

NHS Business Services Authority

Strategy 2009-2014

STRATEGY 2009 – 2014

INTRODUCTION

The NHS Business Services Authority is a Special Health Authority (an Arms Length Body of the Department of Health) providing a wide range of critical central services to support NHS organisations, NHS contractors, Patients and the Public.

Our service portfolio covers:

- Administration of the NHS Pensions Scheme
- Payments to Pharmacy and Dental Contractors
- Management of the NHS Supply Chain
- Administration of the Help with Health Costs Scheme
- Administration of the European Health Insurance Card Scheme
- Administration of the NHS and Care Student Bursary Schemes
- Countering Fraud in the NHS
- Security Management in the NHS

Nearly £20 billion of NHS money flows through our books each year. Operating costs for the year 2008/09 total £114 million.

We have already made significant improvements in the cost, quality and timeliness of our services. Robust performance management systems underpin the delivery of our services and by March 2009 we will have banked cumulative savings of £55 million in our operating costs since 2006, contributing significantly to the achievement of the cost and headcount targets set in 2005 for the Arms Length Body Sector.

PURPOSE OF THIS DOCUMENT

This document is a high level statement of our vision, mission, values and strategic aspirations. Details of the range of our services, what customers (service users) and clients (government) can expect from us in the planning period, specific programmes of change activity we will be undertaking and our key priorities supported by SMART business objectives along with associated costs can be found in the NHSBSA Corporate Business Plan (2009/10). This Business Plan is available on our website at www.nhsbsa.nhs.uk. Further details have been produced in the service business plans which support the Corporate Business Plan.

OUR VISION

To be the organisation of choice to provide business solutions that deliver service excellence and value for money.

OUR MISSION

Supporting the NHS, supplying the NHS, protecting the NHS.

OUR VALUES

We have adopted a set of values which we consider are important in defining the way in which we aspire to behave within the organisation and with our clients and our customers.

- Treat everyone fairly and with respect;
- Work constructively for the benefit of the business with employees, trades unions, contractors, clients and customers;
- Require the highest standards of openness and conduct from our employees and partners;
- Lead with clarity, integrity and by example;
- Be committed to innovation;
- Address unacceptable behaviour and performance.

OUR ASPIRATIONS

We want our customers and our clients to be delighted with the range, quality, delivery and cost of our broad portfolio of services which support and service the NHS.

Now that our balanced scorecard is embedded in our ways of working we are able to measure how quickly we deliver our services, their quality, cost and the extent to which our customers, clients and our staff are satisfied with what we do.

Across all these indicators the results are encouraging but we recognise there is still more that we can do to improve the customer experience and the satisfaction of our clients with our agility and efficiency. That is why, with our clients support, we will pursue a range of change programmes across our service portfolio with enthusiasm and vigour.

We also benchmark the cost of our services with similar organisations in both the public and private sectors. We are using this data to drive programmes of improvement in the way we and our existing service partners are working in order to improve the value for money of our service portfolio. Our aim is to become best in class in everything we do. By the end of 2013-14, we aim to deliver further significant operating cost efficiencies in addition to the £55 million we have delivered since our creation in 2006.

We currently manage a range of service delivery vehicles, from services provided predominantly in house, through inherited “hybrid” outsourced vehicles to fully outsourced. We will continue to test the market to see whether alternative delivery vehicles can deliver better quality and value than we are currently able to achieve.

We recognise that the Government will face significant economic challenges in the current planning round. Whilst some of our programmes will require investment so that we can fulfil our aspirations to our customers and clients we believe we are well placed to assist Government by pursuing an ambitious programme of change that will improve our services to customers and to create better value for our clients moving forward.

HOW WE WILL ACHIEVE OUR ASPIRATIONS

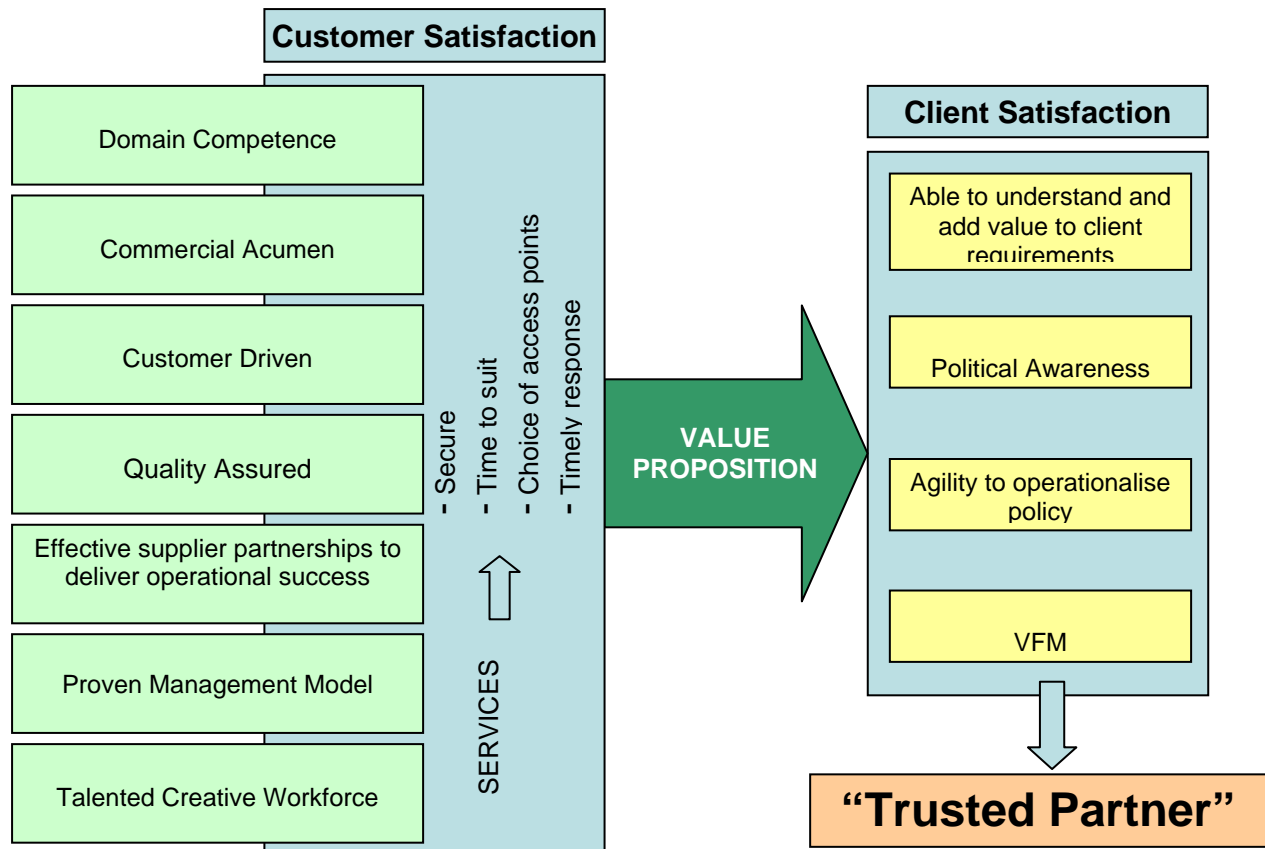
The key themes we will adopt in order to better serve our customers and clients and move us towards our aspiration of being a talented best in class provider, commissioner and service management organisation are as follows:

- We will continue to ensure that services are delivered seamlessly to customers through periods of change implementation driven by our clients, and in some cases driven by ourselves.
- We will respond positively to changes required by our clients and be as agile as we can be in delivering their change requirements.
- We will take steps to provide multiple service access channels for our customers at a time to suit them where this is practical and appropriate, for example enabling 24/7 customer self service through internet access to services where this does not currently exist.
- We will continue to re-engineer our business processes to provide for greater automation and efficiency either through ourselves or by incentivising our service partners to do so.
- We will develop and expand our shared services model to organisational functions common to all our customer facing business streams so that they can concentrate on driving up customer and client satisfaction.

- We will continuously look to improve the quality of outcomes for our customers and clients.
- We will regularly test how satisfied our customers, clients and staff are with what we do and act on what this feedback tells us.
- We will ensure that personal and confidential data entrusted to us by our customers and clients is handled appropriately and held securely.
- We will strive to become an employer of choice. We will invest in our talented people to develop their capability to better contribute towards the success of the organisation.
- We will give our people the skills knowledge and experience to maintain our position as subject matter experts competent in our service delivery domains.
- In order to deliver our service portfolio and secure best value for money we will actively seek to create strong relationships with current service provider partners and best in class potential suppliers.
- We will further develop the commercial acumen and capacity that we will require in order to obtain best value for money from the commercial relationships which we already have or will have in the future.
- We will be open to growing our portfolio of services within the health sector where we believe we can add value to those clients who desire to commission new services from us.

OUR VALUE PROPOSITION

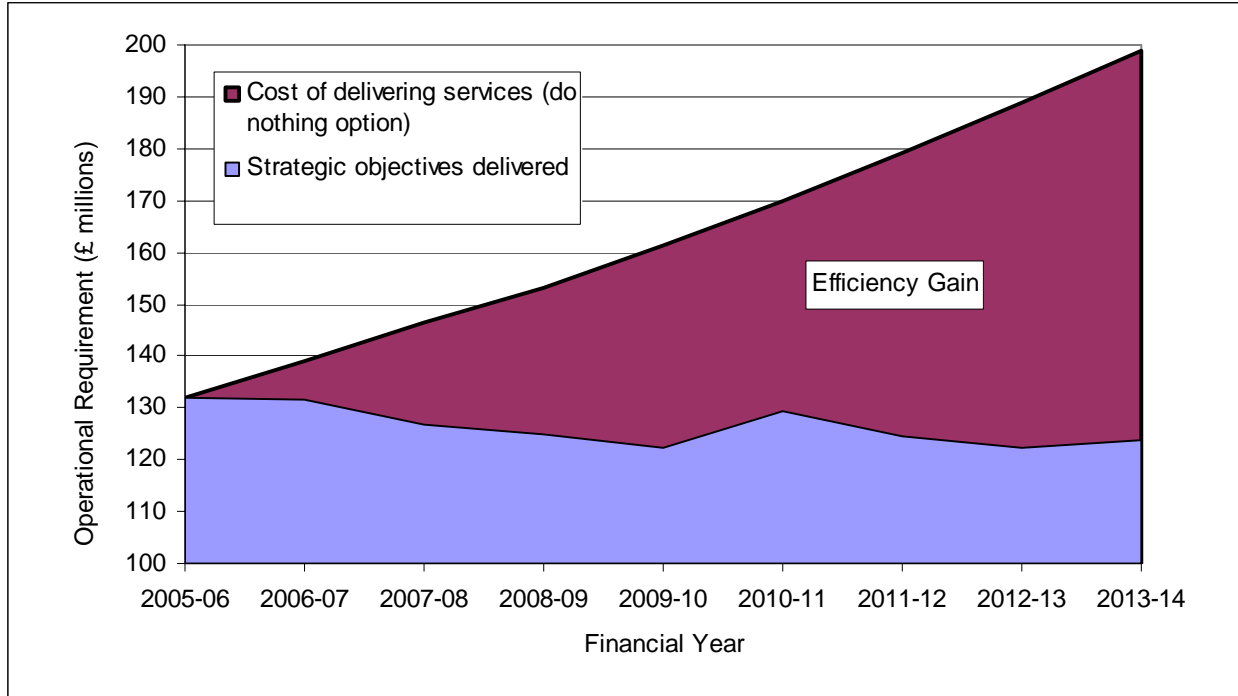
Our value proposition is both customer and client facing. It is our clients who fund our services and our customers who use them. In addition to proving levels of service our customers expect it is our aim to become our clients' **TRUSTED PARTNER** to deliver excellent value for money services through our own or outsourced channels and to implement client driven changes to our existing services or new services with a full understanding of the need, with political awareness and agility and to create added value for them.



We recognise that this value proposition will change over time especially as we work up proposals to align our funding more closely to our customers so that, where it is appropriate, those who consume our services pay for those services. This will align our funding to our accountability so that those parts of the NHS that our services support meet the cost of those services whilst recognising that central Government has a legitimate and ongoing need to shape our services for the future best interests of the NHS and will therefore need to fund a centrally driven change agenda.

SUMMARY

We are committed to service excellence and value for money in everything that we do. In pursuing the aspirations outlined in this document and undertaking the programmes of change activity and development that are detailed in the Corporate and Business Stream business plans we will make significant further operating cost efficiencies over the next five years in addition to the £55 million we have already delivered since 2006. This expectation is detailed in the following graph.



We have confidence in our ability to provide high quality services which offer value for money to the taxpayer. We have a track record of which we are proud and aim to support the Department of Health within an increasingly difficult financial environment by delivering our change programmes to meet the inexorable growth in demand volume for our services. In doing so, we will take major steps forward towards fulfilling our aspiration to become a best in class provider and the natural choice for business solutions that support the front line.