

2022 - 2023

QUALITY REPORT

Prepared by :
**BSO Directorate of Strategic Planning
and Customer Engagement**



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Foreword from BSO Chief Executive

Annual Quality Report 22-23 Chief Executive's Statement

Welcome to the Annual Quality Report 2022-23 for the Business Services Organisation (BSO). During 2022-23, BSO successfully continued in its mission to provide high quality, value-adding business and specialist professional services to our partners across the Health and Social Care Sector.

I would like to acknowledge the dedication and commitment of BSO staff who have continued to strive for excellence, delivering high quality essential services and have been recognised locally, regionally and nationally.

BSO continually improves to ensure services are reflective of the needs expected of our health and social care services regionally. Following a strategic review, the BSO has restructured to become more customer focused and to attract, develop and retain the talented professional workforce needed to support the HSC.

It is worth noting that in February 2022, Northern Ireland entered a critical political phase, due to the resignation of the First Minister which subsequently resulted in the collapse of the NI Executive which continued to be case throughout 2022-23.

A consequence of this was the delay to the implementation of a three-year health budget which is vital to supporting the transformation of our health services.

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



Since 2018, our staff have delivered significant progress towards achievement of the BSO Mission “To provide high quality business services which support our customers to improve health and well-being”. Looking ahead to the 2023-24 year, we will have the opportunity to refocus our priorities by developing our new Corporate Strategy. We look forward to engaging with our stakeholders on the priorities for BSO that will see us continue to deliver a first-class service to our partners across health and social care.

As part of the investment in our workforce, BSO subscribes to Investors in People and has attained Silver Accreditation twice. In December 2022, HR Representatives met with our IIP Consultant for our 12-month review. This meeting was an opportunity for IIP to check in on our improvements and achievements over the last 12 months and BSO received very positive feedback from Stephanie McCutcheon, IIP Consultant reporting:

“It’s clear to see your commitment to further strengthening aspects of people management and development in the organisation, with many of the actions taken and planned drawn from assessment feedback. We’re due to catch-up for our 24-month accreditation review meeting in December 2023, and look forward to hearing about how you’ve been getting on”.

Some areas covered within the assessment included; the BSO Strategic Review, the establishment of a new Communications Team, Hybrid Working, Health & Wellbeing focus, Appraisals, Learning & Development, and the Development of our new People Strategy.

BSO is proud to continue to monitor and improve our people practices. We look forward to taking part in this assessment again as we continue to make BSO an organisation people want to join and progress and develop in.

There have been many achievements, successes and developments over the course of the past year and a selection of our quality achievements from period April 2022 to March 2023 are highlighted within this report.

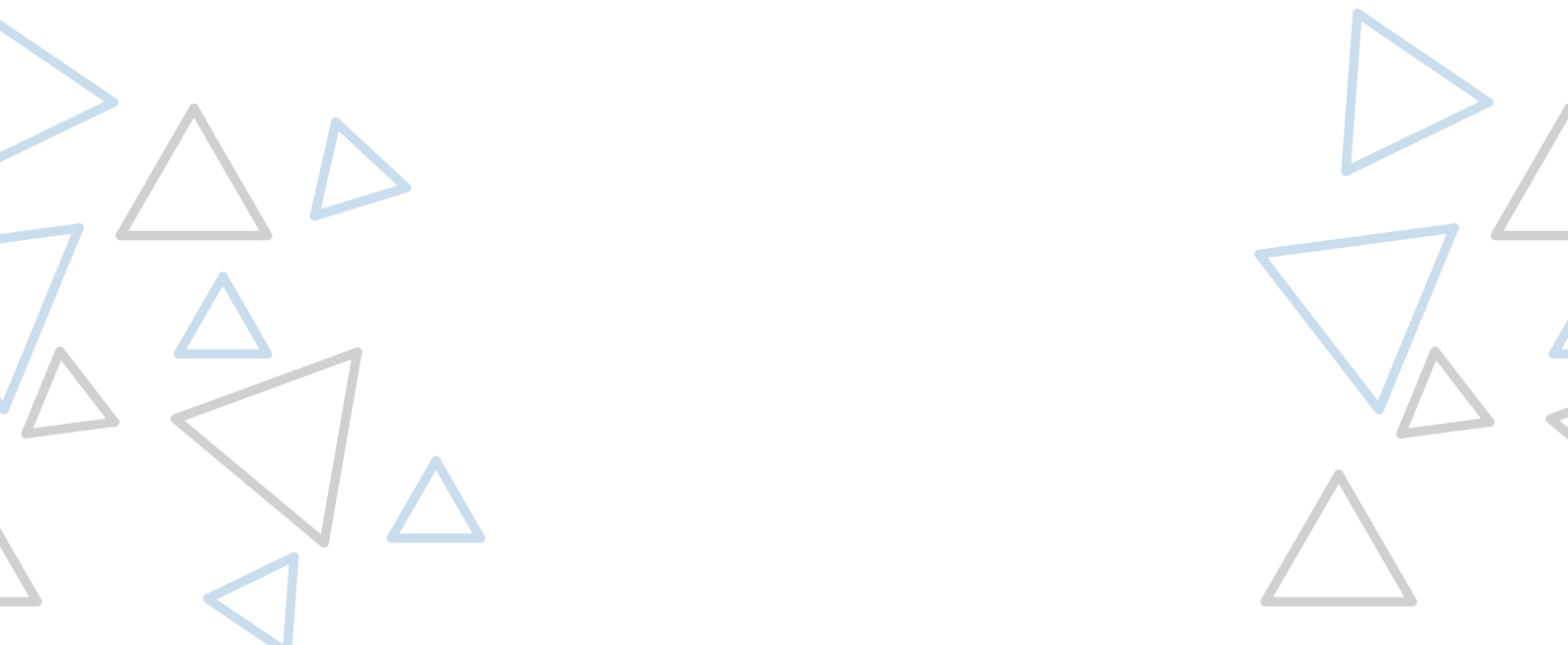
I wish to record how immensely proud I am of the considerable accomplishments within BSO over the course of this year and take this opportunity to highlight our staff. I have been extremely impressed and inspired with their ability to provide services that

benefit the public, whilst dealing with unplanned challenges and issues, and wish to recognise the quality of all their work that ensures we continue to deliver high quality services.

In this context, it is my pleasure to present the Annual Quality Report 2022-23.

Karen Bailey.

Karen Bailey
Chief Executive
September 2023



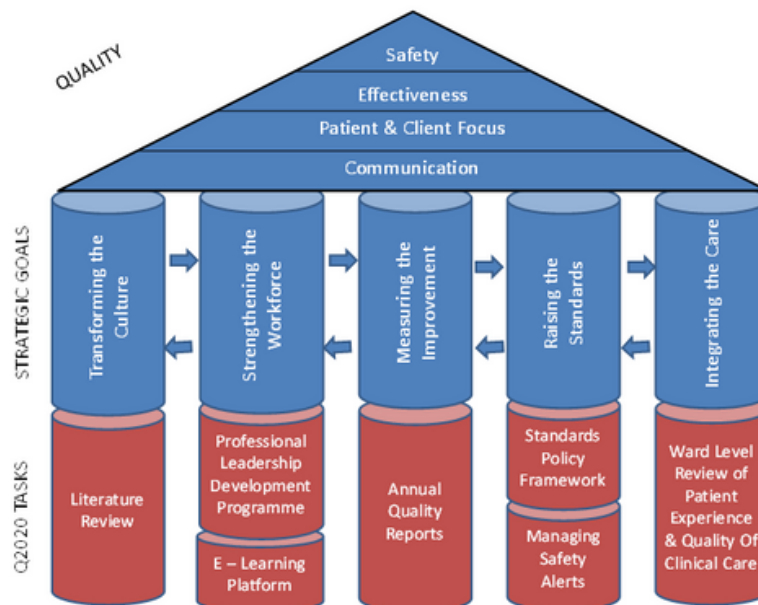
2.0 Introduction

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** – to encourage the achievement of a high-quality service, which further promotes, prioritises and develops cross-working partnerships between staff for the benefit of carers, clients and patients;
- **Strengthening the Workforce** – support staff to deliver change and take necessary decisions in delivering a high-quality service through education, empowerment and leadership development;
- **Measuring and Improving** – measure and deliver Quality Improvement through the effective use of accredited techniques to enhance capacity, patient safety and experiences;
- **Raising the Standards** – develop and maintain evidence-based standards in partnership with all stakeholders to establish a clear framework that will guide best practice;
- **Integrating the Care** – using teamworking and shared learning (best practice) to further develop integrated care pathways.



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 (Strategic Planning and Customer Engagement 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 tenth BSO Annual Quality Report. It highlights some of the BSO's key achievements with regard to quality excellence and continuous improvement during the year 2022-23 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. A range of shared services are provided, including payroll, payments, accounts receivable and recruitment. Our service areas are also supported by a number of corporate teams.

Our Strategic Objectives for 2022-23 have helped us to fulfill our Mission in an increasingly challenging environment. Our Strategic Objectives are the focus of everything we do and for 2022-23 these are to:

- Deliver consistent, high quality services that add value to our customers.
- As a trusted partner, co-develop our services with our customers.
- Work smarter, to continually find more demonstrably efficient and effective ways of working with our customers and the Department of Health.
- Offer exciting and rewarding opportunities for our people to develop and grow their careers.
- Initiate, enable and support improvements in the health and social care in Northern Ireland.

By 2024 we aim to have achieved the following outcomes:

- Demonstrated delivery of a High Quality, Efficient Service offering to HSC, contributing to improved Health and Wellbeing
- Have demonstrated our ability to Add Value in Partnership with our Customers and responded to the challenge of Public Sector Shared Services
- Embrace 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



Processes are assessed externally and internally to ensure their optimisation and strength

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

How do we improve quality?

1. Staff Engagement
2. Business Matters
3. Staff Survey
4. Learning and Development
5. Recognition Awards
6. Investors in People
7. Leadership Development Programme

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 & customer focused.

4.1 Our Board

The Executive and Non-Executive Directors of the BSO Board provide leadership for the organisation and are responsible for ensuring the organisation achieves its objectives. The strategic direction for the BSO is set by the Department of Health (DoH) and guided by the Minister for Health and the Chief Executive is accountable to the Board for the performance of the organisation.

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

- Governance and Audit Committee (GAC)
- Business Development Committee (BDC)
- Monthly Corporate Balanced Scorecard
- Monthly Finance Report
- Quarterly report on Performance against Annual Business Plan
- Quarterly Human Resources and Corporate Services Report
- Annual Service Offering to customers
- Annual Report
- Compliance with Audit Reports and Controls Assurance Standards
- Quality Awards and Accreditations updates
- 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 prospective 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 the organisation. These meetings, together with presentations from service areas provide a further means of assuring quality of performance.

4.2 Senior Management Commitment to Quality Improvement

The Annual Quality Report highlights the continued commitment from our staff to ensure high quality service delivery is maintained in the aftermath of the Covid-19 pandemic. In response to the pandemic, the BSO has piloted a Hybrid Working Scheme which was launched in August 2022 and will run until December 2023. BSO will review the impact of the Pilot Scheme and make a subsequent recommendation to BSO Board in terms of a formalised and agreed way forward for 2024.

Many of the BSO service areas have developed new models of working to ensure the high-quality delivery of their service. Examples of this include:

ITS oversaw the delivery of services and solutions that directly affect the health and wellbeing of every citizen in Northern Ireland. One such service is NIPIMS, a new £40m Laboratory Information Management System (LIMS), that will significantly improve the delivery of clinical diagnostic services for key areas of healthcare.

Another example is NIPACS+, which is a HSC wide Programme, working to consolidate the disparate imaging solutions across the HSCNI landscape and will introduce a full regional view of a patient's medical imaging and reports regardless of geographical location and specialty. The NIPACS+ Programme will deliver a single enterprise imaging solution for HSCNI to improve patient safety, enhance patient care, support clinical diagnosis and strengthen clinical pathway planning.

Family Practitioner Services Information Unit staff provided the Honest Broker services within BSO a Secure Electronic Research Platform (SeRP) for accredited research. This allowed remote access to anonymised health service datasets within a secure environment. As a result of this implementation which commenced on a phased basis in June 21, researchers were able to develop and carry out their work remotely. This new functionality is now fully embedded within the service.

Directorate of Legal Services (DLS) adopted new models of working during the pandemic which included remote/hybrid working, with staff virtually attending court for hearings, this has been further developed and enhanced. DLS has streamlined their processes in regard to electronic bundling and virtual attendance of DLS staff at virtual Court. This has enabled DLS to make considerable savings in both travel costs and staff time. The same can be applied to Internal Audit who have used virtual meetings to assist the maximisation of productivity whilst minimising travel costs.

Human Resources have developed a suite of resources for managers and staff as part of the implementation of the Pilot Hybrid Working Scheme. These included well-being resources to support staff within these new models of working.

OREC's Research and Ethics Committee (REC) meetings moved from face-to-face to virtual meetings. This was warmly received by members and has had a significant positive impact on those REC members with caring responsibilities and those with disabilities. These members felt that the new style of virtual meetings allowed them to balance their caring responsibilities and REC work more effectively; while those with disabilities indicated that online meetings accommodated their health needs alongside REC work.

Pensions also moved from face to face delivery to remote delivery for both their workshops and one to one consultation which allowed them to deliver services to a significantly higher number of people. The feedback around these workshops and one to one consultation has been solely positive. There were over 535,000 pension payments made during 2022-23.

Equality have reported that by moving events which were previously held face to face, to online this has made the events more accessible to a wider group of staff.

A good example of this includes the Disability Awareness Days whereby the recordings are made available via the Tapestry website afterwards.

Clinical Education Centre (CEC) has continued to develop teaching and digital capabilities, with the further development of online resources, simulation, and eLearning. The adoption of a blended teaching approach utilising the most effective teaching methods to achieve learning outcomes has been recognised as more time effective for both teaching staff and clinical participants. Interpreting Service delivered a provision rate of 96.97% during 2022-23, and expanded its services during the pandemic to provide Interpreters via video call. This has enabled HSC Staff to continue to deliver ongoing care and support where in-person contact was limited. Interpreting Service has continued to provide Interpreters via video call - with over 1,700 video calls facilitated during 2022-2023. The HSC Interpreting Booking System has been adopted to encourage increased use of video calls to reduce travel time and costs, as well as maximise availability of Interpreters to cover additional appointments.

As a result of hybrid working the BSO Corporate Communications Team has embraced the opportunity to share messages and stories digitally in order to keep colleagues connected with the organisation. BSO Corporate Communications has also developed an improved and refreshed monthly staff e-communication which will be covered in greater detail later in this report.

4.3 Quality Culture within BSO

The BSO continues to develop stronger methods of working to enhance quality improvements, develop lean models of working and increase innovation and excellence across the organisation for our customers.

Last year our “Corporate Strategy 2018-21” was extended by a further year in agreement with the Department of Health due to the continuing pressures being experienced post-pandemic and the challenges associated with developing a new strategy in that context. A BSO Annual Business Plan was developed for the 2022-23 year to outline objectives and actions in light of this. The new Corporate Strategy will be developed in 2023-24 Financial Year.

PaLS have introduced team meetings across all functions, providing a forum for all staff to generate new ideas, explore and experiment new ways of working. This is a continuous improvement initiative for staff and an opportunity for staff to gain experience in project work.

Human Resources invited staff from across the BSO organisation to become Health and Wellbeing champions in supporting the development and promotion of positive staff health and wellbeing. All Directorates across the BSO now have dedicated Health and Wellbeing Champions with 25 staff having volunteered to take on this role. During 2022-23, 27 Health and Wellbeing Courses were delivered, with over 500 staff participating. The course delivered advice and training in key areas such as building resilience, menopause awareness, nutrition and reducing stress levels. The courses were very positively received with over 93.89% attendee respondents found they benefitted from the courses.



BSO Health and Wellbeing Champions 2022-2023

Appraisals within BSO were heavily promoted during 2022/23 and as a result the organisation exceeded the Department of Health target of 85% of staff participating, with a compliance rate of 95% across the organisation. This ensured staff were having meaningful conversations with their line managers about their health and

wellbeing, their job and how they performed in addition to their future development needs to help achieve the objectives of the organisation.

Clinical Education Centre (CEC) delivered a number of strategic projects within 2022-23. The Early Years Obesity Prevention Programme (EYOPP) was procured by the PHA from an external organisation (HENRY). This early year's obesity prevention programme is in response to a number of strategic drivers, such as Making Life Better: A Whole System Strategic Framework for Public Health 2013-2023. Three CEC staff were trained to deliver this programme and during 2022/23 they have delivered various HENRY training programmes to staff and volunteers who wish to develop their skills in supporting parents, carers and their children to develop a healthier lifestyle for the whole family.

CEC's delivery of high-quality education services is underpinned by effective governance arrangements. Programmes are designed, developed and reviewed in-house, through established Specialist Interest Governance Groups (SIGGs). These groups provide expert and specialist knowledge on a professional field of clinical practice. When reviewing programmes, the most appropriate teaching method and target audiences are determined as well as ensuring that the content is reflective of the most up-to-date evidence-based treatment approach. Each year, the Northern Ireland Practice and Education Council (NIPEC) reviews a sample of CEC programmes on behalf of the DoH, in accordance with established quality monitoring processes.

Business Services Team (BST) continue to maintain and update the Regional Cyber-Attack Communications Plan ensuring it is current and up to date in the event of a cyber-attack on HRPTS, FPL or on HSCNI.

4.4 Customer Engagement

Arm's Length Bodies (ALB) Forum

Since 2009, the BSO has grown significantly and expanded its capability to provide a range of services to 17 customer organisations. Ten of the BSO's customers (collectively known as the smaller Arm's Length Bodies) form the membership of

the ALB Forum. This Forum was established to provide a platform for the BSO and its smaller customer organisations to work together in partnership to improve the quality of BSO services in line with customer needs. Since November 2021, the then Director of Customer Care and Performance took over management of this Forum. The Forum continues to develop through engagement with ALBs around quality service delivery and meet quarterly to discuss issues unique to ALBs.

DLS Customer Forum

Following feedback from customers in respect of Legal Services a DLS Customer Engagement Forum was established. This is a quarterly customer engagement forum which was set up in 2022 to provide a platform for BSO DLS to engage regularly specifically with its Trust customers working in partnership to improve the quality of BSO DLS services in line with customer needs. The inaugural DLS Customer Engagement Forum was held in the HSC Leadership Centre on the 8th February 2023.

Strategic Customer Forum

The Strategic Customer Forum was established as a result of customer feedback and had its first meeting in November 2022. The purpose of the Strategic Customer Forum is to provide a platform for the BSO and its Trust customers to work collaboratively to improve the quality of BSO services in line with customer needs. This Forum enables the opportunity to discuss customer needs at a strategic level and agree key priorities and set strategic direction. Terms of Reference have been agreed and the forum will meet twice yearly.

Additional Customer Fora

BSO continue to work with customers and understand the importance of this engagement. BSO Directorates continue to engage with customers on a variety of platforms including over 100 Fora facilitated by the following service areas:

- Shared Services
 - PaLS
 - Interpreting Services
-

- HSC Leadership Centre/CEC Centre
- HSC Pension Services
- ITS
- Equality Unit
- Counter Fraud and Probity Services
- Family Practitioner Services



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 enabling staff to challenge and change behaviours and different practices has been highlighted. We must ensure we are more adaptable to making changes and utilising available opportunities and resources.

Strong empowering leadership will strengthen the workforce and training can play a major role in this. BSO are committed to developing our people so that the HSC can benefit from a capable and proficient workforce that is culturally diverse and possess strong skills and qualifications.



In July 2022, BSO established a Corporate Communications and Engagement Team, to enhance the BSO brand through storytelling and improve communication and engagement amongst the existing staff and also through the ALBs.

The Human Resources Team made the shortlist for two CIPD Awards, Best Change Management Initiative (National and NI Awards) and Best Resourcing and Talent Management Initiative (NI Awards). The team were delighted with this recognition by their professional body.

A new 'Hybrid Working' pilot scheme was launched in August 2022. The scheme will run until December 2023. 'Working from Home Pulse Surveys' were issued in January and April 2023, with two more Surveys scheduled for later in the year. Responses from these Surveys will help shape and inform any decisions around future hybrid working policies.

The Leadership Centre facilitated a meeting with the HR Directors and Senior Managers to support them in their plans on strategic direction around key issues such as workforce, culture and equality as well as new ways of working.

BSO has continued its work with Universities and Colleges to recruit graduate trainees and apprenticeships. ITS has recognised the value of apprenticeships being able to provide a productive and effective way to grow talent and develop a motivated, skilled and qualified workforce.

In the same way that we have accreditations for the safety of our systems, it is equally important that we have accreditation to show how we care for our people. BSO were recognised by the Investors in People (IIP) Standard in 2021 and who undertook a 12-month review in December 2022 as part of the on-going assessment to ensure the organisations people practices do not slip following accreditation. The outcome was positive and BSO maintained Silver level status.

5.1 Health and Well-being

Since the Covid-19 pandemic there has been significant learning around staff Health and Wellbeing.

In response to this Human Resources created and delivered a number of wellbeing webinars around topics which included:

- Leadership Resilience
- Mindfulness Based Stress Reduction
- Personal Resilience
- Gratitude for Wellbeing
- Menopause Wellbeing
- Nutrition and Helping Sleep

5.2 Training & engagement opportunities

HSC Leadership Centre

The HSC Leadership Centre prides itself on ensuring all staff and consultants have their relevant skills refreshed and updated to meet the ongoing needs of clients. During 2022, the HSC Leadership Centre partnered with Genos International to upskill all consultants in the use of individual 180 and 360-degree tools. The HSC Leadership Centre also partnered with HSCQI and trained three additional senior staff in Level 3 Quality Improvements. This partnership sets regional improvements goals which has resulted in 20 projects achieving TASC awards.

A new HSC Commissioning Leadership Programme commenced with two cohorts in September and November 2022. The purpose of the new Commissioning Leaders Programme was to focus on the key areas of strategic planning, sourcing, performance monitoring and contract management for HSC professionals working in these areas. The programme is accredited through the Ulster University at Postgraduate Certificate level. There were 36 participants who took part in the programme.

Recruitment Shared Services Centre (RSSC)

Over the past two years the BSO Recruitment and Shared Services has experienced a 45% increase in demand activity which is a combination of new posts (indication of workforce growth) and replacement posts (indication of increased labour turnover). The RSS Centre experienced further significant challenges through increased demand, the introduction of new technology, and new legislation however, despite these challenges, supported the HSC to fill 10,876 posts during 2022-23.

ITS

ITS offers staff access to a wide range of Best Practice training such as PRINCE II, MSP and ITIL etc. to drive up knowledge, efficiency and confidence whilst also providing a common vernacular to aid the communication of ideas and problem solving.

ITS utilises best practice methodologies to delivering work to high standards. This also helps to reinforce a learning culture and identify and address knowledge gaps.

Human Resources

Human Resources introduced a 'HR Customer Portal and HR Query Form' as a one stop shop resource for both Managers and Staff. Between August 2022 and March 2023, the portal had over 119,303 hits, and the query form had 1,995.

The HR Query e-form broke each of the queries down into functional areas and then signposted answers to questions, therefore, removing the need to complete the form by using conditional logic to ensure the capture of accurate information.

This was piloted by various groups across the BSO and ALBs with engagement from the Tapestry network to ensure both solutions were accessible, fit for purpose and met expectations.

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. Therefore, utilising best practice and feedback around service delivery and improvements as detailed in customer surveys across the directorates is very important.

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:

- Governance and Audit Committee (GAC)
- Business Development Committee (BDC)
- Monthly Corporate Balanced Scorecard
- Monthly Finance Report
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- Annual Service Offering to customers

- Annual Report
- Compliance with Audit Reports and Controls Assurance Standards
- Quality Awards and Accreditations updates
- Corporate Customer Satisfaction Survey with associated improvement action plans

BSO Strategic Review

The BSO Directorate of Customer Care and Performance (which as of April 2023 will be referred to as the Directorate Strategic Planning and Customer Engagement) are leading on the implementation of the BSO Strategic Review.

The BSO Strategic Review is guided by a five-year roadmap for change of how the HSC BSO delivers its services and how it functions. The BSO Strategic Review is a BSO Board initiative led by Chair, Julie Erskine as Senior Responsible Officer (SRO). With the appointment of an interim Chief Executive in June 2020, and being cognisant of the significant growth within the organisation, the Chair was keen to take stock and undertake a review of the BSO Operating Model. The aim of this review was to ensure BSO had an operating model that was fit for purpose, met the needs of customers, and specifically reviewed the current structure in place within BSO.

The BSO Review was approved by the previous Permanent Secretary, Richard Pengelly, and the BSO Strategic Review Oversight Board will ensure appropriate accountability and oversight to ensure that it will be delivered to the specification, delivered on time and delivered within budget. A programme of work has been set up to achieve the following:

- Provision of an organisational capability framework which supports a modern effective HSC enterprise Shared Service Organisation

- Review of strategic objectives, along with organisational structures, to ensure optimal service delivery
- Review of reporting structures, including Board membership
- Review of the Human Capital Metrics, to include senior leadership grades, numbers, responsibilities, based on scale and scope (comparators with similar organisations should be used)
- Review of current skill gaps, and any future skills gaps, for shared services

Measuring Improvement within BSO Service Areas

Further operational examples of measuring improvement from BSO Directorates include:

BSO Corporate Communications and Engagement Team has utilised their skills in digital communications and marketing recruitment to enhance the success of BSO recruitment campaigns. As a result of enhanced internal engagement, due diligence and planning, the new Digital Recruitment campaigns have had a significant impact on our BSO ITS and Legal Services Recruitment campaigns.

The BSO Corporate Communications and Engagement Team has also effectively used digital information to influence policy, practice and strategic decision making within BSO. By way of example:

- Social media exposure is now closer to 10,000 followers – an increase of 50%
- Internal exposure to colleagues is now measurable with scope for learning and interpreting data
- Digital Recruitment Campaigns attracted an estimated 1,000 extra applications
- Documents are now digital as opposed to traditional PDF methods, enhancing engagement and providing measurable statistics for service areas
- Campaign Videos have enhanced visual exposure in BSO ITS campaigns and consequently improve BSO public affairs and community affairs exposure.

BSO Communications also implemented a new and refreshed version of the monthly internal staff communication “Business Matters”.

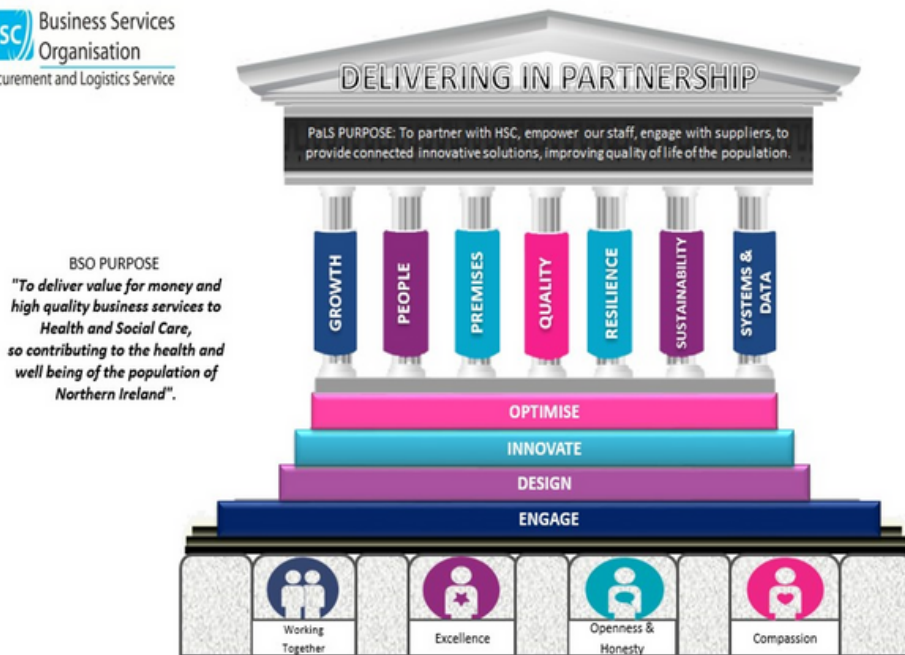
Since November 2022, the Business Matters monthly publication’s content has doubled in size, averaging over 30 pages of news which reflects the entire BSO services areas each month. The new digital version now has measurable engagement data, that enables the team to evaluate and learn about featured engagement activity with over 900 colleagues reviewing each month and this figure is continuously increasing.

The new digital publication is also taking into consideration staff wellbeing and improving exposure of the good work individuals and teams are producing, and more importantly highlighting how they are making a difference to HSCNI.

HSC Leadership Centre worked with external customers to explore new ways of working and transformations within services including; Outpatient Modernisation, a DoH strategic objective to reduce waiting lists, and ‘No More Silos’ to reduce admissions and expedite discharges.

As a result of an internal audit recommendation, the HSC Leadership Centre has strengthened the monitoring of their associate use as well as improving how they collect data which enables better integration of the types of work requests and to ensure greater equity of work offering.

PaLS Social Care Procurement Unit developed and implemented a 'Commissioning and Delivery' structure. This governance structure defines the roles and responsibilities at the planning, procurement and contract management phases of the commissioning cycle. The aim of this governance structure is to enable the commissioning and delivery of social care services throughout Northern Ireland. PaLS has developed a 5-year strategy which includes 'Delivering in Partnership' as the overarching strategy with quality as one of the strategic pillars.



Shared Services Accounts Receivable (SSAR) recovered £510m of debt as of March 2023. They successfully implemented a change to service due to the jurisdiction of the Small Claims Court (SCC). The upper limit for referrals has now risen from £3k to £5k. SSAR can therefore progress SCC referrals up to the value of £5k and Directorate of Legal Services (DLS) will concentrate on the higher value cases that have more complex legal issues. This will ensure more efficient and effective recovery for HSCNI organisations.

Finance reported that the BSO achieved its statutory breakeven requirements in 2022-23, arriving at a £45k surplus at the financial year end. During the 2022-23 financial year the total budget managed was £273m. Finance delivered in the region of 250 budget reports, and this included encompass with a budget of £43m. The team also supports Strategic Planning and Performance Group (SPPG) (formerly Health and Social Care Board (HSCB)) through the monthly reconciliation and analysis of payments made for Family Health Services. The value of payments in the current year was £1,041m.

CEC during 2022-23 received over 66,000 applications and delivered 2688 unique programmes. CEC also developed the following bespoke programmes:

- Towards Zero Suicide initiative, Suicide Prevention Care Pathway programme

- DoH Enhanced Clinical Care Framework (ECCF) by supporting the education needs of the care home workforce
- Public Health Agency initiatives, such as Falls Awareness, Pressure Ulcer prevention and Immunisation Programmes
- Reflective Supervision Framework and the NI Preceptorship Framework for Nursing and Midwifery, supported through the development of education resources
- Continuity of Care model for Midwifery, through the delivery of a regional webinar
- Inter-departmental Housing Review, through inter-agency education


Directorate of Legal Services solicitor staff adhered to the compulsory Law Society Continuing Professional Development (CPD) requirements.


Family Practitioner Services (FPS) introduced Qlik Sense which is a business intelligence application specifically used for visualising and analysing the data within FPS. It helps build interactive dashboards and reports, and also to extract data from various data sources and systems across the business. The benefits include enabling service managers to access self-service data in real time, to effectively manage processes, payments, and more meaningful decisions based on accurate data.

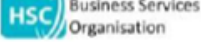
Leadership Centre - all senior team members have completed or are working towards a Quality Assessment Framework Level three programme. Two of the senior team work closely with HSCQI as Chair of the HSCQI Hub and as a representative on meeting regional objectives.

ITS successfully launched the NIPACS + Programme, in conjunction, with DLS. So far, the programme has been delivering major achievements ahead of planning for March 2023 go-live. This has included Regional Data Centre Hardware installations, Regional Application Software Installations, Local Business Continuity Installation at all Trusts, 50% completion for Legacy NIPACS Storage and Regional DPIA Sign-off.

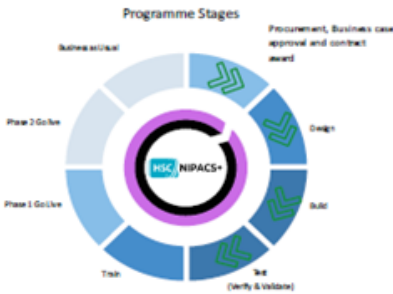
7.0 Raising the Standards







Programme Stages




Project Overview

- Interim Programme Manager – Joanne Allison
- Capital Budget - £50M
- Revenue Budget - £75M
- ITS Staff Complement - 15
- Project Completion Date - Phase 1 Sep 2023

What is NIPACS + (NI Picture Archiving and Communications System)?

- The NIPACS+ Programme will deliver a single enterprise imaging solution for HSCNI which will improve patient safety, enhance patient care, support clinical diagnosis, strengthen clinical pathway planning and will contribute to the achievement of the critical recommendations of the NI Imaging Strategy.
- The NIPACS+ Programme will deliver cutting edge technology for our clinical staff and will deliver the first UK enterprise imaging service which will combine imaging from a diverse range of specialties including radiology, cardiology, ophthalmology, dentistry, obstetrics, endoscopy and medical photography etc.

NIPACS+ Phase 1 Timeline



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, SPPG, the Public Health Agency (PHA) and other regional agencies within the HSC community, as well as the DoH. Services are provided to each customer within the quality standards and pricing set out within their contract or Service Level Agreement (SLA) with the BSO.

The BSO is not required by statute to establish governance arrangements to involve and consult with service users as our customers are, in the main, other HSC organisations. However, we recognise that effective involvement is a key component in the delivery of a high-quality service.

A corporate approach to the monitoring and review of quality of performance and value for money within BSO services includes a rolling programme of benchmarking and the implementation of a Corporate Performance Management Framework, as per the recommendations of the BSO Review.

The Customer Care and Performance Team (Directorate of Strategic Planning and Customer Engagement) will play a central role in this significant project and work has already begun with some service areas to pilot revised Key Performance Indicators (KPIs), and adopt an Outcomes Based Accountability (OBA) methodology. Progress on the new Corporate Performance Management Framework will be reported to BSO Senior Management Team and the Board and this piece of work will link closely to the Review of SLAs and Customer Engagement Strategy, all pieces of work which sit under the implementation of the BSO Review.

Legal Services (DLS)

Directorate of Legal Services (DLS) has expanded services delivered within Family Law to include legal advice relating to Unaccompanied Asylum Seeker Children (UASC) coming into the Country. In addition to this a dedicated team is now in place to provide advice and guidance on the interpretation of the Mental Capacity Act legislation and processes. This team also provides legal representation before the Review Tribunal.

A new dedicated Inquiries and Inquests Team of 10 solicitors and 3 administrative staff was created in 2022-23 to accommodate the growing demand for legal support in this area.

DLS has streamlined processes for handling clinical negligence and personal injury claims such as the introduction of new case review summaries to make the process more streamlined for the clients. DLS has also introduced a new triage process at the outset of cases, which determines the path for that particular case.

Clinical Education Centre (CEC)

CEC's delivery of high-quality education services is underpinned by effective governance arrangements. Programmes are designed, developed and reviewed in-house, through established Specialist Interest Governance Groups (SIGGs). These groups provide expert and specialist knowledge on a professional field of clinical practice. When reviewing programmes, the most appropriate teaching methods and target audiences are determined, as well as ensuring that the content is reflective of the most up-to-date evidence-based treatment approach. Each year, the Northern Ireland Practice and Education Council (NIPEC) reviews a sample of CEC programmes on behalf of the DoH, in accordance with established quality monitoring processes.

Corporate Services

Corporate Services continues to review all systems with a view to improved performance and reducing costs. During the last year Corporate Services have installed:

- Low energy intelligent lighting
- Tea Boilers which ensures energy efficient management of the boiling cycle
- Automatic Toilet Flush with reduced water capacity
- Automatic Tap Sensors which automatically cut off
- Water blocks which cut off the water supply if left running

Interpreting Services

The team facilitated "Working Well with Interpreters Training" which was delivered to over 100 Health and Social Care Staff during 2022-23. The training outlines the Ethical, Business and Legal cases for provision of Interpreters in HSCNI, and outlines the consequences of not providing Interpreters, including misdiagnosis, misunderstanding, failure to obtain informed consent, and non-compliance with legislative requirements. Interpreting services processed over 119,000 requests for services between 2022-23.

Corporate Communications and Engagement

Since July 2022, the BSO Corporate Communications and Engagement Team has utilised their contingency skills to enhance and protect the interests of HSC Stakeholders and customers which are dependent on BSO Services.

The Team has contributed significantly to matters relating to potential cyber and data issues that had the potential to impact HSCNI Services regionally.

The BSO Corporate Communications and Engagement team led and contributed to Regional Contingency Working Groups and from these groups helped established new ways of working. For example, the team led on the development of alternative contingency resources/tools such as contingency issue focused websites, which features appropriate FAQ information for target audiences. The team have now professionally identified themselves as the point of contact on HSC Business contingency issues likely to impact services. This is reflected in the regional heads of Communication Meetings, where the BSO Communications team provide qualified updates on issues that may or may not impact HSC Services here.

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 aim to use strategic, ambitious and developmental approaches in how we work to improve the quality and delivery of our services. 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 providing a variety of support functions.

Our processes are continually monitored and 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 some of the quality initiatives and accreditations held or undertaken by BSO during 2022-23. It is not by any means intended to be an exhaustive list.

8.2 Regional Programmes

Leadership Centre

Whilst looking at the proposed introduction of Integrated Care Systems, the HSC Leadership Centre co-designed the Commissioning Leaders PG Certificate, to prepare leaders across the system for this new way of working. 26 participants have begun working towards this qualification.

HSC Leadership Centre was also commissioned to develop a range of leadership development programmes to support the rollout of effective Multi-disciplinary Teams (MDT) across GP practices in Northern Ireland. As well as the MDT training plan, a GP Practice Development Programme ran from March – June 2022. A total of 48 Practice Managers attended. Topics included; Well-being; Leadership of Self & Others; Effective Team Working; Management and Accountability; Quality and Service Improvement; Future Focus and next steps.

Counter Fraud and Probity Services

Probity Services is responsible for the delivery of a range of technical verification and assurance activities to the SPPG in relation to in excess of £1b of Family Health Service (FHS) expenditure each year. This verification and assurance service provide essential input to SPPG in order to allow them to fully and adequately discharge their corporate governance obligations in respect of FHS funds.

8.3 Accreditations and Recognitions

Investors in People

IIP Silver Re-Accreditation



The Investors in People (IIP) undertook a 12-month accreditation review in December 2022 as part of the on-going assessment to ensure the organisation's people and practices do not falter following accreditation. The outcome was

unreservedly positive with BSO maintaining and achieving excellence within their Silver Accreditation. Receiving Silver Accreditation is an incredible achievement for the HSC, our people and the organisation. A number of new measures and initiatives have been introduced and continue to be developed, such as the Health and Wellbeing Strategy in draft, summarising a proactive focus on staff health and wellbeing. New sessions and webinars are in development to support staff and a new People Strategy is also in draft. It comprises four pillars; Culture, Leadership, Modernised Workforce & Staff Experience.

This improved quality of delivery could not have been achieved without the resilience, commitment and dedication of our staff.

Directorate of Legal Services (DLS)

DLS maintained ISO and Lexcel Accreditations.



Lexcel is the Law Society's quality mark for client care, compliance and practice management for law firms. Membership of the accreditation lasts for 3 years with an annual maintenance visit at the end of year 1 and year 2, with full re-assessment at end of year 3. Areas covered include; legal framework, management structure, accountability, client care, control of legal and operational risks, instruction of counsel and experts, strategic planning, training, business planning, communication and technology, financial management, business continuity, time recording, peer and file review, internal DLS audit procedures and outcomes, fraud and complaints.

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 products or services consistently.

Shared Services Accounts Receivable (SSAR)

SSAR continue to hold the excellence in Credit Management Award at the British Credit Awards in March 2022 and will retain this accreditation for another 2 years.

Procurement and Logistics (PaLS)

PaLS - continued their ISO9001, CECOPS, and STS accreditations and certification, and Centre of Procurement Expertise (COPE). They have also introduced newly trained Internal Auditors across all PaLS functions and sites to aid the building of quality within all the teams. They have also continued with their Specialist Supply Chain Training - CILTL5, CILTL3.

PaLS have actively continued to develop their staff through the graduate training programme with 5 participants across 2 years. They conducted a pilot for the undergraduate placement programme, with students from both Queen's University and Ulster University, Belfast. Three members of staff have completed full CIPS accreditation and others are being supported as they work towards this. Senior members of staff also completed the Aspire Leadership Program and a blend of internal and external training courses were also attended by other staff.

In April 2022, PaLS were recognised at the NI Go Awards for innovation when they won an award for 'Transformation of HSC Pathology Services'. This award further supports the strong dedication and value add from BSO staff for the development of services within the HSC system.

PaLS also featured in the UK National GO Awards where they won the category for 'Capital or Infrastructure Project of the Year', and were 'Highly Commended' in the category for 'Procurement Team of the Year – Other Organisations'. These awards represent an incredible success story for public procurement with Northern Ireland HSC.



NI Go Awards – Winners April 2022

Laura Fitzpatrick on behalf of the PaLS team received a highly commended award for 'Best Procurement Delivery' for their work on 'Shorter Chains Make Stronger Bonds'.

Internal Audit

BSO Internal Audit continued with their successful accreditation of the ISO 9001: 2015 quality standard which ensures quality and improvement is built into their processes.

Family Practitioner Services (FPS)

FPS were formally accredited as National Statistics in May 2022. Following an assessment kick off meeting with the Office for Statistics Regulation (OSR) team, a detailed portfolio of evidence was submitted for consideration. In parallel, the assessment team also undertook a comprehensive consultation of users of the statistics, both internal and external – a key element of the process. This designation now means that FPS meet the highest standards of 'Trustworthiness, Quality and Value' as set out in the UK Code of Practice Statistics.

Managers and staff within FPS have also engaged in various leadership and training courses which include Aspire, Prince II methodology - learning from experience, 'Plan, Do, Act, Review', HTML and MSc Business Improvement.

Clinical Education Centre (CEC)

During 2022/23 CEC has grown the number of multi-professional education programmes on offer. These programmes facilitate clinicians from different professional backgrounds to learn together, especially in relation to common aspects of particular treatment approaches and interventions.

CEC increasingly offer programmes to multi-professional audiences, recognising the value of learning and working together by HSC teams, in line with the Health and Social Care Workforce Strategy 2026 (DoH 2018). CEC offer a variety of education opportunities which increases access and flexibility of learning for the workforce. Programme examples that have been opened up to wider audience include: Health Promotion for Menopause, Type 1 Diabetes in Paediatrics and Intravenous Cannulation (Adult)

In 2022-23 nearly 25% of Allied Health Professional attendees were to programmes that were not AHP profession specific.

Shared Services Accounts Payable (SSAR)

Accounts Payable is engaged in an ongoing process of staff accreditation, working with the Accounts Payable Association (APA). All staff grades up to and including Service Delivery Managers have been trained and accredited by the APA. Shared Services staff are now working towards achieving 'Centre of Excellence' status.

Shared Services Payroll

Payroll undertook accredited training with the Payroll Training Centre. This was undertaken by staff at Band 6 level and above to ensure there is up to date knowledge of the many changes that occur throughout the year and that these are fully understood and implemented within the service. Payroll Services Centre continue to offer accredited Payroll Training with our Training Partner, the Payroll Centre, with 5 courses completed to date and 4 underway. PSC continue to work toward an accredited status as a Payroll Centre of Excellence.

HSC Leadership Centre (HSCLC)

The HSC Leadership Centre worked with DoH in undertaking a review of the HSC Autism Service across the region, engaging with patients and carers alongside service providers. This helped inform improvements to the service moving forward.

Towards the end of 2022, the HSC Leadership Centre also carried out an evaluation of data and worked with their Digital Principal Consultant to design and implement an electronic evaluation form. This form of automation helps ensure 100% compliance and has enabled staff to easily identify areas for improvement within HSCLC.



9.0 Conclusion

This tenth Annual Quality Report of the BSO has been produced, in accordance, with the Guidance issued by the DoH. 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.

Glossary of Terms

ALBs – Arms Length Bodies
APA – Accounts Payable Association
BDC – Business Development Committee
BSO – Business Services Organisation
BST – Business Services Team
CEC – Clinical Education Centre
CIPD – Chartered Institute of Personnel and Development
COPE – Centre of Procurement Expertise
CPD – Continuing Professional Development
DHSSPS – Department of Health, Social Services and Public Safety
DLS – Directorate of Legal Service
DoH – Department of Health
DPIA – Data Protection Impact Assessments
ECCF – Enhanced Clinical Care Framework
EYOPP – Early Years Obesity Prevention Programme
FHS – Family Health Service
FPL – Finance, Procurement and Logistics
FPS – Family Practitioner Services
GAC – Governance and Audit Committee
GP – General Practitioner
HRPTS – HR, Pay & Travel Portal System
HSC – Health and Social Care
HSCNI – Health and Social Care Northern Ireland
HSCQI – Health and Social Care Quality Improvement
IIP – Investors In People
ITS – Information Technology Services
KPI – Key Performance Indicators
LIMS – Laboratory Information Management System
MDT – Multi-disciplinary Teams
NIPACS+ - Northern Ireland Picture Archiving and Communications System+
NIPEC – Northern Ireland Practice and Education Council
NIPIMS - Northern Ireland Pathology Information Management System

Glossary of Terms

OBA – Outcomes Based Accountability
PaLS – Procurement and Logistics Service
REC – Research and Ethics Committee
SCC – Small Claims Court
SeRP – Secure Electronic Research Platform
SIGGs – Specialist Interest Governance Groups
SLA – Service Level Agreement
SP&CE – Strategic Planning & Customer Engagement
SPPG - Strategic Planning and Performance Group
SRO – Senior Responsible Officer
SSAR – Shared Services Accounts Receivable
SSAR – Shared Services, Accounts Receivable
TYC – Transforming Your Care
UASC – Unaccompanied Asylum Seeker Children

2022 - 2023 QUALITY REPORT

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INVESTORS IN PEOPLE®
We invest in people Silver



Working together



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Openness & Honesty



Compassion

This Quality Report is available in alternative formats upon requests. It is also available on the BSO website at <https://bso.hscni.net/>