

Business Strategy 2018-21



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Foreword

Welcome to the NHS Business Services Authority's strategy for 2018-2021. It outlines our exciting and ambitious plans for the next three years as well as our commitment to continuing to deliver high quality business support services to the NHS and other organisations.

Last year we seized a number of new opportunities to make improvements for the wider healthcare system. We made it easier for customers to get what they need through digitising our services, for example introducing an online tool for people to check whether they can get help with their health costs, which has greatly simplified a complex process.

And I'm delighted to say we have also delivered over £750 million of recurring savings for the NHS, which can be put back into frontline care.

Our track record as a delivery partner of choice is going from strength to strength thanks to our people. Our purpose is to be a catalyst for better health – improving our services and delivering great results for our customers means we can have a positive impact on the health of the nation.

Our drive to do more is highlighted in our plans for growth, through expanding our existing services and taking on new ones. Our recent acquisition of NHS Jobs and the Electronic Staff Record (ESR) completes our 'hire to retire' portfolio for the NHS, to support people all the way through their career pathway.

There is much more to achieve across the digital agenda, particularly keeping pace with new developments and exploring the use of artificial intelligence.

Our growth plans also include using our data and insight to add value to the wider healthcare system and we intend to influence national discussions on mental health and respiratory conditions. We will proactively promote our data, expertise and analytics in pursuit of our goal to add wider social value.

The Board has appointed a new Chief Executive, Alistair McDonald, to lead these changes and I am confident our plans will continue to make a real difference for our customers, our people and society as a whole.



Silla Maizey

Chair of the NHSBSA Board
April 2018

Introduction

As CEO of the NHSBSA, I'm delighted to introduce our new strategy. This will be a significant year for us because from April 2018, we are expanding our portfolio of services to include the Electronic Staff Record (ESR) and NHS Jobs.

These operational changes, along with how the NHS and the wider world is changing, have provided the opportunity to reshape our strategy with a greater focus on our people and the difference we make together to the wider health agenda.

The benefit of being a national shared service means that we can provide greater value. As well as delivering the savings identified through the Pacific Team, we have estimated that if the NHS was to deliver our services locally, such as processing prescriptions and claim forms for NHS dental treatment, it would cost around £500 million per year. The comparative cost of operating the NHSBSA is £160 million, therefore saving another £340 million per year.

The pace of change in technology is unprecedented and is often likened to "the fourth industrial revolution". You will see our strategy majors on the use of data, insight, digitisation of services and the use of more advanced technology including artificial intelligence and robotics.

I aspire to change the organisation into a business which not only delivers brilliant services for customers, but also looks outwardly to see where it can contribute in making the NHS more effective as well as contributing to the wider health agenda in terms of prevention.

We have redefined our purpose from "supporting a better NHS" to "*a catalyst for better health*", a small but important change which I believe reflects our strategic ambition to play an active role in bringing NHS partners together with ourselves to improve the overall efficiency of the NHS.

To be successful we must focus on collaborating more widely with our NHS colleagues, including other DHSC Arm's Length Bodies, Clinical Commissioning Groups (CCGs) and NHS Trusts to become "***a catalyst for better health***".

Since my appointment in May 2017, I have been concentrating on creating the right environment in terms of leadership and culture to support our people and make the NHSBSA a great place to work. We are ready to take this already successful organisation, grounded in transactional national shared services, to the next level where we do great things for the wider health environment.

To this end, we will have a new team of Directors in place by April 2018 who will deliver this new strategy and our new strategic goals around:

- Customer
- People
- Social value
- Money
- Growth

This strategy outlines our aspirations, describes the goals in more detail, how we intend to deliver them and how we will achieve our vision of being ***“the delivery partner of choice for the NHS”***.

I hope you enjoy reading this strategy as I believe we have an exciting three years ahead of us. If you want to find out more please visit www.nhsbsa.nhs.uk.



Alistair McDonald

Chief Executive of the NHSBSA

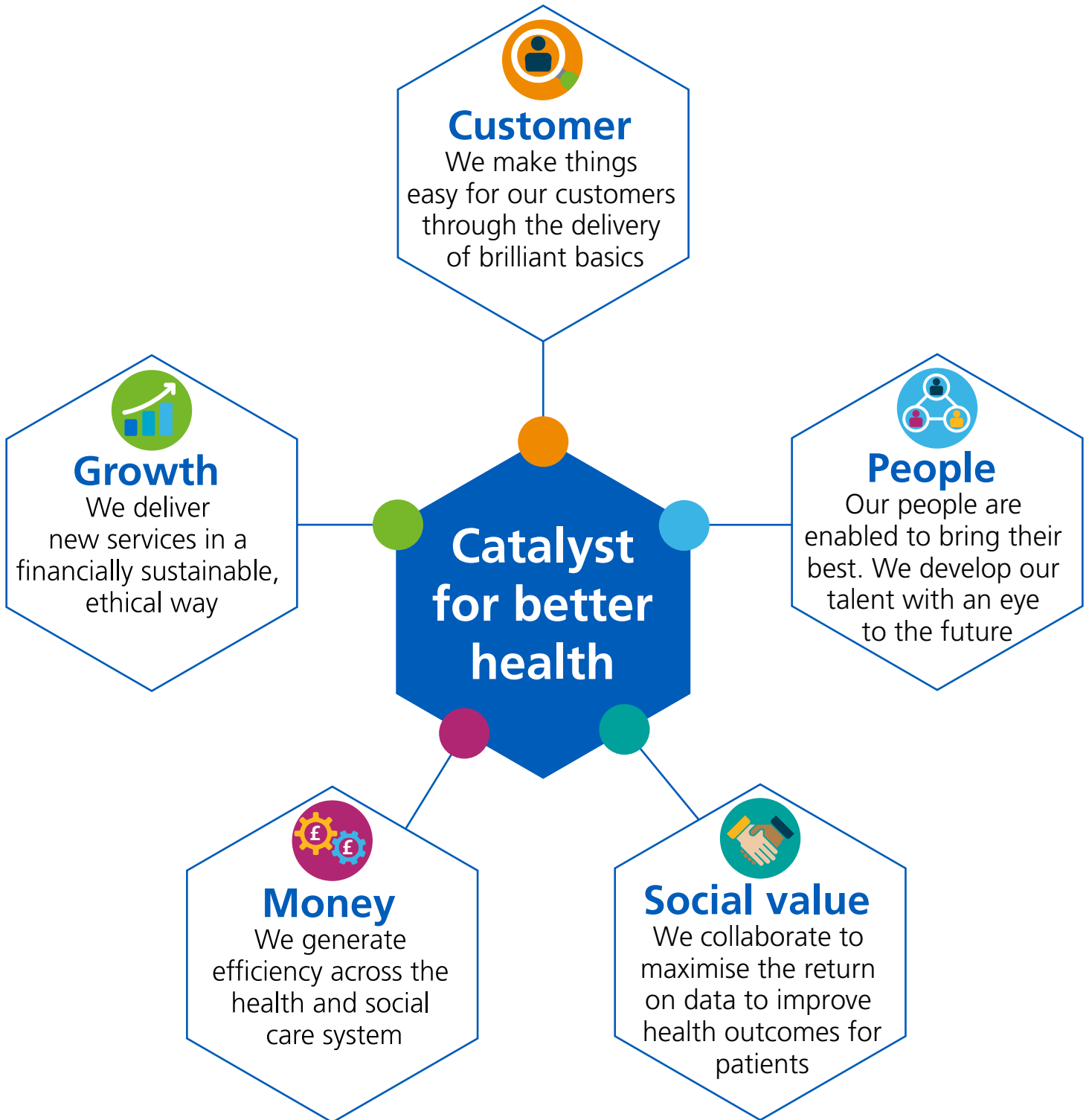
April 2018

Our structure and our services



Our strategic goals

Our strategic goals reflect our purpose of being a catalyst for better health. They are inter-connected and achievements in one of our strategic goals will influence and support achievements elsewhere.





1. Customer - We make things easy for our customers through the delivery of brilliant basics.

Our customers are at the heart of everything we do. Doing the basics brilliantly and using insight are the foundations for delivering a great service to our customers. From getting it right first time to resolving queries at the first point of contact, we can be trusted to put our customer first and deliver what we say we will. We will measure this through our Net Promoter Score (NPS) and a series of Key Performance Indicators (KPIs).



2. People - Our people are enabled to bring their best. We develop our talent with an eye to the future.

We care about our people, their wellbeing and their career pathway. We want our people to feel valued and connected to the business. We will make sure that they have the right tools to do their job to the best of their ability. We are committed to growing our own and ensuring our staff have a career development path. We aspire to be a great place to work and an employer of choice.



3. Social value – We collaborate to maximise the return on data to improve health outcomes for patients.

We see our role as being able to influence and improve the wider healthcare system and society through sharing our data and insight appropriately and responsibly, including for academic research.

We will continue to support our Pacific Team to leverage the value of our data with other organisations' data to identify savings and better ways of working, which will improve outcomes for patients.



4. Money - We generate efficiency across the health and social care system.

Our purpose is to be a catalyst for better health and one of the ways in which we can do this is to help the NHS get the most from its money as well as effectively managing our internal operating costs. Our Pacific Team collaborates with our partners to use our data and insight to identify savings. So far we are on track to save £1 billion by 2019, which can be put back into patient care. We also intend to diversify our income sources, so we become more self-sufficient.



5. Growth - We deliver new services in a financially sustainable, ethical way.

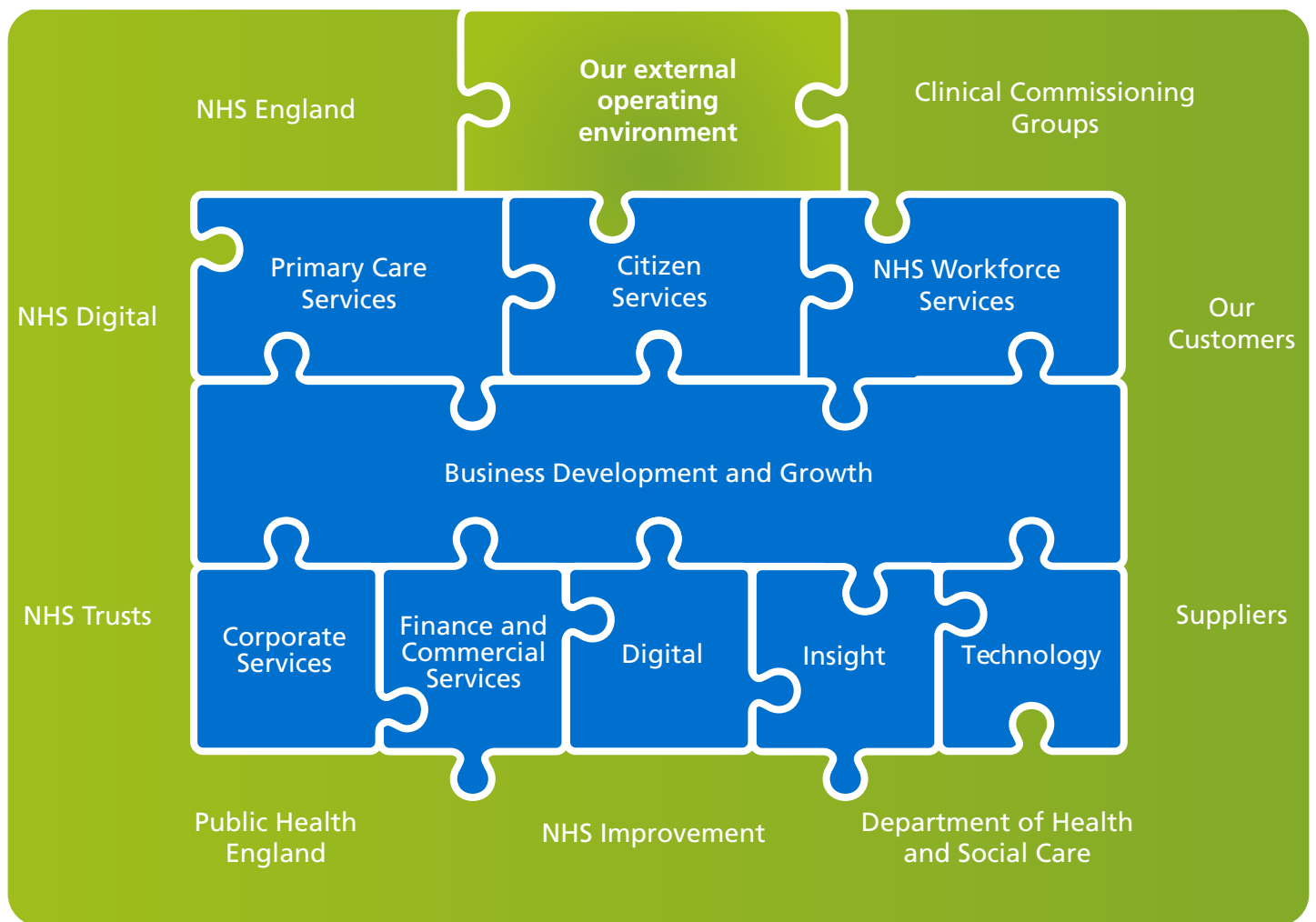
We want to build on our existing expertise and our track record of being a trusted delivery partner. We have an ambition to do more and make greater improvements across the healthcare system by exploring new growth opportunities. We intend to do this in different ways, including taking on new services and using our expertise in digital, data analytics and insight.

NHS Business Services Authority – about us

What do we do?

Building relationships and working smartly with partners in the wider NHS is central to achieving our goals. To achieve this, we are structured to deliver services in operational areas which are enabled by integrated and underpinning functions.

By working together, we will have maximum impact and fulfil our purpose of being a catalyst for better health and our vision of being the delivery partner of choice for the NHS. This is illustrated below.



Our operational services include:

Primary Care Services	NHS Prescription Services, NHS Dental Services and Scanning Services
Citizen Services	NHS Help with Health Costs, European Health Insurance Card, Customer and Contact Services, England Infected Blood Support Scheme, Student Services and Loss Recovery Services
NHS Workforce Services	NHS Jobs through to NHS Pensions including Electronic Staff Record, Total Reward Statements and HR Shared Services

Our operational services are supported by our internal services:

Finance and Commercial Services

Digital, Insight and Technology Services

including Information Services and Customer Insight;

Corporate Services – Corporate HR, Organisation Development, Communications & Marketing, Risk & Assurance, Information Governance & Security, Wellbeing, Diversity & Inclusion, Safety, Health and Environment;

Business Development and Growth – including our Pacific Team, which works with our partners to identify savings and improve patient care. It has already released over £750 million of recurring savings back to the NHS to reinvest in frontline care. This element of our business also draws on our expertise in digital, insight and technology to improve the wider healthcare system.

How do we do it?

We provide at scale, efficient services which are user-focused and support good quality health outcomes.

We use our data to create knowledge and insight for better results. This is at both an individual level to support better health, and at a system-wide level to generate improvements across the NHS.

Our success formula is built on a number of criteria:

Delivery obsession - We are focused on delivering results and we deliver what we say we will.

Whole system mind-set - Our actions take account of the impact on the wider healthcare system. We will always consider how our work improves things.

User-led, insight driven - Our work is directly influenced by engaging with our users and acting on their feedback. We will use the insight we receive to refine and improve our services.

Collaborative - Working closely with others is an important aspect of ensuring success. Our key partners are the Department of Health and Social

Care (to whom we are accountable), NHS England, NHS Digital, NHS Improvement, Public Health England, NHS Trusts, Clinical Commissioning Groups and suppliers.

At scale - We will continue to operate as a national organisation, seeking to benefit from the volume that operating across the country can offer.

Supporting approaches

We also have a number of approaches which support our success formula.

People and culture

We care about our people. We know that how we approach our work contributes to our colleagues' health, wellbeing and sense of connection to the business. And we know how important our people and our culture are to our success. We aspire to become a brilliant place to work and an inclusive organisation. Our values reflect the fact that we

CARE:

- **Collaborative**
- **Adventurous**
- **Reliable**
- **Energetic**

These values run through everything we do, especially in our service to our customers. We also want our people to take pride in their work, understand the role they play in our success and the contribution we make to the wider NHS and society as a whole.

Digital, Insight and Technology

Our expertise in digital, insight and technology is starting to be recognised at an international level. We are excited by the opportunities this offers, using our digital services to keep pace with future change. Insights from our data are used to make connections, predict outcomes and deliver rapid understanding, while our technology underpins everything we do.

Finance, Commercial and Property

We expect our business to make efficiencies as well so we have a sound financial plan, which will reduce operating expenditure and enable us to be more self-sufficient. We will get the best value from our contractors and suppliers and we will also improve the quality and flexibility of our current property portfolio.

Brilliant basics

We pride ourselves on the delivery of brilliant basics and this is something we intend to keep improving. We will focus more on using our data and insight to refine the customer journey, understand client requirements and add value to the wider healthcare system.

We recognise that we need to drive efficiency through our business, whether it's insourcing services or introducing tools to manage workflow.

Key programmes which enable this include achieving GDPR compliance, a transformation of our technology services, the removal of our mainframe and full migration to cloud-hosted solutions.

The levers we will use to drive effectiveness, reduce operational costs and provide us with greater insight are:



Our brilliant basics include:

Primary Care Services – our work with NHS Digital has resulted in over 60% of prescriptions being sent to pharmacies electronically from GP surgeries, saving both time and money. This figure continues to increase. We also have an accuracy rate of 99.63% for prescription processing, which is important considering we process over a billion prescription items each year. This means pharmacists are paid accurately and on time, freeing them up to focus on giving advice to patients.

Citizen Services provides Help with Health Costs to over seven million people each year, as well as providing financial help to nearly 80,000 healthcare students, enabling them to remain on their course so that we have a sustainable NHS workforce for the future. We also recovered almost £27 million last year for NHS England from incorrect exemption claims for prescription and dental charges.

NHS Workforce Services supports people within the NHS through their career pathway. The 'hire to retire' journey starts from applying for a job through the NHS Jobs website, being employed and paid through ESR, understanding and valuing their pension whilst in work and then receiving a pension at retirement. This service supports three million working age people and pensioners.

Our **Pacific Team** works with colleagues across the NHS to identify and deliver positive changes that save money and improve patient outcomes. One example is our work with key health partners to look at better prescribing for patients with respiratory problems to reduce unplanned hospital visits.

Our web-based prescription information system, ePACT2, has transformed the way prescribing **data** is viewed by the NHS, with more emphasis on quality and safety than ever before. We have transformed the reporting of prescription activity from aggregated counts of specific drugs to analysis based on what the individual patients receive. For example, our polypharmacy dashboard reports on the number of patients within a GP practice who are receiving ten or more prescription items by age range.

Our drive to become a **digital** business continues, making our services more accessible, easy to use and customer-focused. Our new online tool for people to check whether they can claim help with their health costs has had over 40,000 users. This has transformed the navigation of a complex set of rules into a simple check which can be carried out in less than three minutes.

What people say about us:

Pacific

“ Pacific have always made positive constructive contributions that have been solution focused. Pacific have added value and influenced discussions even when there are senior clinical experts & strong characters within the groups. ”

Information Services

“ #ePACT2 is definitely going to be a game changer. Especially the #polypharmacy dashboard. Very cool stuff. ”

Help with Health Costs

“ I was very happy with the overall process. It was much easier and much more straightforward than I had expected. ”

Delivering new services

One of our strategic goals is growth and we are proactively looking for opportunities to contribute to the wider health agenda, particularly in terms of prevention.

Examples of this include:

- Working with our partners in health and research to develop a national pathway which helps differentiate between inflammatory bowel disease and irritable bowel syndrome in primary care. This will help reduce the demand for unnecessary invasive diagnostic procedures, reduce hospital waiting times and improve patient care;
- Completing our 'hire to retire' portfolio with the Electronic Staff Record (ESR) and bringing in NHS Jobs. These services will support people right through their NHS career pathway;
- Exploring the use of Artificial Intelligence more in our services, such as in our contact centre, to drive efficiency;
- Using our data on medicines to help identify opportunities to improve health;
- Proactively marketing our data, analytical expertise and data analytics infrastructure;
- Extracting value from our prescription data to improve prescribing across the NHS;
- Increasing our scanning capability to take on more work for NHS Trusts and CCGs. Digital patient records mean information is available immediately to consultants who can then make better decisions on patient care. It saves Trusts money and gives them confidence that their patient data is secure.

Summary

Our purpose is to be a catalyst for better health, mobilised through our brilliant basics and our activities to deliver new services. In this way we will contribute to improving the health of the nation. We have set ourselves a stretching strategy, strategic goals and robust programmes of work, all with the aim of adding more value to the wider healthcare system.

We've made a great start and are on track to deliver our savings target of £1 billion by March 2019. But as we have said, we have an ambition and a drive to do more – we believe we can save an additional £0.25 billion by 2021 which can be put back into front-line care.

We are focused on our customers – we want them to be delighted with the service they receive and the interaction they have with us. We want to make their lives easier.

We are financially strong and have a robust plan which will see us become more self-sufficient and diversify our income sources.

Above all, we add value. We add value to the wider healthcare system and society as a whole. We are confident we have an exciting and challenging future ahead of us and we aspire to be an employer of choice. Why not consider working for us?

More information about who we are and what we do as well as our job vacancies can be found on our website at www.nhsbsa.nhs.uk.

Our Strategy

Purpose

To be a catalyst for better health

Vision

To be the delivery partner of choice for the NHS

Values - we care



Goals



Customer

We make things easy for our customers through the delivery of brilliant basics

People

Our people are enabled to bring their best. We develop our talent with an eye to the future

Social value

We collaborate to maximise the return on data to improve health outcomes for patients

Money

We generate efficiency across the health and social care system

Growth

We deliver new services in a financially sustainable, ethical way