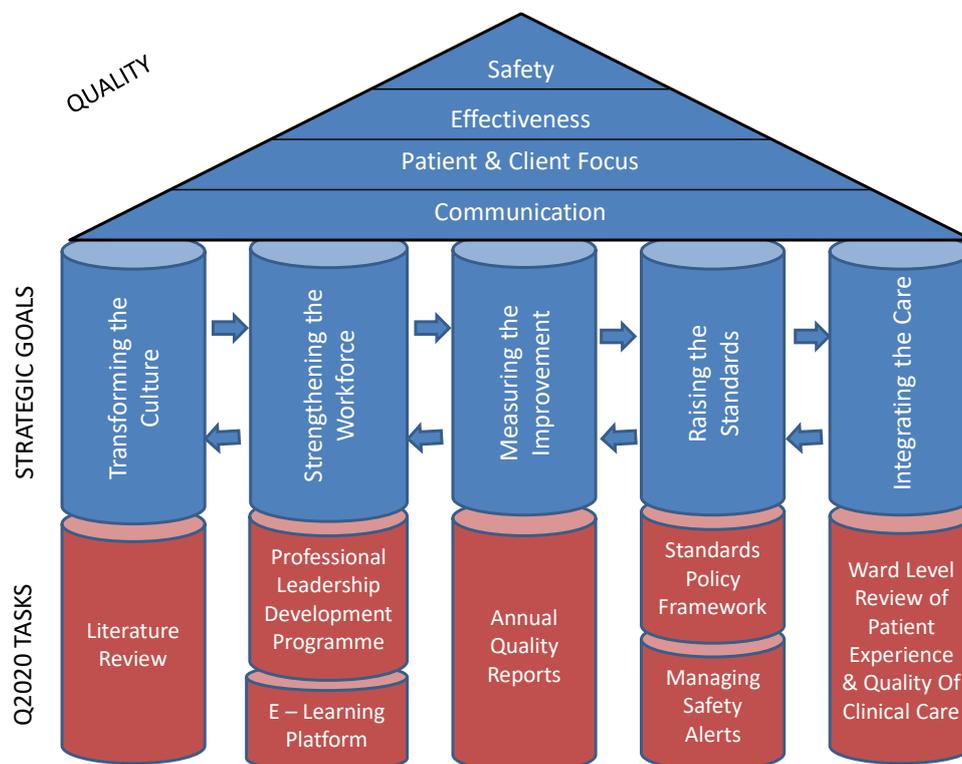
2.0 Introduction

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

The 2020 Quality Strategy for HSC draws its strategic relevance from the “Transforming Your Care” (TYC) Review which views quality as a driver for change; the financial climate – doing more with less; public demand – political and media scrutiny; change factors such as demography, environment, scene and social.

The goals of the 2020 Quality Strategy are outlined as follows:

- Transforming the Culture – a dynamic HSC culture focused on continuous quality improvement that values learning and inspires trust;
- Strengthening the Workforce – a workforce that is confident, skilled and quality-inspired;
- Raising the standards – a more robust set of service standards effectively applied;
- Measuring the improvement – an effective set of quality measures and improvement techniques;
- Integrating the care – more effective integration of services and interfaces.



The lead agency for Quality 2020 is the Department of Health (DoH). The Chief Medical Officer is the Programme Sponsor and the DoH Head of Safety Strategy Unit is the Senior Responsible Officer (SRO) for the programme. The BSO is represented by the Clinical Education Centre on the Quality 2020 Implementation Team. The Customer Care and Performance Directorate have responsibility for co-ordinating the organisational approach to quality excellence within the BSO.

The development of Annual Quality Reports is one of the designated tasks under the Strategic Goal of Measuring the Improvement in the Quality 2020 Model above. This is the eighth BSO Annual Quality Report. It documents some of the BSO's achievements with regard to quality excellence and continuous improvement during the year 2020-21 following the concept of the five Quality 2020 strategic goals previously outlined.

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

The Business Services Organisation (BSO) was established in April 2009 to provide a range of business support and specialist professional services to other health and social care bodies. These services include procurement, technology support, human resources, legal services, family practitioner services, counter fraud and internal audit. Subsequently enacted legislation also permits the BSO to provide services beyond our Health and Social Care remit. A range of shared services are also provided, including payroll, payments, accounts receivable and recruitment. Our service areas are also supported by a number of corporate teams.

Our Strategic Objectives and Values for 2018-22 have helped us to fulfill our Mission in an increasingly challenging environment.

Our Strategic Objectives are the focus of everything we do and for 2018-22 these are to:

- *Deliver High Quality, Valued Services*
- *Develop our Services in Partnership with our Customers*
- *Demonstrate Continuous Improvement through Pursuit of Excellence*
- *Help Our People Excel At What We Do.*

By 2022 we aim to have achieved the following outcomes:

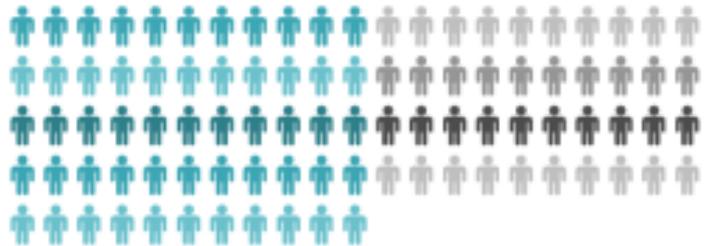
- demonstrated delivery of a High Quality, Efficient Service Offering to HSC, contributing to improved Health and Well-being
- demonstrated our ability to Add Value in Partnership with our Customers and responded to the challenge of Public Sector Shared Services
- embraced Digital Solutions and opportunities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

3.0 Summary - Quality Excellence in BSO

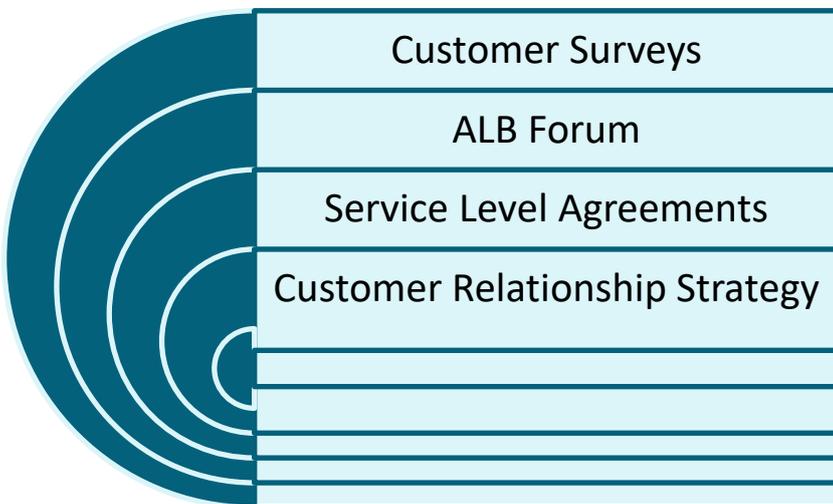


Our processes are assessed internally and externally to ensure their optimisation

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



- Staff Engagement
- Business Matters
- Staff Survey
- Learning and Development
- Recognition awards
- Investors in People
- Leadership development program
- Health and Wellbeing strategy



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

4.0 Transforming the Culture

The Quality 2020 aim: ***We will make achieving high quality the top priority at all levels in health and social care. We will promote and encourage partnerships between staff, patients, clients and carers to support decision making.***

It is widely agreed that the culture of an organisation is an indication of the quality of its output, in this case, care. In order for the quality of care and services to be of the highest level, the culture of the organisation must be open, honest, transparent and, above all, client-focused.

4.1 Our Board

The Executive and Non-Executive Directors of the BSO Board provide leadership for the organisation. Guided by the Minister and priorities set by the Department of Health (DoH), they set the strategic direction for the BSO and are responsible for ensuring that the organisation achieves its objectives. The Acting Chief Executive is accountable to the Board for the performance of the organisation. Mrs Karen Bailey is currently the Acting Chief Executive of BSO following Mr Liam McIvor's retirement as Chief Executive in September 2020.

The BSO Board and its Committees maintain a focus on quality by discussing performance information, including key quality indicators, on a regular basis. This information is presented through:

- the monthly Corporate Balanced Scorecard,
- the quarterly report on Performance against Annual Business Plan,
- the quarterly Human Resources and Corporate Services Report,
- the monthly Finance Report,
- the annual Service Offering to customers;
- updates on Benchmarking against other organisations,
- compliance with Audit Reports and Controls Assurance Standards,
- updates on Quality Awards and Accreditations and
- the outcomes of the corporate Customer Satisfaction Survey with associated improvement action plans

In addition, the BSO Board has reviewed its Corporate Risk and Assurance Register on a bi-annual basis and quarterly through its Governance and Audit Committee. The Board does this with a view to assessing prospectively risks to quality of services and ensuring that appropriate controls and assurances are in place. Meetings of the BSO Board are regularly scheduled to be held within different venues within the various service areas within the organisation. These visits, together with presentations from the services located there provide a further means of assuring quality of performance.

4.2 Senior Management Commitment to Quality Improvement

4.2.1 Review of Decision Making during COVID-19

The Chief Executive advised the Permanent Secretary by letter dated 6th April 2020 that the BSO had formally invoked Business Continuity arrangements to ensure that resources were concentrated on critical functions. It was confirmed that each Director had reviewed their functions and identified those areas of normal work, which they considered must be maintained. A summary of those areas of work were shared with the Permanent Secretary. It was also confirmed that other areas of work were likely to be delayed or postponed until the Business Continuity arrangements had been stood down. It was also advised that the BSO Senior Management Team had been meeting on a daily basis.

As part of the response to the COVID-19 pandemic, the Chief Legal Adviser carried out a review of decision making throughout the BSO in response to the COVID-19 crisis at the request of the Chief Executive. The aim of this exercise was to consider written records of decisions made and whether the rationale behind the decisions was properly recorded. Of fundamental importance was considering decisions in the context of the time at which they were made, based on the information available at the time. Another aim of this was to ensure that Directors complied with the Organisation's governance and accountability obligations. The Chief Legal Adviser met with every Director with a view to determine the rationale behind the decisions made during COVID-19. All Directors co-operated with this review.

The report compiled by the Chief Legal Adviser was presented to the BSO Board on 24th September 2020. This report acknowledged that the BSO, like the rest of the

HSC faced a wholly unprecedented situation as a result of COVID-19. It was evident, however, that BSO Senior Staff, including the Chief Executive, Directors, Heads of Service and Assistant Directors responded positively and constructively to the crisis when it emerged.

4.2.2 Return to the 'new Normal'

In June 2020 the Minister directed that BSO and the other HSC organisations prioritise their service planning, delivery and deployment of resources to stabilise and restore service delivery as quickly as possible by achieving the right balance between delivering COVID-19 and non-COVID-19 activity.

SMT facilitated arrangements to ensure that staff were able to work from home as far as possible. It is estimated that 74% of BSO staff are working remotely. This was very swiftly achieved and supported by BSO ITS, The need to prioritise distribution of laptops was escalated to the BSO Acting Chief Executive who brought the issue to Silver Command. Silver Command then gave instruction as to which organisations would receive priority. SMT also recognised requests from staff who wished to return to work in the office for various reasons including social isolation.

However some business areas were unable to meet their business needs while remote working and this has resulted in some staff having to remain in office. New measures were implemented by SMT to assist with this in a safe way; bearing in mind health and safety concerns and complying with government COVID-19 guidelines. These measures have included:

- One –way systems on stairwells
- Lifts restricted to 1 person only
- Anti-viral wipes for cleaning desks, printers and keyboards etc.
- Hand sanitisers for personal use
- Perspex screens in high volume areas
- New signage to reinforce 2 metre social distancing rule
- Review of Office Floor Plan to coincide with regulations



SMT also began holding more regular meetings with Arms-Length Bodies and customers to keep them informed of the position in all service areas; providing assurances and updates about service delivery throughout the COVID-19 pandemic. Weekly COVID-19 meetings were also held by SMT to support action planning to meet business needs. SMT directed that BSO established a COVID-19 working group to consider local staff issues arising as a result of the impact of the pandemic. The working group was led by HR and all BSO service areas were represented at these meetings which took place on a fortnightly basis during the initial stages of the pandemic.

4.3 Quality Culture within BSO

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

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

“Your people have been at the centre of the BSO’s rapid response to this crisis (COVID-19), with leaders, HR&OD playing a central role in keeping the workforce engaged, productive and resilient... From the onset of the pandemic there was unprecedented demand for services from right across the system. Staff worked hard to ensure core services continued to be delivered, with prioritisation of critical services, and key transformation projects.

The organisation continues to be silver accredited by Investors in People, with reaccreditation scheduled for October 2021.

4.4 Employee Engagement

The BSO asked employees to engage in a number of feedback surveys including the Investors in People Survey, the HSC Staff Survey, a Working from Home/Remote Working Survey and a Cultural Assessment Survey.

As a result a number of issues were identified by employees. One of the issues identified was that employees wished that the Senior Management Team were more visible. A number of steps have been taken by the Senior Management Team to redress this issue, including:

- The BSO staff handbook has been updated to contain biographies and photographs of Senior Management and members of the Board. This ensures that employees are more aware of who the senior personnel are within the organisation.
- The use of video conferencing during 2020-21 has provided an opportunity for more visibility by hosting meetings virtually and thus facilitating more participation by staff and SMT.
- Increased numbers of team meetings and contact with staff via Zoom has been invaluable during the pandemic and has again enabled senior staff to engage with a wider range of team members than was previously possible.

The Chair of the Board attended staff engagement events in PALs, the Clinical Education Centre, the Human Resources team, and the Corporate Service teams and Family Practitioner Services Teams during September 2020 to learn from staff about their involvement in supporting the HSC through the COVID-19 pandemic and also their experiences of new ways of working. The Chair acknowledged and reported back to the board on the dedication and diligence of staff working through these difficult times.

Staff also raised concerns about the appraisal process previously in use; this has resulted in a new appraisal system being introduced to ensure appraisals are more sincere, productive, and meaningful. More time will be taken to explore what employees are excelling at and any learning and development needs that can be

identified for employees. It has been planned that feedback on the new appraisal process will be undertaken to ensure continual improvement.

Staff also requested more flexibility in terms of work; this has led to the implementation of a remote working policy. ITS increased the remote access from 400 users to more than 8000 users during 2020-21. This figure includes all staff across the HSC as well as BSO staff. A number of BSO sites piloted extended opening hours to increase flexibility during the early stages of the pandemic.

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



BSO Staff Quality model

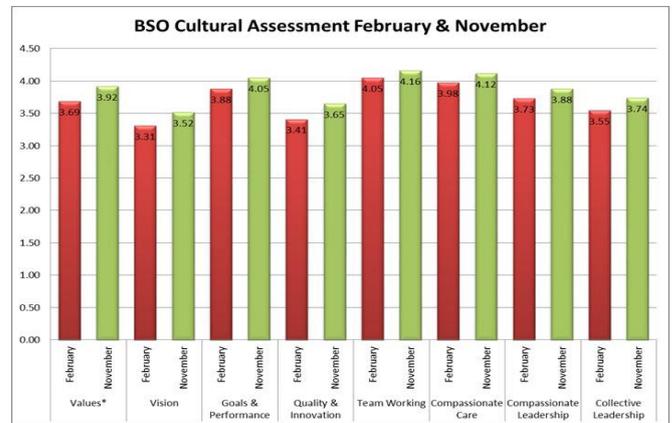
4.5 BSO Cultural Assessment

This year BSO staff were encouraged to take part in a Cultural Assessment; this assessment was completed by 48% of the workforce. This was conducted by Affina OD and is part of the regional Collective Leadership Strategy.

The Cultural Assessment Report aimed to:

- give a clear understanding of the current culture in BSO
- identify the areas of BSO’s culture that are working well. This enables BSO to spread existing good practice across the organisation
- provide a clear indication of the areas which require more attention and development in order to deliver a culture of high-quality, compassionate and continually improving care across the whole organisation

Staff also sought better reward and recognition, and to be rewarded in ways that matched their motivations. The BSO Awards were revamped to include additional categories. A 25+ years’ service award was introduced to reward long-term service; over 100 staff have applied for this. This rewarded staff with an extra week of annual leave. A reward and recognition section has been built into the manager’s toolkit and appraisal process to ensure managers are recognising their staff’s contributions. A leaflet was also designed to highlight benefits that all BSO staff are eligible for.



5.0 Strengthening the Workforce

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

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

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

In June 2019, HSC Leadership Centre successfully launched the HSC Collective Leadership Strategy, developed in response to *‘Health and Wellbeing 2026: Delivering Together’*. This enhanced our way of thinking about leadership. A range of quality improvement days were held to highlight the message from this strategy ‘Leadership is the responsibility of all’.

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

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



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



5.1 Health and Well-being

The year 2020-21 was a challenging time for everyone; having to cope throughout the COVID-19 pandemic. With employees working from home, it was recognised that this brought increased isolation and as a result there was a renewed focus on health and wellbeing throughout the organisation. Many services began hosting regular team video calls to ensure that staff still felt engaged whilst working from home.

Mental Health first aiders have been trained to help people in difficulty, with more training being provided by the BSO this year. The names of mental health first aiders, for different buildings in the BSO, along with their contact details were published in a publication of Business Matters so that employees could easily identify these individuals and make contact with them if they wished.

A working from Home Survey was completed in May 2020, with a follow up in November 2020 provided a means of checking in with and learning from staff and managers. The issues that were important to staff while working remotely were identified through this survey. The survey included a focus on health & wellbeing, equipment, technology and workspace; productivity; and benefits and challenges of working from home. Managers were also asked to reflect on managing teams remotely. The response rate for this survey was excellent; with 65% of staff taking part. The outworking of the survey was shared in a 'You Said, We Listened' video, demonstrating how BSO had taken their views on board. This proved successful and was well received.

The Leadership Centre launched '20min Care and Support Space' sessions available to all staff levels across the system; the purpose of this initiative was to provide a focused 20min safe space for staff in the system to be supported through a guided coaching conversation that was designed to be brief enough for staff to positively engage during the COVID-19 pandemic. The Leadership Centre developed a Webinar series open to all and based it upon the PHA's Take Five strategic aim. The series was designed to support staff with 30-minute webinar sessions on 5 key topics involving self-care and the importance of engaging with your team whilst working from home. The Leadership Centre's Consultant Team delivered webinars in the morning, afternoons and evenings on Mondays, Wednesdays and Fridays. These proved to be very much welcome with over 2,700 participants and positive feedback coming in, not only locally, but from the Orkneys, NHS Scotland, NHS Birmingham and Australia.



HSC Business Services Organisation

inspire
wellbeing for all

Wellbeing Webinars

These webinars will be delivered by Inspire and are open to all BSO staff to attend.

PROMOTING WELLBEING THROUGH THE PANDEMIC
Building Resilience, Managing Media Influence, Managing Kids At Home.
10th Feb 1.30 - 3pm / 3.15 - 4.45pm

MEN'S MENTAL HEALTH AND WELLBEING
The Importance Of Responding Appropriately To Those Things I Do Not Have Control Over, How Best To Look After My Health, My Mind And My Attitude, The Actions I Can Now Take For Myself.
11th Feb 9.30 - 11am / 11.15 - 12.45pm

MANAGER'S PROMOTING POSITIVE MENTAL HEALTH
An understanding of the mental health continuum, Recognise signs and symptoms of stress, anxiety and depression, Managing during a global health crisis, How to support your staff who are experiencing mental health issues.
8th Feb 3 - 5pm

INTRODUCTION TO MINDFULNESS
Understand the theoretical principles of Mindfulness and its positive impact, Understand and develop a compassionate self-awareness to promote resilience and positive self-care.
29th Jan 11.30 am - 12.30 pm / 4th Feb 3.30 - 4.30pm

To book a place please contact colin.mccafferty@hscni.net
There are 20 places available per course and they will be filled on a first come first serve basis.
Further dates to follow in February

INVESTORS IN PEOPLE Silver
Silver Line 2020

Making together, Resilient, Empowered, Connected, Engaged

The BSO, HSCB and PHA combined efforts to develop the Staff Health and Wellbeing SharePoint site. The site contains a range of self-help materials, a list of directory support services, hints and tips on how to improve your wellbeing and a wide range of resources including apps and support packs across the Health and Wellbeing Spectrum including information on:

- Keeping Active
- Mental Health
- Home Working and Keeping Healthy
- Support for Parents and Carers
- Healthy Eating.

The site has been very popular with over 12,000 hits and continues to be updated.

The Human Resources team developed a Health and Wellbeing Calendar to help improve recognition of the international awareness days and associated wellbeing resources and support for staff. The calendar contains a range of documents and resources across the key Health and Wellbeing areas to include:

- Psychological Wellbeing
- Physical Wellbeing
- Social Wellbeing
- Financial Wellbeing.



The Business Service Organisation launched a new workplace policy on Domestic Abuse this year. The BSO is committed to raising awareness of domestic abuse and offering advice and support for employees and management. This policy signifies a clear commitment of the BSO's support to any member of staff affected by domestic abuse and aims to raise awareness and understanding of domestic abuse, outlining key resources and support available. To support the policy launch and increase awareness of understanding domestic abuse, the BSO delivered virtual Domestic Abuse Awareness Sessions facilitated by Women's Aid.



To support staff still working in the office, 'Comfort Rooms' were set up to give staff a space to relax, reflect and recharge. Some light refreshments were provided for staff and 'a wall of hope' was created to encourage staff to read and leave messages of positivity for colleagues.



5.2 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*”, the staff intranet, regular staff meetings, team briefings, professional supervision meetings. Team Briefings are intended to facilitate a clear communication of the connection between an individual’s contribution and how that leads to the overall corporate success. As a result of the COVID-19 pandemic, new approaches were developed, using Zoom and Microsoft Teams amongst other electronic communication platforms, to ensure that employees were kept informed with the ongoing situation with the pandemic and any business developments.

Many teams also incorporated these virtual team meetings to facilitate a social link between team members; by organising virtual tea breaks. This provided teams with an increased sense of connection, increased engagement between teams and a much needed break throughout the tough times created by the pandemic.

The monthly newssheet “*Business Matters*” has continued to be developed as a means of disseminating corporate information. It has become an interactive document to allow more content to be included such as the inclusion of videos and links to websites.



5.3 Accreditations and Recognitions

Human Resources

The Human Resources Team were delighted to be successful shortlisted in the 2020 National Healthcare People Management Association (HPMA) Awards for the following award

Deputy HR Director of The Year – Paula Smyth



These awards recognise a UK healthcare HR team and Deputy Director working together and achieving exceptional things over the past 12 months. Over the past 12 months Paula and the HR Team have excelled in the implementation and support of many HR initiatives with professionalism and compassion, despite having faced additional and extraordinary challenges. The team has done exceptional work, in addition to business as usual, including helping client organisations through an unprecedented period of industrial action and establishing an International Recruitment Service for doctors and nurses. The judges commented on how they were impressed by the way this team rose to the challenges of the organisational change, industrial action, and increasing demand on their services. They said the team showed great leadership skills and excellent team working.

While our NHS colleagues pipped us to the post for the win, it was a fantastic achievement for both Paula Smyth and the HR Team to be recognised as finalists in this prestigious competition where many HPMA branches across the UK competed.



Honest Broker Service

The Northern Ireland Honest Broker Service received recognition from Health Data Research UK;

“We are grateful for the responsiveness and commitment of your team over the last 6 months in managing a complex and highly dynamic programme of work. Key achievements over the last 6 months include the significant increase in datasets being on-boarded to NI HBS at pace and scale, including new assets such as COVID-19 testing and the new initiative with the UK Secure eResearch Platform (UKSeRP) to enable safe and secure remote access to these datasets for approved researchers...”

Digital Identity Services and CORE LMS (Automated Laboratory Medicine Systems)

Two of the major programmes within BSO ITS change portfolio received fantastic results from the recent Gateway Reviews. DIS and CORE LMS (a project within NIPIMS) both recently underwent Gateway Reviews by a team of external reviewers working with the Department of Finance. These independent practitioners use their experience and expertise to examine progress and likelihood of successful delivery of aims, objectives, and benefits to the required standard of quality, within the agreed financial envelope and timeframe determined.

Following the reviews, the reviewers awarded the Core LIMS a “Green” confidence rating, and DIS a positive “Amber/Green” confidence rating.

Karin Jackson, Chief Executive of NIBTS and SRO for Core LIMS notes *“This is a fantastic achievement and allows the programme to progress with maximum credibility and confidence. The Review noted the exceptional progress made over the last year, acknowledging the focus, energy, and commitment that has been required from the project team and the stakeholders to get to this point. I am pleased they also commended the capability of the team, the robust governance in place, and strong partnership working across HSCNI. This reflects what I see – a dedicated team of professionals from throughout HSC working through the numerous challenges in a robust, professional and collaborative manner.”*

For DIS, this was the final gateway review for Dr. Sloan Harper, Senior Responsible Owner, before his retirement. Dr. Harper commented that *“The Review team was most complimentary about the manner in which the organisations involved have collaborated and ensured that the significant benefits of our programme are clearly understood by a wide range of contributors. They were very impressed with the resilience of the programme team and the way in which everyone involved in the programme has managed the adversity and challenges of the recent months and found innovative ways to stay on task, maintain our timelines, and adhere to good programme management principles and standards”*.

5.5 Training & engagement opportunities

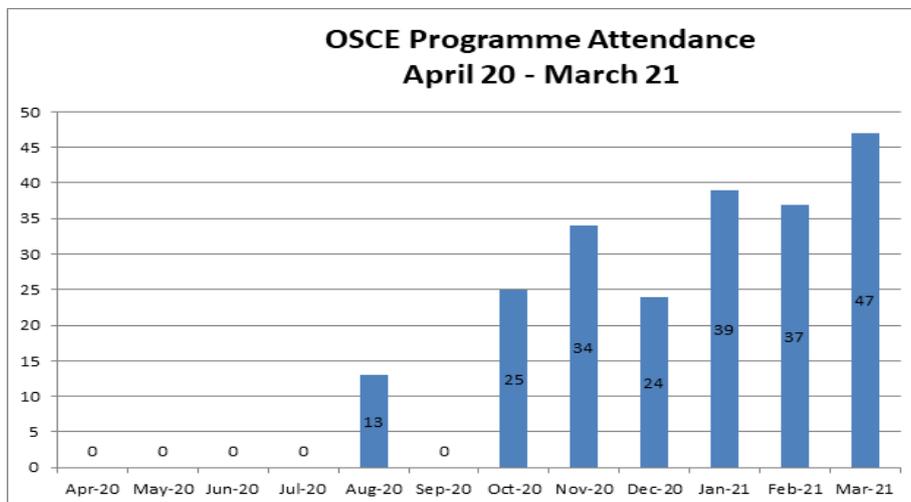
Clinical Education Centre

The Clinical Education Centre (CEC) was commissioned by DoH to develop and deliver required training packages to support the implementation of the deprivation of liberty aspects of the Mental Capacity Act (Northern Ireland) 2016. Staff were seconded out of the five Trusts to assist the CEC in arranging and delivering four levels of training. Approximately 48,000 people attended a CEC programme during the year. Between 1 April 2020 and 1 March 2021 47,040 evaluation requests were sent to programme participants. 90.36% of the evaluations were completed with 99.53% of participants stating that learning outcomes were met.



International Nursing

The CEC continue to support international nurse recruitment by delivering the International Nurse Induction Programme and the OSCE Preparation Programme. These programmes support the newly recruited International Nurses to meet the NMC Registration requirements. As at February 2021, a 100% pass rate was achieved with numbers increasing significantly.



Leadership Centre

As a result of the COVID-19 pandemic the Leadership Centre had to rethink the way in which they delivered their training workshops; this resulted in the conversion of their programmes to a virtual environment. The new virtual offer has seen the registration number increase by 100% on their Senior Leadership Programmes- Acumen, Proteus and Aspire and on their PG Diploma programme which is accredited by Ulster University.



They also designed a range of new products, also being offered virtually – SAI Panel and Chair training, Advanced Coaching Programme accredited by ICT, a new Middle Management programme, Coaching supervision, the first SAS doctor development programme and a much-needed Classroom to Virtual training programme, which has been in high demand across all their clients.

Human Resources

The move to remote working necessitated a redesign of Recruitment and Selection Training, Corporate Welcome and Absence Management to allow for on-line delivery. The HR department has been providing ongoing support to staff and managers in the Management of Attendance to include absence dashboards, guidance and training. BSO achieved the corporate attendance targets as set by Department of Health and recorded a 1.35% reduction in absence compared to 2019/20.

6.0 Measuring the Improvement

*The Quality 2020 aim: **We will improve outcome measurement and report on progress for safety effectiveness and the patient/client experience. We will promote the use of accredited improvement techniques and ensure that there is sufficient capacity and capability with the HSC to use them effectively.***

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

For the service user, no matter which specific aspect of health and social care they are using, the outcome is the most important thing. It is therefore important that the most effective methods of service delivery are used and improvement techniques are applied.

6.1 Collection and Analysis of Data

As described in paragraph 2.1, the BSO Board maintains a focus on quality by discussing performance information, including key quality indicators, on a regular basis. This information is presented through:

- the monthly Corporate Balanced Scorecard,
- the quarterly report on Performance against Annual Business Plan,
- the quarterly Human Resources and Corporate Services Report,
- the monthly Finance Report,
- the annual Service Offering to customers;
- compliance with Audit Reports and Organisational Assurance,
- updates on Quality Awards and Accreditations and
- outcomes of the annual Customer Satisfaction Survey with associated improvement action plans.

In addition, the BSO Board and Governance and Audit Committee reviews the Corporate Risk and Assurance Report on a regular basis. The Board does this with a view to assessing prospectively risks to quality of services and ensuring that appropriate controls and assurances are in place.

Further operational examples from BSO Directorates include:

- Comprehensive quantitative and qualitative evaluation systems from course participants in the HSC Leadership and Clinical Education Centres to inform changes to products. Impact evaluation processes are included in HSC Leadership Centre proposals for consultancy initiatives.
- HSC Clinical Education Centre (CEC) produces an annual Quality Assurance report into a selection of its programmes. IT Services use service toolsets, customer feedback and project monitoring tools such as Project Vision.
- Equality team uses qualitative data collection through roundtable discussions or one-to-one engagement with customers and quantitative data collection through surveys
- HSC Pensions Service provides quarterly governance reports to DoH and has rolled our Employee Access to on-line Pensions information
- PaLS have a performance dashboard and analyse data from all available systems, audits and performance against Key Performance Indicators (KPIs). Outputs are addressed by operational groups throughout PaLS
- Directorate of Legal Services (DLS) provides monthly reports to each client setting out the time recording against each case/referral in each area of law.
- Customer Care and Performance provide Service Level Agreement monthly performance reports to customers on metrics from across all services provided by BSO. In 2020-21, CCP carried out a service improvement project to develop a new format for the customer reports by highlighting the service areas that did not meet their monthly KPIs. A rationale was included within the reports explaining why the KPI was not achieved. The outcome of this project was that more meaningful and detailed monthly reports were distributed to customers identifying areas of under -performance. In addition, service areas were also held to account on a more regular basis in terms of documenting the action they were taking to address and improve areas of poor performance.
- Office for Research Ethics (ORECNI) continues to achieve 100% of the UK national Key Performance Indicators (KPIs) relating to research ethics review.
- The data analytics team based within the Counter Fraud and Probitry Service provides valuable support to all areas of this service, as well as to customers

through various projects. Shared Services Business Services Team has facilitated the monitoring of shared services performance by consolidating and developing Business Intelligence reporting. The Team has also successfully designed and implemented a Supplier Master Data Management Process Automation.

BSO is a source of much valuable information, produced as a result of the payments and other services it provides to support GPs, Pharmacists, Dentists and Community Ophthalmic Practitioners. In recognition of this, BSO is a legally specified producer of Official Statistics, along with all NI government departments and a range of other public bodies that have been similarly specified. This places a requirement on the BSO to release statistical information in full compliance with the Code of Practice for Statistics. To help meet our obligations and ensure that BSO statistics are trusted and of high quality, the Information Unit in Family Practitioner Services (FPS) recently published a new statistical compendium. This covers each of the FPS service areas presenting high level results supported by relevant charts, infographics and commentary. The report itself is underpinned by a comprehensive set of tables providing a more in-depth breakdown of each service area, the most important of which are updated on a quarterly basis. The new Official Statistics series can be found at www.hscbusiness.hscni.net/services/1802.htm

6.2 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 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.

Around 34% 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 required to qualify as an accredited counter fraud specialist 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. Additionally, Solicitors provide training on a variety of legal topics to clients; e.g. to clinicians, social workers, managers etc.

All members of nursing and midwifery staff within the HSC Clinical Education Centre (the Centre) are registered with the Nursing and Midwifery Council (NMC) and come from all fields of practice and a range of specialisms. In addition, the Centre's nursing and midwifery teaching staff are required to hold or are supported to obtain a 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. As registrants and teachers, they are supported and enabled to maintain and enhance their knowledge and skills through Continuous Professional Development (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 vast majority of Allied Health Professional (AHP) education and training programmes are delivered by experienced and highly skilled external tutors, sourced regionally, nationally and internationally. The Senior Education Manager (AHP) 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.

The HSC Clinical Education Centre has also developed strong inter-agency working with our partners in HSC Trusts. This ensures that the educational programmes and

products delivered by the Centre's Nursing and Midwifery and AHP Units not only 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. 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.

As part of Quality 2020, the Department of Health, in conjunction with Trust representatives, commissioned the HSC Leadership Centre to develop and host a regional eLearning programme to provide staff with a greater understanding of Level 1 of the Attributes Framework: Supporting Leadership for Quality Improvement and Safety. The programme is available to all HSC staff on the HSC Learning Centre (<http://www.hsclearning.com>).

Members of staff working in the Accounts Receivable Shared Services Centre are encouraged to study for the Chartered Institute of Credit Management (CICM) qualification.

6.3 Honest Broker Service.

COVID_19 has impacted on the research service as the safe room through which researchers access data has had to close for much of the year; however HBS have facilitated access with social distancing and enhanced cleaning regiments in place when it has been possible to do so. The team have also offered a remote query service where HBS staff have processed queries on behalf of researchers to help them progress their work where possible.

During this year the HBS have completed a pilot of technology which will offer remote access for researchers known as the UK Secure e-Research Platform (UK SeRP – Developed by Swansea University Medical School). The HBS have received funding from Health Data Research UK (HDR UK) for this pilot and now the pilot is completed have engaged with Trusts and other HSC organisations to put the necessary governance arrangements in place for launch of the new service using this software.

The HBS have also been engaged with HDR UK as a delivery partner to help progress a programme of work relating to COVID-19 research across the UK. This programme of work, known as the National Core Studies, has involved the Regional Data Warehouse, HBS staff, and wider HSC staff working together to make key datasets relating to COVID-19 available for research.

As part of this programme of work and with the new ability to offer remote access the HBS will be taking on research projects relating to COVID-19 involving researchers from Universities outside of Northern Ireland.

Procurement and Logistics Service

BSO PaLS & Business Services Organisation were shortlisted for Procurement Team of the Year at the HCSA Awards. This award recognises teams which exemplify:

- Customer Service Excellence
- Delivery of financial and other benefits
- Development and adoption of good practice
- People development and succession planning
- Collaboration with NHS, private, public and third sector organisations
- Strategic focus
- Adoption and implementation of the NHS Standards of Procurement

To be shortlisted as a finalist in a year in which the team was truly put to the test in sourcing PPE is an outstanding achievement for the PaLS Team.



PaLS also hold the Mark of Excellence in European Foundation for Quality Management (EFQM) Steps to Excellence. PaLS is committed to delivery of value for money services based on processes that are quality assured and certified by NQA with ISO 9001 for all services.

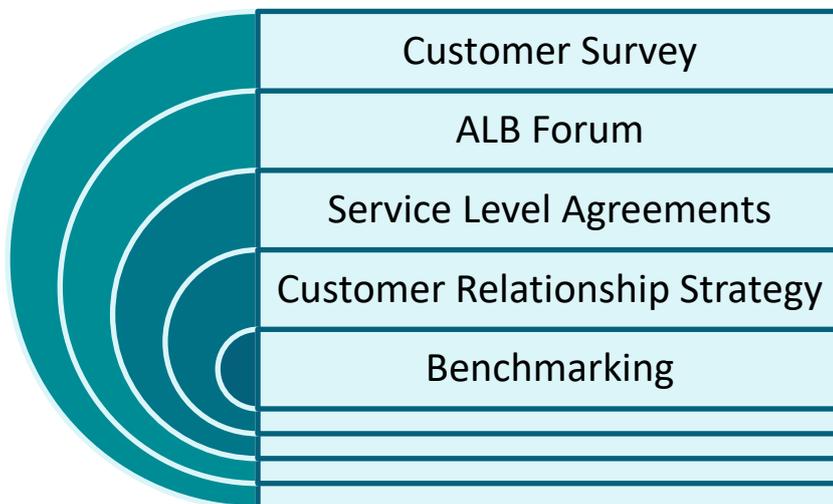
7.0 Raising the Standards

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

The Quality 2020 Strategy has emphasised the importance of the voice of the service user. Their contribution to policy and procedures is essential to build a service user based healthcare system.

7.1 Involving Service Users in Quality Improvement

The BSO is a customer-driven organisation and earns its income from the provision of services which are paid for by other HSC bodies. These include the six HSC Trusts, the HSC Board, the Public Health Agency and other regional agencies within the HSC community, as well as the DoH. Services are provided to each customer within the quality standards and pricing set out within their contract or Service Level Agreement (SLA) with the BSO.



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

BSO customer quality model

The BSO is not required by statute to establish governance arrangements to involve and consult with service users as our customers are, in the main, other HSC organisations. However, we recognise that effective involvement is a key component in the delivery of a high quality service. The BSO Customer Relationship Strategy 2017-21 seeks to place our customers at the heart of everything we do.

As part of the Customer Relationship Strategy, we have participated in the quarterly ALB Corporate Forum and have carried out a range of Customer Satisfaction Surveys. Customer Satisfaction Surveys have been carried out each year since the establishment of BSO and continue to drive what we do and how we do it based on customer feedback. Customer Surveys are carried out on a two year rolling basis and supplemented with other customer satisfaction measurement techniques such as focus groups and ad hoc surveys.

A two-year cycle of corporate surveys commenced in April 2019 but was suspended in February 2021 due to disruption caused by the COVID-19 pandemic. All but three of the eighteen participating service areas completed customer surveys during the 2019-21 cycle. In 2021-22, BSO will commence a project to review and revise the customer survey process. This will include a thorough review of the questions asked and a move to more modern and reliable software. This project will also include a scoping exercise to determine the benefits of sharing data with BSO counterparts in the UK and the Republic of Ireland to benchmark the customer experience.

With the onset of the pandemic, the **BSO Equality and Human Rights Service** refocused its resources on supporting the BSO and client organisation in three priority areas:

- Considering the equality impacts of policies and decisions relating to the COVID-19 response
- Closely engaging with staff who have a disability and staff who are carers via Tapestry, the staff disability network, to identify any changes to their support needs as a result of working under COVID-19 (through meetings/group calls via video, one-to-one conversations, and emails) and raising awareness thereof amongst staff and decision makers
- Facilitating clients in meeting their statutory reporting obligations



In addition to their annual progress on implementation of the equality and disability duties, the Unit has supported clients in commencing their Five Year Review of Equality Schemes. To this end, the Unit collected in-house data (such as training and equality screenings) and conducted a series of conversations with staff working at different levels in the organisations.

Whilst the office-based Disability placements had to be halted, it was possible to facilitate those on a warehouse placement to complete their full 26 weeks if they so wished. All decisions were taken jointly with the participants, their employment support officers and placement managers.

A further major achievement was the redesign of face-to-face equality training and Disability Awareness events to their delivery online. Two Disability Awareness days focusing on Deafness and Hearing Loss and Bipolar Disorder were held in January 2021 and March 2021 respectively. The aim of the awareness days was to raise the profile of these conditions amongst staff. This was achieved by focusing on the experiences of those living with these conditions and how staff members can provide support to affected colleagues.



The aim of the **HSC Regional Interpreting Service** based within BSO is to improve access to Health and Social Care for patients who do not speak English proficiently, through the provision of trained interpreters. The provision of an interpreter:

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

During 2020-21, 60,550 requests were processed and the service received a 99.12% annual provision rate.

The **Small Business Research Initiative (SBRI)** reached its sixth anniversary in the HSC during 2020-21. It certainly was a different year with the COVID-19 pandemic and learning how to work remotely whilst maintaining momentum with projects. This year saw unprecedented number of healthcare professionals involved in the programme, directly influencing technology development to ensure that patients receive the best care possible.

BSO was the lead for an international project, MAGIC, which was reported on to the EU Commission in November 2020. The project involved innovative technologies for stroke rehabilitation being trialled in Northern Ireland and Italy by post stroke patients.

SBRI are also involved in an ongoing project called Project CHAT which aims at optimising the provision of Speech and Language Therapy to meet the NICE guidelines following a stroke. CHAT will radically re-engineer systems and pathways of care with novel, innovative technology solutions to more effectively rehabilitate patients after stroke who have identified Speech and Language Therapy needs. Phase 2 commenced on 1st October 2020 with duration of 18 months.

7.2 Improvements to the training of Allied Health Professionals

Allied Health Profession (AHP) Stakeholder Event

An AHP Stakeholder event was held in December 2020. The event reflected on the changing model of AHP professional development education and scoped the potential future teaching methodologies with a focus of future programme development. It was a very well attended event with both clinical and leadership representation from the nine HSC employed AHP professions and from all Trusts.

7.3 Office for Research Ethics Committees Northern Ireland (ORECNI)

Research became critically important this year during the COVID-19 pandemic, and there continues to be a massive research effort ongoing worldwide. Throughout 2020-21, ORECNI at BSO played an essential role in this research effort on a Northern Ireland, UK and Global basis. It is a regulatory requirement that favourable ethical opinion (from an NHS or HSC Research Ethics Committee) as well as approval from the UK MHRA (Medicines and Healthcare products Regulatory Agency) is in place for certain studies before a trial in the UK e.g. vaccine trials and drug trials.

Some COVID-19 study examples reviewed by the HSC Research Ethic Committees at the ORECNI were:

- The COVID_19 in pregnancy study (CoPS)
- The COVID-19 Myocardial Injury Study
- Advance care planning for nursing homes in a COVID-19 outbreak;
Monitoring skin health of clinical staff wearing PPE during COVID-19
- A first in man study to treat acute cough in coronavirus
- Community Seroprevalence of SARS-CoV-2
- Compliance with COVID-19 restrictions and ways to help improve adherence
- Mass spec analysis of metabolites in blood from COVID_19 patients

7.4 Review of Service Level Agreements and Performance Management Tools

Throughout 2020-21, the Customer Care and Performance Team continued to carry out an ambitious and comprehensive review of Service Level Agreements in partnership with the Regional HSC Organisations.

The primary objective of the SLA review focuses on developing a more unified, modern and organisational approach to the management of the SLAs.

Key highlights the review of the SLAs during 2020-21 included:

- Consultation between BSO service areas and the ALB Corporate Forum on each individual SLA. The Chair of the ALB Forum was consulted on the approach in advance and the BSO Acting Chief Executive wrote to the ALBs to outline the approach agreed in September 2020. ALBs were consulted and were asked for feedback on the SLAs in advance of each meeting.
- These meetings were an opportunity to review the content of SLAs, review the service provided, to discuss whether or not additional services were required and to re-purpose the SLAs.
- Following the consultation BSO senior staff reviewed their SLAs, working with CCP and Finance to redefine and repurpose the SLAs. This ensured that services provided to customers were accurately reflected and costed within the SLAs.
- A workshop with the Corporate ALB Forum was held in January 2021 where a set of principles was agreed for the management of SLAs. The workshop also gave customers a chance to review the standards, duration and time-scales for the services provided by the BSO.
- A new corporate SLA template was agreed with the ALB Corporate Forum.

The template was improved to:

1. Ensure all services provided to the customer were defined,
2. Clearly articulate the responsibilities of each BSO service area and the customers in achieving the required service,
3. Identify a senior single point of contact for each service,
4. Provide meaningful KPI's with reporting arrangements set out,
5. Define monitoring arrangements allowing for the continuous management of the SLAs

In addition to this, a new Customer Report was developed in partnership with BSO services to include a range of additional Key Performance Indicators to support Service Level Agreement performance improvement. The Customer Care and Performance team within BSO developed a reporting site within the SharePoint system to gather performance information following input from each BSO service area. This increased the efficiency of the corporate reporting systems within BSO allowing for more accurate and timely information to be distribution to our customers. The report also provided explanations for under-performance for service areas who did not achieve their KPIs. The outcome of this project was that the customer reports now identify services that are achieving the agreed KPIs and also where there are challenges in the delivery of their services. The new report provides method renewed focus for the BSO to hold service areas to account by ensuring that they take the necessary corrective action in areas of under-performance within service provision.

New governance arrangements were developed to strengthen the operation of management of Service Level Agreements. This has enabled Senior Management to produce more accurate reporting in terms of performance and to identify areas that require improvement.

A SharePoint site was developed to automate the receipt of performance information for the Corporate Scorecard. A review of the Corporate Scorecard was also undertaken resulting in significant changes to enhance reporting to the BSO Board.



8.0 Integrating the Care

The Quality 2020 aim: We will develop integrated pathways of care for individuals. We will make better use of multi-disciplinary team working and shared opportunities for learning and development in the HSC and with external providers.

In order to provide the best possible service, it is essential that training provided is of the highest standard. To help ensure this, the HSC must look to providers of excellence in terms of training and practices. This must be done cost effectively and with outcomes for the service user in mind.

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

8.1 External Assessment of BSO Business Processes

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

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

This section provides a selection of some of the quality initiatives and accreditations held or undertaken by BSO during 2020-21. It is not by any means intended to be an exhaustive list.



8.1.1 Investors in People

The Business Services Organisation continues to be corporately re-accredited against the Investors in People international quality standard. This framework delivers organisational improvement through people. It centers on the development of people to achieve continuous improvement for BSO and the people we serve. By investing in our staff, we are investing in the improvement of health and social care. This accreditation is subject to review every year with re-accreditation scheduled for October 2021

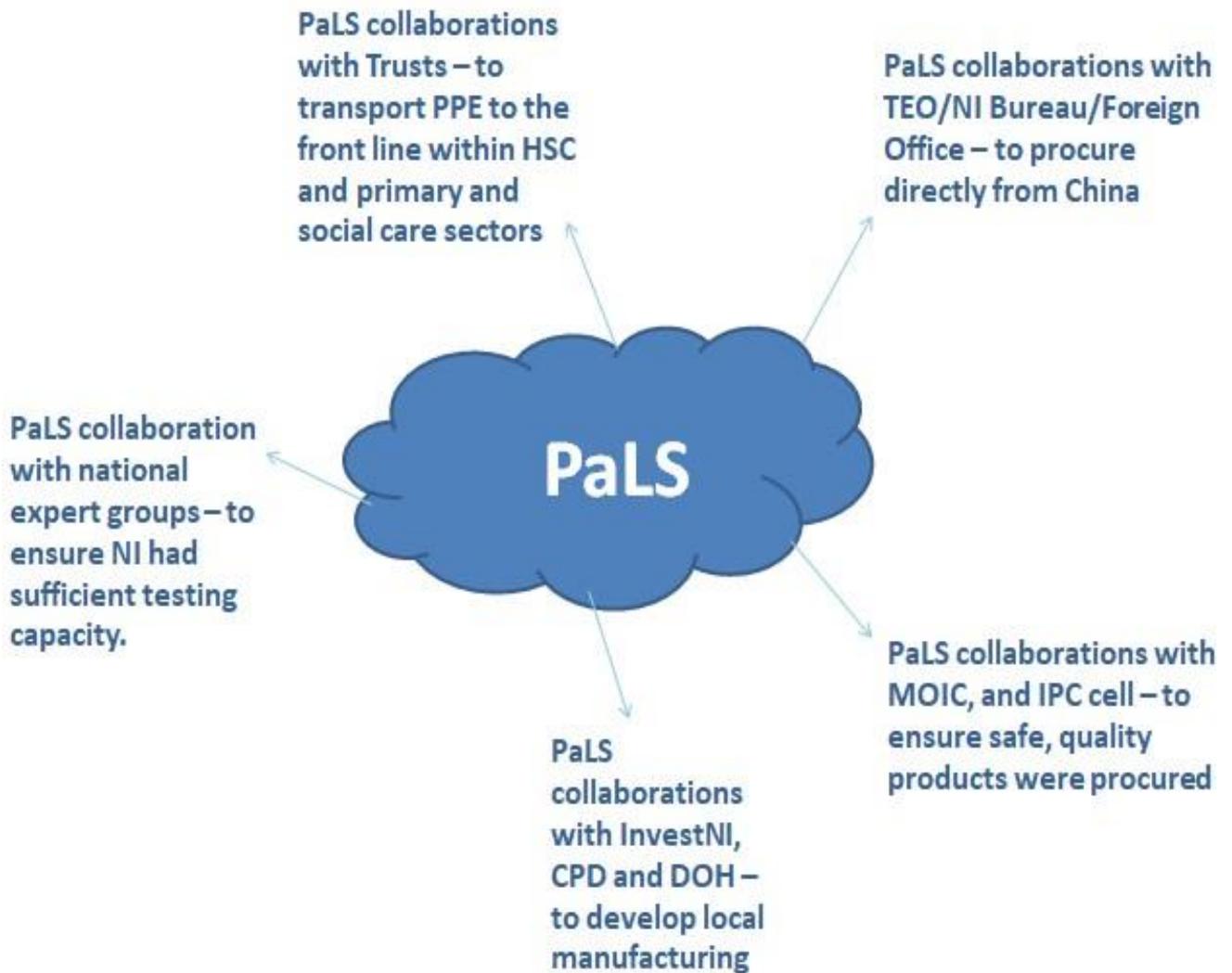
8.1.1 PaLS Centre of Procurement Expertise and ISO9001

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 are the accredited CoPE for goods and services for health.

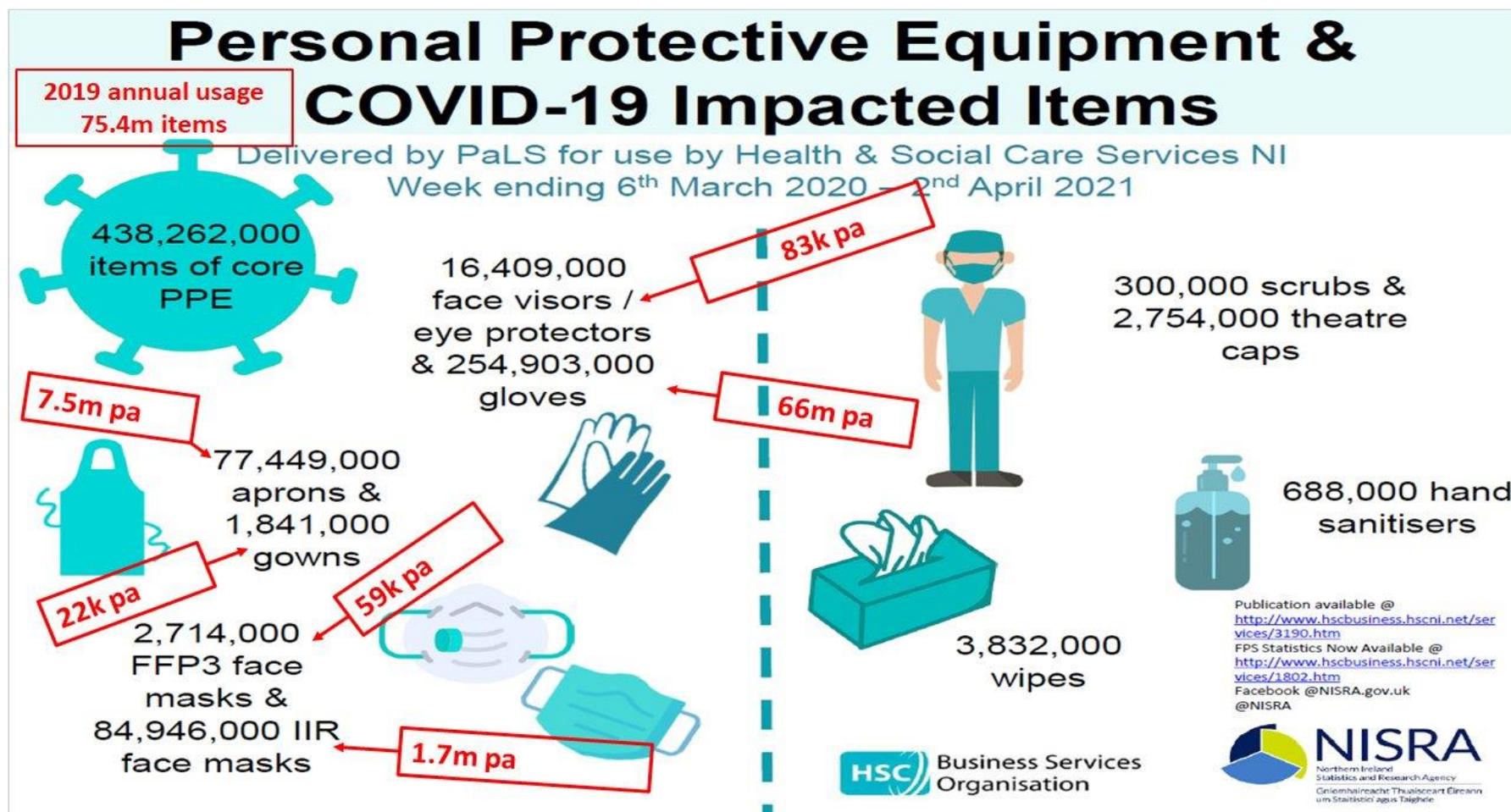
PaLS continues to be accredited with the ISO9001 Quality Management Standard



PaLS were involved in extensive teamwork and collaboration with each other, and with many groups and networks locally, as well as regionally, nationally and internationally. The following infographic gives more detail about the collaborative work they have achieved:



The following infographic shows the significance and scale of the task of procuring warehousing and transporting PPE and COVID-19 impacted items, to the front line HSC Staff, by PaLS staff.



The numbers in red represent the previous annual usage, thereby illustrating approximately 400% increase in volumes handled.

PaLS also received a visit from the Health Minister Robin Swann this year, who was able to see the stocks of PPE being prepared for despatch to HSC Trusts at first hand. Mr Swann MLA, gave approval for BSO PaLS to establish a Dynamic Purchasing System not only for HSC NI but for the whole of the Public Sector in Northern Ireland so that other Public Sector Departments such as Education, NI Water, NIHE, CPB, Councils etc. will not have to publish separate tender but can award contracts under this DPS, to meet their client's needs.



8.1.3 ITS ISO 20000- 1:2011 accreditation

Quality and performance are key considerations for the BSO IT Service. ITS has been an 'ISO 9001:2008 TickIT' quality accredited service since its creation in 2009, undergoing biennial independent external audits. In 2014-15 ITS was successful in achieving the ISO 20000- 1:2011 standard. The ISO 20000 standard is an externally accredited industry standard which is based on the Information Technology Infrastructure Library (ITIL) best practice guidelines for the provision of IT Services. ITS continues to be successfully reaccredited for ISO20000, having achieved this status in February 2020. Future plans are to increase the scope of the ISO20000 internal audit process across all 32 teams within ITS. Consideration of how this will integrate with the move towards ISO27001 is underway.

These standards and guidelines give BSO a template to support our aim of providing the highest quality IT service to our HSC customers.



8.1.4 Directorate of Legal Services

The Directorate of Legal Services achieved re-accreditation to ISO 9001 and Lexcel quality standards during the year; these re-accreditations last for three years with annual review usually in October / November.

The Director at DLS, Alphy Maginness said *“This is a tremendous achievement and is testament to the hard work of all our staff in DLS, particular in these difficult times. The report from the auditor was extremely positive, there were no major or minor nonconformities; there were 5 observations, which is comparatively few in audits of this nature.”*



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

Lexcel sets the standard for:

- Client care
- Risk Management
- People Management
- Structure and Strategy
- Financial Management

- Information Management
- File and Case Management

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

8.1.5 Internal Audit

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



The 'professional development' stream recognises the Unit as an employer who provides learning opportunities for ACCA members to support their continuing professional development (CPD). During the past year, Internal Audit successfully underwent an external quality assessment performed by the Institute of Internal Auditors.

8.1.6 Income Shared Services

Income Shared Services achieved re-accreditation following the mid-term review on CICM Quality Assessment demonstration continuous improvement in the following areas:

- Service Performance
- Customer Service
- Delivering our People
- Credit Policy
- Compliance
- Stakeholder Management

The Chartered Institute of Credit Management is the largest recognised professional body in the world for the credit management community. The CICMQ accreditation is a formal and professional recognition of an organisation's commitment to quality, continuous improvement and best practice in receivables and credit management.



8.1.7 Health and Social Care Research Ethics Committees at the ORECNI – Fully quality Accreditation for Excellence

Health and Social Care Research Ethics Committees A and B (HSC RED A and B) have achieved fully Quality Accreditation in June and July of 2020. Only a minority of UK NHS RECs achieve fully quality accreditation.

Areas reviewed at quality accreditation include committee constitution, the transparency of member appointments, committee member attendance, the management of all committees and committee decision making, the timeliness of committee decisions, the clarity of decision letters, the quality of minutes, as well as the training provided to the committee members.

During 2020-21, ORECNI continued to achieve 100% in significant national Key Performance Indicators and be rated the most efficient service of its kind in the UK.

9.0 Conclusion

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

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

Working in partnership with our customers, BSO continues to play a key role in the achievement of these goals. This report documents some of the valuable contributions made by BSO to improving health and well-being in our community.