

A photograph of a meeting in progress. Several people are seated around a table, looking at documents and a laptop. One person is pointing at a document with the word 'STRATEGY' written on it. There are coffee cups, sticky notes, and a color palette on the table. The scene is brightly lit and professional.

Strategy 2017-22

Foreword

Welcome to the NHS Business Services Authority's Strategy for 2017-22.

Our updated strategy remains focused on the delivery of our strategic goals. Within an increasingly challenging environment for the NHS, these goals remain our strong priority, ensuring we continue to operate as efficiently as possible and supporting the wider healthcare system.

We intend to increase the support we offer our partner organisations across the NHS by delivering an expanded range of supporting services both in areas in which we already have expertise such as HR and payroll services, and also in areas where we are quickly growing our capability such as data analytics and insight.

By focusing on delivering supporting services to our partners, organisations such as NHS England can focus on delivering their core services. We believe our experience, track record and drive for efficiency makes us a very credible business partner to the NHS. Consequently we have updated our vision to be the delivery partner of choice for the NHS, which underpins our purpose to support a better NHS.

To achieve these ambitions, we need to continue to build strong relationships with our partner organisations, based upon our track record of reliability and quality. This will be one of the priorities of our new Chief Executive, who will

take over from Nick Scholte, our current Chief Executive, who has announced his retirement from May 2017.

Another significant change expected over the course of this strategy concerns NHS Protect. It is expected that a new Arm's Length Body will be created from 1 July 2017, as agreed by the Department of Health, to take on the functions of NHS Protect. This means that the NHSBSA will no longer have any responsibilities for this function.

We are aware of the importance of maintaining our high delivery standards across the range of services we provide for the NHS. As ever, this remains a priority for us alongside our future ambitions.



Silla Maizey
April 2017

The environment in which we operate

The NHS Business Services Authority (NHSBSA) Strategy has been developed in response to the environment in which we operate. This environment is dominated by the importance of continuing to deliver our services, for which demand continues to grow, within a tight financial envelope whilst ensuring our clients and customers receive a high quality service.

The following factors have shaped our strategic ambitions:

Financial challenges

The Department of Health (DH) and the NHS, in common with the rest of Government, is operating in a challenging financial environment. As an Arm's Length Body (ALB) of the Department, our budget allocation is being reduced in real terms and we must continue to be as efficient as possible.

NHS England's Five Year Forward View

NHS England's shared vision for the future is based around new models of care and remains an important focus to create a sustainable healthcare system. The plans were 'front-loaded' with £4 billion to start delivery but the NHS is still required deliver significant savings to support delivery of the vision.

Sustainability and Transformation Plans

The NHS and local councils have come together in 44 areas across England to develop proposals to improve healthcare. The proposals are known as Sustainability and Transformation Plans (STPs) and are an important part of delivering the NHS Forward View. As a national body, the NHSBSA needs to work together with these regional groups to support the STPs wherever possible.

Future of NHS Supply Chain

We are well on our way to delivering £300 million of savings through the existing NHS Supply Chain arrangements. We are now working to support the DH's Procurement Transformation Plan for NHS Supply Chain which will be introduced when the existing contract comes to an end.

Demand for our services continues to increase

The demand on our services, such as NHS Prescription Services, continues to increase each year. This reflects the national social trends identified by the King's Fund, which include our ageing population and an increase in long-term health conditions.

Service improvement

Providing a high quality service for our customers remains a priority and in doing so we aim to meet the demand for digital and online services wherever possible. We are also mindful of the requirement to provide 'assisted digital' services to those who need them.

Supporting the healthcare environment

The NHSBSA provides a range of critical, national services on behalf of the DH to other NHS organisations, NHS contractors, patients and the general public.

We also recognise how environmental challenges affect our partner organisations and how we could extend our expertise and services to support our NHS partners to meet their own strategic goals.



Our purpose

We have updated our purpose to reflect our ambition to support the healthcare system. We aim to:

Support a better NHS

This purpose provides our motivation and it drives our people to improve and extend our services to our partners. It's about doing what we do, better, more efficiently and for a greater part of the healthcare system. In doing so we believe that we will support a better NHS, allowing front-line services to deliver better healthcare.

Our vision

Our vision describes what we would like to become to better fulfil our purpose. We intend to be:

The delivery partner of choice for the NHS

In working towards our vision we will build strong and productive working relationships across the NHS system, particularly with our key partner organisations. We aim to be their first choice delivery partner for services across our portfolio, providing efficient services with a strong customer focus.

Our goals

Our strategic goals have been redesigned for our new strategy and we've reduced the number of goals from six to three. Focusing on more precise, measurable and service-driven goals will help us to better achieve our primary purpose – to support a better NHS.

Working towards these goals has also enhanced our reputation as an innovative, efficient and customer-focused organisation, so achieving them will help us to realise our vision of becoming the delivery partner of choice for the NHS.

Our goals

Our three strategic goals will help us to better achieve our purpose and make our vision a reality:



We will improve service and deliver great results for customers

Our customers are important to us and providing the best possible services is one of our top priorities. We're always seeking to improve the services we provide through better use of technology and want to improve the user journey for each of our customers. We already use insight and research to learn what our customers want and we're also developing new services to give greater choice and achieve our vision of being 'the delivery partner of choice for the NHS'.



We will collaborate to create £1 billion for patients

The financial challenges facing the NHS are widely reported, as are the problems facing us in coping with an ageing population with an increasing life-expectancy. As an integral part of the NHS infrastructure, we'll continue to support colleagues in addressing this challenge by pursuing our ambitious goal to identify and deliver £1 billion savings for the NHS. Our contribution involves making real savings throughout the NHS and helping to make services more effective and efficient. This programme of work has already returned around £500 million to help fund front-line patient care for the NHS.



We will reduce our unit costs by 50%

We're aiming to reduce our unit costs by 50% to ensure we continue to deliver real value for money for the taxpayer. Year-on-year we're delivering more services for less money by managing the increasing demand, growing our services and bringing in additional revenue. We're also making our services as efficient as possible and using new technology. The target for delivery is the end of 2019/20 against our starting date of 2016/17, and so far we have reduced costs by 25% so remain confident of success.

How we will succeed:

Service delivery



High quality services are at the heart of our business. Our customers across the country and within different parts of the NHS rely on our varied portfolio, so it's important that we provide the best possible service to each of them. The people who work in each of our service areas are key to our success and each service is contributing to our strategic goals of delivering great customer service, saving £1 billion for the NHS and reducing our unit costs by 50%.



Growth



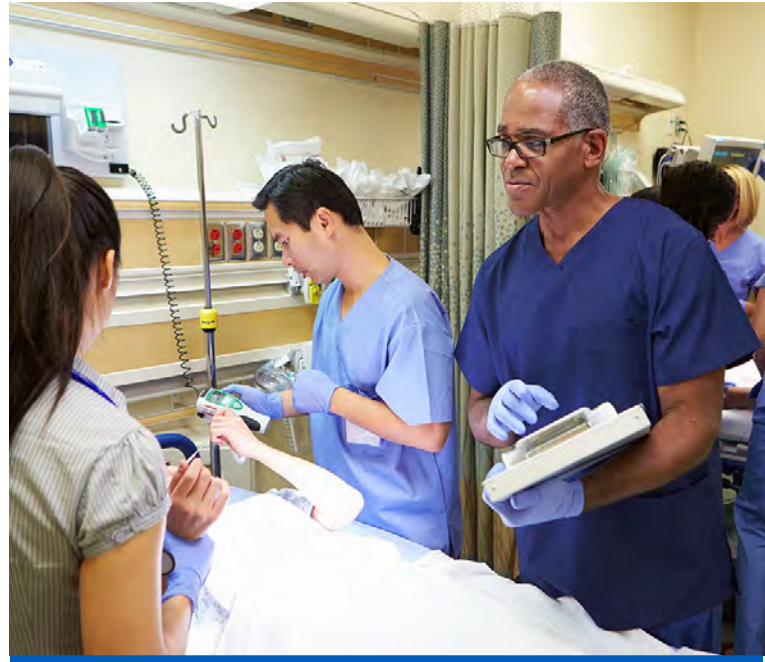
Our growth agenda is important to our strategic ambitions and to achieving our vision of being 'the delivery partner of choice for the NHS'. We have expertise in services that we can provide across the NHS such as HR services, payroll, scanning and provider management. We aim to work more closely with NHS partners to offer these services. This helps those organisations save money and allows us to further improve the service we deliver and reduce our unit costs.



Our Pacific programme



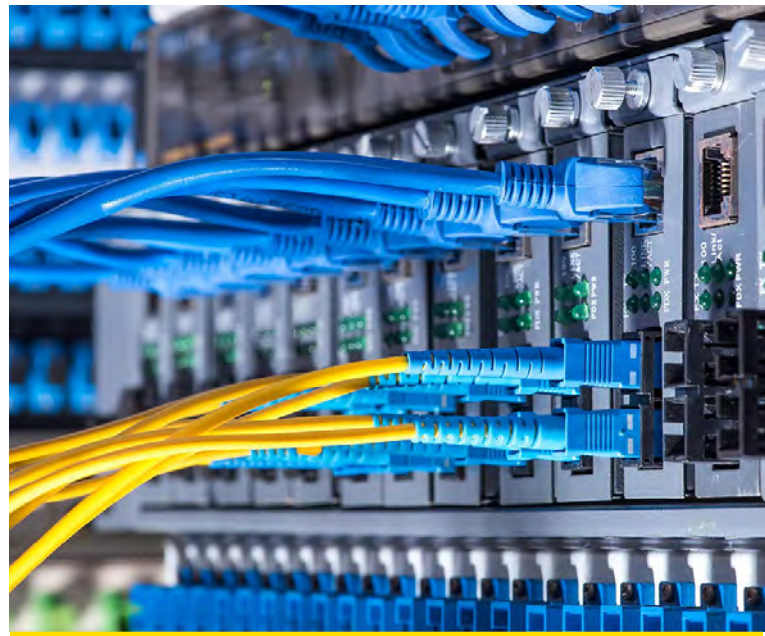
The main focus of the Pacific programme is to realise our ambition of creating £1 billion to return to front-line NHS care. We work across the NHSBSA's existing service range and with colleagues from NHS England, DH and other health sector partners to identify, design and implement solutions that will make positive changes. In this way the programme will support the financial challenges facing the whole healthcare system while driving positive outcomes for patients.



IT Infrastructure and Sourcing programme (ITIS)



Our internal IT programme is a critical piece of work to ensure that we have the right collection of computer equipment and systems such as applications, networks and data centres. This is not only crucial to the delivery of our services but also supports our digitisation and service development programmes. This is an important platform to enable us to continue to provide high quality services to customers.



Digitising our services



While digitising our services was a central goal in our previous strategy, we recognise that it is an important supporting objective to achieving our wider goals. It is still a central piece of work which is contributing to reducing our unit costs through streamlining and automating work as well as improving the services we deliver to our customers. Customer research is conducted thoroughly during the 'discovery' and later stages of any digitisation project to ensure the solutions we create are as simple to use as possible.



Supply Chain transformation



The NHSBSA delivers the NHS Supply Chain service, currently through a third party supplier. This service is on target to deliver savings of £300 million by October 2018 which contributes to overall NHS savings. We are now working closely with the DH to deliver their new Procurement Transformation Programme which aims to re-shape the supply chain service and deliver further savings for the NHS. It is expected this new programme will take over when the existing contract expires in 2018.



NHS Pensions reprocurement



NHS Pensions is the largest scheme of its kind in Europe. Much of the current service delivery is outsourced to an external supplier and the contract with them is due to end in 2018. We are working to re-procure a new contract to deliver services in the future. This new service will provide a new online, digital solution fit for the future whilst offering value for money and a better customer experience with better self-service options.



Information and insight



We want to continue to increase opportunities to create insight which allows the NHS to deliver improvements to patients. We're continuing to work closely with colleagues from NHS England, NHS Digital, Public Health England and Health Education England on data projects and sharing knowledge. Our Data Analytics Learning Laboratory (DALL) is continuing to develop and grow, giving us even greater capability. Our reputation for creating and identifying high-quality data for the NHS is becoming very well-known and using that data to make improvements is starting to make a real difference to patients.



Investing in our people



Achieving our strategic goals and making our vision a reality will not be possible without our people across the whole organisation. Whether they're working on our change projects or our day-to-day service delivery, they are the key to our success. Our Organisation Development Strategy is focusing on developing core capabilities and embedding them into our everyday work. All of our people will be given the opportunity to learn and develop in their roles to maximise potential. We're working to increase engagement too, so all of our people understand the important contribution they make to the NHSBSA's purpose, vision and goals.



Our
purpose

Supporting a
better NHS

Our
vision

To be the delivery
partner of choice
for the NHS

Our
goals



We will improve service
and deliver great results
for customers



We will collaborate to
create £1 billion for
patients



We will reduce our unit
costs by 50%

Building important relationships

To support our ambition to be the delivery partner of choice, we need to focus on improving our understanding of the needs and objectives of our partner organisations. This will enable us to offer our expertise in supporting our partners, enabling them to support the wider NHS.

We already provide a wide range of services on behalf of the DH, implementing the required policies and services as appropriate. We have worked closely with them for many years and have created good, reliable working relationships. Over recent years, there have been a number of other national NHS bodies introduced by the DH with responsibility for the wider healthcare system.

It is to these organisations that we believe we can offer a greater range of services, building on our experience and expertise to add value to the system, reduce overall costs and improve customer experiences.

NHS England

NHS England has a crucial role across the NHS in commissioning services and distributing the majority of NHS funding through Clinical Commissioning Groups (CCGs)

The NHSBSA already supports NHS England by:

- paying pharmacists and dentists
- undertaking prescription and dental exemption checks
- providing information tools to manage primary care costs
- providing transactional HR services
- providing analytical insight and offering solutions.

Working closely with NHS England in the future, we intend to:

- expand the volume of prescription and dental exemption checks
- increase the value of our data by improving the insight we offer to better manage primary care providers and eliminate waste across the NHS
- increase the range of services we provide.



NHS Improvement

NHS Improvement was introduced to regulate how funding is used by NHS providers whilst overseeing performance and driving service transformation.

The NHSBSA already supports NHS Improvement by:

- providing HR and payroll services
- implementing improvements and savings through NHS Supply Chain.

Working closely with NHS Improvement in the future, we intend to:

- support the delivery of shared back office functions as agreed through the Sustainability Transformation Plans
- offer our data and insight to support the management of NHS-wide costs
- support further savings through the new NHS Supply Chain delivery plans.

NHS Digital

NHS Digital provides national technology solutions for the NHS including the provision of national data standards and the analysis of NHS data.

The NHSBSA already supports NHS Digital by:

- supplying data we collect as part of our business activities such as prescribing and dental data
- collaborating to deliver benefits from the Electronic Prescription Service (EPS)
- supplying data for the national dictionary of medicines and devices.

Working closely with NHS Digital in the future, we intend to:

- collaborate to further improve the uptake of EPS amongst GPs
- support the delivery of point of dispensing checks with pharmacies
- deliver key components of NHS Digital's strategy such as digital medicines and right care programmes.

More information

We recognise the risks to our strategic ambitions whilst we operate within a challenging environment. The key risks are around our ability to continue providing services within the financial envelope available to us and hence our desire to grow our range and volume of business services. There are also the risks associated with attracting the appropriately skilled people to work with us, especially with our digitisation programmes. We are also very mindful of the challenges in developing a modern IT infrastructure which is safe from the threats of cyber-attacks.

We've already made excellent progress towards our strategic goals. There is much more detail published each year in our Annual Report and Accounts, which looks back over our achievements in the previous year, and our Business Plan which gives details of our plans for the year ahead. Please visit our website for more details.

